AGENDA

CABINET

Monday, 26th March, 2018, at 10.00 am	Ask for:	**Louise Whitaker**
Darent Room, Sessions House, County Hall, Maidstone	Telephone:	**03000416824, louise.whitaker@kent.gov.uk**

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

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

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

1. Introduction/Webcasting

2. Apologies and Substitutions

3. Declaration of Interests by Member in Items on the Agenda for this meeting

4. Minutes of the Meeting held on 5 February 2018 (Pages 3 - 8)

5. Revenue and Capital Budget Monitoring - January 2018 (Pages 9 - 50)

6. Quarterly Performance Monitoring Report - Quarter 3 (Pages 51 - 102)

Benjamin Watts
General Counsel
03000 416814

Friday, 16 March 2018

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

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 5 February 2018.

PRESENT: Mr P B Carter, CBE, Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr E E C Hotson, Mr P J Oakford and Mr M Whiting

ALSO PRESENT: Mrs. M. Crabtree, Deputy Cabinet Member for Finance.

UNRESTRICTED ITEMS

53. Apologies and substitutions

Apologies were received from Mr John Simmonds MBE, Cabinet Member for Finance who was substituted by Mrs Margaret Crabtree, Deputy Cabinet Member for Finance.

54. Minutes of the Meeting held on 15 January 2018
(Item 4)

The minutes of the previous meeting, held on 15 January 2018, were agreed as a correct record and signed by the Chairman accordingly.

55. Capital and Budget Monitoring Report - November 2018
(Item 5)

Cabinet received a report providing the budget monitoring position up to 30 November 2017-18 for both revenue and capital budgets.

Mrs M Crabtree, Deputy Cabinet Member for Finance, introduced the item for members. She reported that the revenue overspend was currently forecast at £8.383million, after roll forward requirements and that this represented a £70,000 increase from the previous month. However, she was able to confirm that the preliminary December figures showed a positive direction of travel and that the next report was likely to forecast a lower overspend of £7.5million.

Mr Andy Wood, Corporate Director of Finance and Procurement spoke to the item and reminded members that the forecast overspend referred to by Mrs Crabtree included the additional cost for asylum which now represented approximately half of the total forecast overspend following management actions that had reduced the non-asylum overspend.

He reported that the Growth, Environment and Transport Directorate forecast was coming back in to line following an increase in the previous report to Cabinet but that predications would, as ever, ultimately depend on the weather and other winter factors. Finally, he confirmed that the small reduction in the asylum forecast was the result of a government grant for the purpose of ‘cohesion for care leavers’, received by most local authorities, and now made up approximately £3.7million of the total forecast overspend.

In response to questions from the Chairman, Mr Andy Wood confirmed that he was confident that the non-asylum element of the predicted overspend would be eliminated and as a useful indicator cited the movement that had occurred during these months on previous budgets. The Chairman commented on the asylum element of the predicted overspend and expressed disappointment that it was unlikely that any recompense would be received by from the government before the end of the financial year and that if this was the case the money would be taken from the councils reserves in the interim while continued pressure was applied to Ministers.

CABINET 2 FEBRUARY 2018 **Revenue and Capital Budget Monitoring Report November 2017- 2018**	
1.	That the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and the need to eliminate the forecast pressure on the revenue budget as the year progresses be NOTED.
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

56. Draft 2018-19 Budget & 2018-20 Medium Term Financial Plan
(Item 6)

Cabinet received a report containing the final draft budget proposals as published on 15th January 2018 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and which would culminate in the annual County Council budget setting meeting on 20th February.

The report provided a summary of the key issues in the draft budget and an opportunity to receive and consider comments and recommendations from Cabinet Committees. The draft budget included a proposed 2.993% council tax increase for 2018-19 (up to the referendum limit) and a further 2% proposed through the Social Care Levy. The draft budget represented the Council's response to local budget consultation and the impact of the provisional Local Government Finance Settlement, as well as an update to include the latest spending/saving plans and forecasts.

Ms Margaret Crabtree, Deputy Cabinet Member for Finance introduced the report for members. She reminded members that over recent years the council had made savings of approximately £600million with a further £53million identified for 2018-19. The draft budget, once again, proposed a balanced budget but, she warned, it would be harder than ever to achieve as government grant funding continued to be reduced and demand continued to increase. Finally she reported that the draft budget proposed a 2.993% Council Tax increase and 2% Social Care levy.

Mr Andy Wood, Corporate Director of Finance and Procurement spoke to the item. He reported that further changes to the draft would be made before approval was sought from County Council, for example, the balances on collection funds from District Councils were now available as were most of the business rate figures both of which had been slightly higher than the forecast included in the draft. He also drew the attention of members to three other areas where changes may occur or where there was an element of risk to the forecast:

1. Unaccompanied asylum-seeking children (UASC) – the draft budget for 2018-19, as with the 2017-18 report considered in the previous item, assumed that KCC would be fully funded for all of the associated costs of UASC but this had not yet been confirmed.
2. In relation to Basic Need an assumption was included that the government would provide further support to ensure school places could be provided
3. The final government settlement had not yet been released and would be available by the end of the week.

Mr Dave Shipton, Head of Finance, spoke to the item. He concurred with previous speakers that pressures on local government finances continued to grow; he reminded members that those pressures had been estimated at approximately £44million when the Medium Term Financial Plan was published but that the latest forecast was nearer to £67million, largely as a result of higher inflation. Grant reductions, while unwelcome, were as predicted and the two factors combined resulted in a challenge of £113million to find, which had been managed in the draft budget by a combination of savings, additional council tax income and a new power to retain 100% of business rates collected in the County.

Mr M. Dance, Cabinet Member for Economic Development, referred to the matter of business rate retention and welcomed the confirmation received from Mr Shipton that during the pilot in 2018-19 100% of the Business rates received from new businesses collected would be retained locally but following a question from the Leader warned that monies collected would be offset against successful appeals by businesses.

Mr G. Gibbens, Cabinet Member for Adult Social Care, referred to the 2% social care levy on council tax and the strict criteria that applied to its use which Mr Andy Wood confirmed that, despite the complex nature of the calculations, the draft budget was fully compliant with the requirements of the levy and the spend would be closely monitored to ensure that this was the case throughout the financial year.

It was RESOLVED that

CABINET 2 FEBRUARY 2018 Revenue and Capital Budget Monitoring Report November 2017- 2018	
1.	That the draft budget, taking into account any proposed amendments from Cabinet Committees and any other final changes to the draft Budget and MTFP published on 15th January 2018 be endorsed
2.	That final decision on council tax precept will be presented at the County Council meeting on 20th February be noted.
Reasons	

1.	To ensure that county council are aware of the endorsement of the draft budget by Cabinet on consideration of the matter in February.
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

57. Update on the progress in reporting and managing Delayed Transfers of Care.
(Item 7)

Cabinet received a report providing an update on Delayed Transfers of Care (DToC) since the December 2017 Cabinet report which looked at the work to improve reporting and management of DToC; as well as providing an update on the national position and assurance that agreed interventions are working.

Mr G. Gibbens, Cabinet Member for Adult Social Care, introduced the item for members. He acknowledged the importance of the matter of DToC and assured members that the relevant government Minister was equally interested in the matter and had put a Written Statement to the House of Commons on 3 July 2017, confirming that emphasis and the necessity of the NHS and local government working together to make faster and more significant progress on Delayed Transfer of Care (DToC).

He confirmed that robust monitoring continued to take place weekly with an opportunity for daily updates. Although some complexities of recording and comparing data between the Council and the NHS remained, he was pleased to report a positive improvement in DToC figures which was a reflection of the hard work between agencies and the resulting reduction in DToC through social care considerations was particularly welcomed.

He offered members a further update report in the spring / early summer.

Ms Anu Singh, Director of Adult Social Care, reported that 3 major shifts had occurred in relation to DToC, as follows:

1. Different leadership behaviours had been put in place across the system with Chief Executives and other senior officers taking daily calls to look at patients on a case by case basis where problems had occurred and the identifying factors which needed to be addressed in order to move those patients on. Where new approaches were most needed the NHS has directed specific officer support as had occurred in East Kent.
2. Data was being recorded and used differently; there was now a robust, joined up, system for recording and utilising data in the acute setting and work continued to replicate this success in the area of mental health where different challenges existed.
3. Investment in the reduction of DToC had been facilitated by access to national funding and directing local resources differently and in a very targeted way.

She was pleased to report significant reductions in DToC from this time last year as a result.

In response to comments from the Leader regarding the poor performance in East Kent, Ms Singh reported that NHS England had appointed Dr Anne Rainsberry, who had previously been the regional director of NHS London, to oversee the hospitals run by the East Kent University Hospitals Trust and an Integrated Programme Management Office had also been created. Joint diagnostics had been undertaken, agreement reached on the problems at hand and joined up work had begun on resolutions which were already starting to yield improvements in the DToC figures.

Me E. Hotson, Cabinet Member for Corporate and Democratic Services, welcomed the improved figures reported and in response to his question Ms Singh explained that integrated discharge teams had received investment and now spent time in and out of hospitals as part of a wider team, investment in the market had allowed more flexible step-down provision and the improved use of data had all been effective interventions that had helped staff to work differently and improve DToC figures accordingly.

It was RESOLVED that

1. the robust performance dashboard that continues to be used to report and to manage performance locally be NOTED;
2. the impact of the interventions on social care delays and in some health delays and the ongoing and escalated pressures that are being managed be NOTED;
3. the issues with the National and local reporting and the work to reduce this through local teams and adopting a regional position be NOTED.
4. A further report be received on the matter in the spring / summer, as appropriate.

58. Business Services Centre Trading Company
(Item 8)

PUBLIC minute of an EXEMPT item.

Cabinet received a report providing an update on the progress made toward the formation of a new service delivery model for the Business Services Centre.

The matter was introduced for members by Mr. E. Hotson, Cabinet Member for Corporate and Democratic Services during which introduction he assured members that there had been cross-party involvement in the development of the proposals brought before them in the exempt report.

The report and relevant business case were discussed at some length by Members and the progress made was welcomed.

It was RESOLVED that:

1. The business case for the proposed creation of a trading structure for the Business Services Centre be APPROVED;
2. The creation of a trading structure for the Business Services Centre, in line with the approved business case and review points as set out in the report, and agreement to enter into such contractual arrangements as are appropriate to facilitate that creation be APPROVED
3. Delegation of authority to the Monitoring Officer to agree the final details of the company structure, and contractual and commissioning arrangements in consultation with the Head of Paid Service, Cabinet Member for Corporate and Democratic Services, the Cabinet Member for Traded Services and Health Reform, the Director of Infrastructure and the Corporate Director of Finance and Procurement be APPROVED
4. The implementation of a shadow governance structure be APPROVED.

By: Cabinet Member for Finance, John Simmonds
Corporate Director of Finance, Andy Wood
Corporate Directors

To: Cabinet – 26 March 2018

Subject: **REVENUE & CAPITAL BUDGET MONITORING – JANUARY 2017-18**

Classification: Unrestricted

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1. SUMMARY

1.1 This report provides the budget monitoring position up to 31 January 2017-18 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 including grant rates compared to actual forecast unit costs;

1.3 Cabinet is asked to note the forecast revenue and capital monitoring position. The forecast revenue pressure of £3.865m (after Corporate Director adjustments), increasing to £5.479m including roll forward requirements, is encouraging as this is a reduction in the forecast pressure since the previous report. These figures do not include the impact of the severe weather at the end of February, although we do have an Emergency Conditions Reserve that can be used to fund the gritting and snow clearance. The impact of that severe weather has also left further damage on the road network, and it is proposed that an additional £2m is spent early in 2018-19 to repair pot-hole damage.

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. 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 £3.370m from £5.479m to £2.109m. This compares to a residual pressure reflected in section 1.4 of the December monitoring report of £3.759m, so an underlying improvement of £1.650m this month. This predominately relates to improved positions within: Financing Items due to additional investment income, a further underspend against the Insurance Fund, and release of funding held for the impact of the new intermediaries legislation; Children, Young People & Education directorate, specifically Early Help & Prevention, Youth Offending Services, Asylum Seekers and a number of other small movements. This further improvement in the position is extremely encouraging. However, if we are to be in a position to roll forward funds into 2018-19 to meet our commitments detailed in section 4, then we still have a modest way to go.

1.5 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 2018-19

1.6 There is a reported variance of -£69.238m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£9.316m from the previous month and is made up of +£0.164m real movement and -£9.480m rephasing movement.

2. RECOMMENDATIONS

Cabinet is asked to:

i) **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20, and that the forecast pressure on the revenue budget needs to be eliminated as we move into the final third of the year.

ii) Approve an additional £2m spending on pot-hole repairs in 2018-19 in response to the severe weather event during the week of 26 February. This will be met by a draw-down from reserves.

3. SUMMARISED REVENUE MONITORING POSITION

3.1 Overall the net projected revenue variance for the Council after Corporate Directors adjustments is £3.865m. After allowing for roll forward requirements the position increases to £5.479m. 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 -£2.028m from the December monitoring position. The main reasons for the movement this month are provided in section 3.3 below.

Work is ongoing to identify and implement options to eliminate the residual £5.479m forecast pressure. The position by directorate, together with the movement from the last report, is shown in table 1a & 1b 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
Children, Young People & Education - Education & Young People		58.390	-0.037	-0.177	-0.214	-0.010	-0.204
Children, Young People & Education - Specialist Children's Services		113.105	3.838		3.838	4.023	-0.185
Children, Young People & Education - Asylum		0.550	3.520	-0.150	3.370	3.749	-0.378
Sub Total Children, Young People & Education		*172.044*	*7.322*	*-0.327*	*6.995*	*7.762*	*-0.767*
Adult Social Care & Health - Disabled Children Services		20.754	0.318		0.318	0.166	0.153
Adult Social Care & Health - Adults		396.361	-0.566		-0.566	-0.095	-0.471
Sub Total Adult Social Care & Health		*417.115*	*-0.247*	*0.000*	*-0.247*	*0.071*	*-0.319*
Growth, Environment & Transport		166.720	0.113	-0.250	-0.137	-0.019	-0.118
Strategic & Corporate Services - Excluding Public Health		72.939	0.851		0.851	0.321	0.530
Strategic & Corporate Services - Public Health		0.000	0.000		0.000	0.000	0.000
Sub Total Strategic & Corporate Services		*72.939*	*0.851*	*0.000*	*0.851*	*0.321*	*0.530*
Financing Items		109.842	-3.201	-0.395	-3.596	-2.311	-1.285
TOTAL (excl Schools)		**938.659**	**4.837**	**-0.972**	**3.865**	**5.824**	**-1.959**
Schools (CYP&E Directorate)		*0.000*	*17.398*		*17.398*	*22.738*	*-5.340*
TOTAL		**938.659**	**22.234**	**-0.972**	**21.262**	**28.562**	**-7.299**

Variance from above (excl schools)					**3.865**	**5.824**	**-1.959**
Roll forwards	- committed				0.000		0.000
	- re-phased				1.615	1.684	-0.069
	- bids				0.000		0.000
Total roll forward requirements					1.615	1.684	-0.069
(-ve Uncommitted balance / (+ve) Deficit					**5.479**	**7.508**	**-2.028**

* 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
Children, Young People & Education - Education & Young People	-0.037		1.565	1.529	-0.177	1.352
Children, Young People & Education - Specialist Children's Services	3.838		0.050	3.888		3.888
Children, Young People & Education - Asylum	3.520			3.520	-0.150	3.370
Sub Total Children, Young People & Education	*7.322*	*0.000*	*1.615*	*8.936*	*-0.327*	*8.609*
Adult Health & Social Care - Disabled Children Services	0.318			0.318		0.318
Adult Health & Social Care - Adults	-0.566			-0.566		-0.566
Sub Total Adult Health & Social Care	*-0.247*	*0.000*	*0.000*	*-0.247*	*0.000*	*-0.247*
Growth, Environment & Transport	0.113			0.113	-0.250	-0.137
Strategic & Corporate Services - Excluding Public Health	0.851			0.851		0.851
Strategic & Corporate Services - Public Health	0.000			0.000		0.000
Sub Total Strategic & Corporate Services	*0.851*	*0.000*	*0.000*	*0.851*	*0.000*	*0.851*
Financing Items	-3.201			-3.201	-0.395	-3.596
TOTAL (excl Schools)	**4.837**	**0.000**	**1.615**	**6.451**	**-0.972**	**5.479**

3.3 The main reasons for the movement of -£1.959m before roll forward requirements and -£2.028m after roll forward requirements, are:

3.3.1 Children, Young People and Education – 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 reduction of -£0.204m since the December monitoring position. The most significant movements being:

- -£0.127m reduction in Early Help & Prevention for Children & Families mainly due to an increased underspend in the Tackling Troubled Families programme, to be requested as a roll forward, along with other minor movements across the service.
- -£0.132m reduction in the Youth Offending Services mainly due to reduced costs in Secure Accommodation and reduced use of sessional staff.
- Movements in Other Services for Young People & School Relates Services of-£0.114m and EYP Management & Support Services of +£0.105m are due to a number of small individual movements within the services.

A Corporate Director adjustment has been made to reflect the following:

- The expectation there will be a general reduction in forecast over the coming months of an additional -£0.177m, in part this will be from efficiency savings within Adult Education.

3.3.2 Children, Young People and Education – Specialist Children's Services:

The current forecast variance represents a decrease of -£0.185m since the December report. The movement from the December report is due to various movements across services, the most significant movements being:

- +£0.302m increase in the Children in Care (Looked After Services) forecast. An increased number of Residential and Supported Accommodation placements are offset by a decrease in the number of in-house fostering placements. There is an increasing pressure on this budget reflecting the high levels of support required to meet the complex needs of the children currently being placed rather than a significant rise in the number of children looked after.
- -£0.383m reduction in the Children's Assessment Staffing forecast following a review of the agency forecast and the timing of recruitment to current vacancies across Specialist Children's Services.

3.3.3 Children, Young People and Education – Asylum Services:

The forecast for asylum services has decreased by -£0.378m since the December report. The majority of this is due to the recent announcement by Department of Communities & Local Government of additional funding of -£0.370m to build capacity to care for UASC. We continue to lobby Ministers and officials for full reimbursement.

3.3.4 Adult Social Care and Health

The overall movement for the Directorate since the December monitoring is -£0.318m; -£0.471m of which relates to 'Adult Health & Social Care – Adults' and +£0.153m of which relates to 'Adult Health & Social Care – Disabled Children Services (0-18)'.

3.3.5 Adult Social Care and Health – Disabled Children Services:

The pressure on Disabled Children Services has increased by +£0.153m since the December monitoring report. The movement is due to minor movements across services, including increases in both residential care and assessment services.

3.3.6 Adult Social Care and Health – Adults:

The underspend on 'Adults Social Care – Adults' has increased since December by -£0.471m.

The main movements in the variance relate to: an increase in Supported Living - Learning Disability – other commissioned supported living arrangements +£0.221m; an increase in directorate management and support costs of +£0.257m due to a reduction in the planned net drawdown of reserves as these will be required for the delivery of a programme of transformation within adult social care for future years; an increase in Direct Payments, mainly in older people and physical disability partly offset by a slight reduction in learning disability and Mental Health, leading to an overall increase of +£0.074m; and an increase in Adaptive & Assistive Technology of +£0.062m.

This is offset by: a decrease in Social Support - Carers - Commissioned Service of -£0.429m, predominately due to lower actual usage levels with providers than previously anticipated; a decrease in staffing costs of -£0.234m, the majority of which relates to older people and physical disability; a decrease in Nursing and Residential Care across all client groups of -£0.108m; a reduction to Other Adult Services of -£0.106m due to lower than anticipated costs relating to prior years; a reduction for domiciliary care, mainly in physical disability partly offset by an increase in older people of -£0.178m; and a reduction in Social Support for Carers – Social Isolation of -£0.101m.

3.3.7 Growth, Environment and Transport:

The current forecast outturn is an increased forecast underspend of -£0.137m, which is after the Corporate Director Adjustment of -£0.250m. This represents a further improvement of -£0.118m since last month. These figures exclude the impact of the severe weather at the end of February.

The movement in forecast for Other Highways Maintenance & Management of -£0.375m results from many small changes, the largest of which are additional income from permits and lane rental of -£0.066m and a drawdown from reserves to fund appropriate programme management costs of -£0.100m.

An increase in the forecast number of tonnes in the waste to energy contract has resulted in an additional pressure against Treatment & Disposal of Residual Waste of +£0.254m.

The Corporate Director adjustment of -£0.250m has reduced by a net +£0.200m (last month: -£0.450m) as a number of previously identified actions now form part of the forecast outturn figure.

Other small movements comprise the balance of -£0.197m.

3.3.8 Strategic and Corporate Services:

The overall forecast has increased by +£0.530m since the December monitoring report. This is due primarily to an increase +£0.463m in Infrastructure due mostly to +£0.239m increased historic claims from a TFM provider; £0.127m reduction in income generated by Oakwood House and uncertainty around the receipt of £0.135m forecasted refunds in Business Rates. Other Divisions have minor movements which together give an increased variance of +£0.066m.

3.3.9 Financing Items

A £1.285m increase in the Financing Items underspend this month relates to an increase in the underspend against the Insurance Fund of £0.168m resulting from a further reduction in recorded claims; a £0.617m net increase in investment income and £0.5m due to the release of funding held for the impact of the new intermediaries legislation, as we are satisfied that any financial impact is already included within the directorate forecasts contained elsewhere within this report.

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

3.4.1 <u>Children, Young People and Education – Education & Young People's Services:</u>

3.4.1.1 The overall forecast variance for Education & Young People's Services (excluding schools and before roll forward requirements but after Corporate Director adjustments) is an underspend of -£0.2m. However, this is made up of a number of compensating variances, the most significant are as follows:

3.4.1.2 There is a forecast underspend of -£2.8m on Early Help & Prevention for Children and Families. An underspend on externally commissioned services of -£0.8m reflects delays in the start of a new Emotional Health and Wellbeing contract along with savings from other contracts. Tackling Troubled Families has achieved additional income of -£1.4m 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, delays in the implementation of the EYPS Single System of -£0.1m are to be requested as a roll forward to fund the completion of this project in 2018-19. Children centres are also expected to underspend by -£0.5m, due to planned delays in the recruitment to vacancies.

3.4.1.3 There is a forecast pressure of +£0.6m within Early Years Education & Childcare, which predominately relates to a shortfall on their general service income target. The EY&C unit are aiming to generate income from private, voluntary and independent nurseries through their Threads to Success scheme. We have reviewed the product pricing and this has not yet led to increased demand and an increase in income generation.

3.4.1.4 There is a forecast underspend of -£0.1m on SEN & Psychology Services. This is mainly due to an underspend on Education Psychology due to additional income and difficulties in recruiting psychologists to meet current demand.

3.4.1.5 There is a forecast underspend of -£0.4m on Other Services for Young People & School Related Services, the most significant variances being -£0.4m underspend on the School Improvement Service. There is an expected shortfall against the income targets of approximately +£0.6m based on current trends, however this is offset by a greater level of savings from the restructure than originally expected and the receipt of an additional grant of -£0.7m from the Department of Education. The balance is formed from a number of small underspends across other services due to overachievement of their income targets and current staffing vacancies.

3.4.1.6 Shortfalls in achieving the budgeted income target for outdoor education centres has led to a +£0.1m pressure on Youth and Offending Services.

3.4.1.7 Latest pupil numbers suggest there will be a forecast pressure of +£0.8m across Pupil & Student Transport Services. Pressures on special education needs transport to both school of +£1.1m and college of +£0.6m resulting from higher than expected pupil numbers and cost of journeys have been partially offset by a -£0.7m underspend on mainstream home to school transport due to lower pupil numbers. The balance of -£0.3m is formed from additional income generated from the Kent 16+ travel card of -£0.1m and other small underspends of -£0.2m.

3.4.1.8 Finally, there is a forecast pressure of +£0.9m on CYPE Management & Support Services, this is formed from a number of distinct variances, the most significant being:

- +£0.6m pressure relating to Edukent Services. EduKent provide the single point of contact for all traded services with schools and academies and have in the past been funded from the DSG reserve. This is no longer possible and other options are being investigated to provide a long-term solution to the funding of this unit. EduKent has funded the billing admin costs for other KCC school traded services such as Invicta Law, GEN2 and Schools Personnel Services (SPS) & Education Information Systems (EIS) within the Business Services Centre. These costs will have to be allocated to the other KCC companies. At present all these costs are held within CYPE Directorate, but next year these costs will be absorbed within the operation of the new Education Services Company.

- +£0.4m pressure resulting from former CYPE directorates share of savings for both spans and layers and tactical procurement. These savings will be allocated to budget managers as part of the 2018-19 budget build process.
- -£0.4m underspend on Education Pension costs based on current activity.
- +£0.3m formed from a number of other variances including the additional school security costs.

3.4.2 Children, Young People and Education – Specialist Children's Services

3.4.2.1 The overall forecast position for Specialist Children's Services (excluding Asylum) is a pressure of +£3.8m.

3.4.2.2 Within Children's Assessment Staffing, a net +£1.3m pressure is forecast as the service continues to have a number of vacant posts filled by agency workers along with some additional supernumerary agency workers above establishment to cope with a post Ofsted rise in workload demand. This increased number of referrals has also led to a pressure on the Central Referral Unit. The forecast is also reflecting an expected underspend on the LifeLong Links programme of -£0.2m.

3.4.2.3 The pressure on Family Support & Other Children Services +£0.4m is mainly due to the ongoing pressure on Care Leaver Services from 2016-17 of +£0.1m, along with increased spend on Commissioned Services of +£0.1m relating to a one-off previous financial year payment and Section 17 of +£0.2m.

3.4.2.4 A pressure of +£0.2m the Adoption & Other Permanent Children's Arrangements service is formed from a number of compensating variances: pressures arising from the current number of Special Guardianship Orders of +£0.4m and the need to secure adoption placements from other local authorities/voluntary organisations where Kent's pool of adopters are not suitable of +£0.2m is partially offset by the holding of vacancies within the County Adoption Service of -£0.2m along with a reduction in the number of adoption payments of -£0.3m.

3.4.2.5 There is a +£1.9m variance for Children in Care (looked after) services. Overall, there has been a small increase in the number of children looked after, which is to be anticipated with the rise in the number of child protection cases, however this pressure predominantly results from the higher cost of supporting individual children. This is reflected in the increasing use of residential placements of +£1.6m, independent fostering agencies of +£0.9m and supported accommodation of +£0.2m to meet the complex needs of the children in care, whilst the numbers placed in in-house fostering has reduced by -£0.6m. In addition, indications from Invicta Law suggest a pressure of +£0.2m for legal services. This is however partially offset by a -£0.2m underspend on Virtual School Kent following their recent restructure and a -£0.2m underspend on the County Fostering Team.

3.4.3 Children, Young People and Education – Specialist Children's Services – Asylum

3.4.3.1 The current predicted pressure on the Asylum Service is £3.4m. This assumes the 2017-18 Unaccompanied Asylum Seeker Children (UASC) and Care Leavers grant rates will remain the same as in 2016-17, as confirmed by the Home Office.

3.4.3.2 This position therefore assumes that we will have a shortfall on eligible UASC's (aged under 18) of approximately +£0.3m, Care Leavers (aged 18+) of +£2.2m, and ineligible costs of +£0.4m, the remaining +£0.5m pressure relates to the hosting of the reception centre and duty process for the National Transfer Scheme (NTS).

3.4.3.3 The forecast pressure on the Asylum Service for 2017-18 is greater than 2016-17 due to the age of the children being supported. The UASC grant rate paid by the Home Office reduces once the child turns 16 years old therefore leading to an increasing pressure as the child gets older if the cost of support is not reduced, which is not always possible for the current UASC. Most of the current UASC (irrespective of age) are in higher cost placements due to the fact that they arrived before the age of 16, so had to be placed in fostering placements, which is where they have chosen to remain. In addition, fostering placements made from 2015 onwards were with independent fostering providers with the higher costs that this entails and that attempts to move any individual who is settled in this placement is likely to result in legal challenge. However, where possible, UASC are being moved to lower cost supported lodging placements when turning 16.

3.4.3.4 The shortfall in the grant rate to support Care Leavers is not dissimilar to previous years, but the overall pressure is greater due to higher numbers of young people. However, it is anticipated the overall pressure on Care Leavers should reduce in future months as the Home Office, as promised, are now processing the 100+ outstanding claims on the 18+ UASC care leavers. Going forward this will have a positive impact as it will reduce the number of cases where we have to fully fund accommodation costs and subsistence. Work is progressing to ensure care leavers are applying for both job seekers allowance and housing benefit where eligible to do so.

3.4.3.5 As we have no agreement on the funding of the hosting of the NTS and reception centre, we can only assume at this stage that we will receive the daily grant rate for those young people we are supporting for a few weeks leading up to their dispersal.

3.4.4 Adult Social Care and Health

3.4.4.1 The overall forecast variance for the Directorate is an underspend of -£0.2m; of which -£0.6m relates to 'Adult Health & Social Care – Adults' and +£0.3m relates to 'Adult Health & Social Care – Disabled Children Services (0-18)'. No Corporate Director adjustment has been proposed.

3.4.5 Adult Social Care and Health – Disabled Children Services

3.4.5.1 Disabled Children Services are forecasting a net pressure of +£0.3m, the most significant variances being:

- The +£1.3m variance for Children in Care (looked after) services is due to a pressure on residential care commissioned from external providers of +£1.6m offset by underspends on in-house residential respite services of -£0.2m and legal services of -£0.1m.

- The -£1.0m variance for Family Support & Other Children Services is mainly due to underspends on direct payments of -£0.3m; commissioning of -£0.2m and day care services of -£0.5m, along with minor other variances including Section 17.

3.4.6 Adult Social Care and Health – Adults

3.4.6.1 The forecast variance for 'Adult Health & Social Care – Adults' is -£0.6m.

3.4.6.2 Within the overall variance of -£0.6m there are pressures of +£6.5m resulting from direct provision of services to clients across adult social care, and a forecast underspend of -£6.5m against adult and older people preventative and other services. There is also a forecast underspend on staffing and management and support services of -£0.6m.

This variance position reflects activity data to date in the 2017-18 financial year and we will continue to refine the forecast alongside activity trends over the remaining months.

3.4.6.3 Learning Disability services are forecasting a net pressure of +£2.3m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing & Residential Care - Learning Disability (aged 18+) of +£1.9m overspend (more information on which is provided in appendix 2.1).

- Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements of +£1.9m overspend (more information on which is provided in appendix 2.2).

- Supported Living - Learning Disability (aged 18+) - Shared Lives Scheme of -£1.0m. This underspend is due to activity being less than budgeted.

- Day Care – Learning Disability (aged 18+) – Commissioned service of -£0.2m and in house service of -£0.1m.

- Supported Living - Learning Disability (aged 18+) - In house service of -£0.1m.

- Non Residential Charging Income – Learning Disability (aged 18+) of -£0.1m.

3.4.6.4 Mental Health services are forecasting a net pressure of +£1.9m, which comprises of a number of offsetting variances. The most significant of which relate to:

- Supported Living - Mental Health (aged 18+) - Commissioned service underspend -£0.6m which is due to -£1.0m relating to delays in commencing the Your Life Your Home scheme, +£0.4m which is due to activity being higher than budgeted.

- Nursing & Residential Care - Mental Health (aged 18+) +£2.6m. This variance is predominantly due to +£1.6m relating to delays in commencing the Your Life Your Home, (reflecting +£0.6m of red savings when netted against reduction on

Supported Living) and +£1.0m which is due to both activity and costs being higher than budgeted levels.

3.4.6.5 Older People and Physical Disability services are forecasting a net pressure of +£2.3m, which includes a number of offsetting variances. The most significant variances relate to:

- Nursing and residential care +£3.9m overspend which includes +£2.1m relating to Older People Commissioned Residential services, +£1.2m relating to Older People nursing (more information on which is provided in appendix 2.5), and +£0.6m relating to Physical Disability nursing and residential care services.
- There is a forecast over recovery of non-residential charging income of -£1.9m, based on the year-to-date income received. This is linked to increased client numbers causing pressures on the following community service lines: Domiciliary care services +£0.6m pressure, Supported Living +£0.6m pressure and Day Care -£0.4m underspend.
- Direct payments -£0.5m underspend of which the majority is relating to direct payments for older people.

The Older People and Physical Disability forecast 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.

3.4.6.6 Within 'Adult & Older People Preventative & Other Services' there is a forecast net variance of -£6.5m, comprising a number of offsetting variances. Due to slippage on some of the transformation savings, at this stage it is felt prudent to reflect +£1.7m as a pressure. However, this is partly offset by a -£1.3m one-off use of reserves to offset the slipped transformation savings. A further pressure of +£0.6m relates to slippage on Housing Related Support savings. In addition within Other Adult Services, there is +£0.4m of unachievable transformation savings, +£0.2m of unachievable tiers and spans savings across the authority and +£0.2m due to other savings not forecast to be achieved.

These pressures are offset by: forecast underspends of -£2.8m in social support services, such as those for carers (in-house and commissioned), information & early intervention and social isolation, partly due to one-off net old year spend; -£1.3m underspend on equipment against the adaptive & assistive technology budget; -£3.7m variance on centrally held funds including sustainability funding to cover costs already recognised in the forecast position; -£0.2m underspend on meals against the Other Adult Services budget; and -£0.4m for the Social Fund.

3.4.7 <u>Growth, Environment and Transport</u>

3.4.7.1 The overall position for the Directorate, before Corporate Director Adjustments, is a forecast pressure of +£0.1m (+£0.4m last month), with forecast pressures of +£1.1m being partially offset by underspends of -£1.0m.

3.4.7.2 Subsidised Bus Services is showing a net underspend overall of -£0.2m due to a reduction in spend on the community transport and maintenance element of the budget.

3.4.7.3 Within Other Highways Maintenance & Management there are a number of offsetting pressures including: Streetlight Energy of +£1.0m, the increased levy and reduced activity on Driver Diversion courses of +£0.2m, as well as increased drainage works of +£0.3m. This is offset by a number of underspends, the largest of which are additional permit income of -£0.5m, reduced spend on Streetlight maintenance due to deferred testing of illuminated signs -£0.2m and increased income in Development Planning from pre-application charges -£0.1m which together with smaller underspends totalling -£0.6m, reduces the net pressure down to +£0.1m.

3.4.7.4 The GE&T Management & Support Services pressure of +£0.3m remains and is due to the impact of directorate-wide staffing and procurement savings that have yet to be fully implemented.

3.4.7.5 Public Protection & Enforcement is forecasting an underspend of -£0.2m**,** which is primarily concerned with the deferred implementation of the Medical Examiners service which is now due to be introduced by April 2019.

3.4.7.6 There is a pressure of +£0.1m forecast for Young Persons Travel Pass due to a shortfall in forecast income as the number of passes in issue is below budgeted levels.

3.4.7.7 Waste (activity can be seen in Appendices 2.14 and 2.15) is forecasting a pressure of +£0.3m overall, comprising:

(a) Treatment and Disposal of Residual Waste is forecasting an underspend of -£0.1m with a price pressure being offset by reduced tonnes and additional trade waste income.
(b) Waste Processing is forecasting a pressure of +£0.5m, with savings on the soil & hard-core and Materials Recycling Facilities budgets and recycling credits budget being more than offset by increased composting and reduced income.
(c) Waste Management shows a -£0.1m underspend.

3.4.7.8 The underspend against Libraries, Registration & Archives of -£0.4m primarily relates to releasing the surplus in a renewals reserves following a successful re-tender process, as well as other small variances. All other GET budgets are showing minor variances that add up to a combined pressure of +£0.1m.

3.4.7.9 The Corporate Director adjustment has reduced to -£0.2m (-£0.4m last month) as some of the previously identified actions now form part of the forecast outturn position. This reduces the forecast pressure of +£0.1m to an improved underspend position of -£0.1m.

3.4.8 <u>Strategic and Corporate Services – Public Health</u>

3.4.8.1 Public Health is currently a ring-fenced grant and any variance throughout the year and at the end of the financial year, is moved to a reserve. There is therefore no impact on the overall Directorate variance.

3.4.9 <u>Strategic and Corporate Services</u>

3.4.9.1 The overall variance reflected in appendix 1 for the directorate is an overspend of +£0.8m which is made up of an overspend of £0.3m for the S&CS Directorate itself, increased by +£0.5m 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. It should be noted that this in-year overspend is due to the delayed implementation of some plans, resulting in the £0.5m delivery slipping to 2018-19. Work is now on-going on this and the 2018-19 savings target of an additional -£0.6m saving. A number of initiatives have been identified; RAG rated and are now being worked up and costed.

3.4.9.2 The directorate overspend of +£0.3m includes variances of +£0.3m for the Contact Centre & Digital Web Services budget set in 2015 using a transformation plan suggested by Agilisys, predicting that the number of calls and average call duration would fall significantly. Although the call volumes and times have reduced, this is not in line with the original budgeted plan, hence resulting in a budget pressure. The commissioners of this service, together with Agilisys, are working with directorate services to get these figures reduced further. This pressure is off-set by an underspend of -£0.1m within Gateways and net underspend of -£0.3m across the units within Engagement, Organisation Design & Development relating primarily to staffing vacancies.

3.4.9.3 Infrastructure controllable budgets are now forecasting an overspend of +£0.9m, arising mostly from property related costs including backdated TFM costs; reduced income from Oakwood House; uncertainty on the completion of rates rebates before the end of the financial year and many other minor variances across all areas of Property and ICT commissioning.

3.4.9.4 Additionally in other divisions there are variances of: -£0.4m for Finance arising from lower salary costs following a major restructure and a one-off increase in income; -£0.2m for Strategic Commissioning due to staffing vacancies being held vacant pending restructure; +£0.1m in General Counsel largely arising from higher costs of agency staff prior to the commencement of trading as Invicta Law Ltd.

3.4.10 Financing Items

The Financing Items budgets are currently forecast to underspend by £3.2m, before Corporate Director adjustment, which is due to:

3.4.10.1 Additional Government funding compared to our assumptions at the time of setting the budget, together with changes to retained business rates relating to Dover Enterprise Zone for 2015-16 and 2016-17 and Swale renewable energy schemes for 2016-17, result in a forecast underspend of £1.4m.

3.4.10.2 The Cabinet decision in June not to make the budgeted £3.9m contribution to General Reserves in light of our reduced level of risk following our success in delivering an underspend in 2016-17, and the announcement in the Chancellor's Spring Budget of the additional social care funding. Instead £3m is being spent on pothole repairs and the remaining £0.9m is declared as an underspend to go towards offsetting the pressures reported elsewhere in this report.

3.4.10.3 A £1.9m decrease partly due to a deferment of Minimum Revenue Provision (MRP) and partly due to re-phasing of the 2016-17 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.

3.4.10.4 £1.0m saving relating to the Insurance Fund negotiating a reduction in the premium, together with a reduction in recorded claims and claims settled. Usual practice is to transfer any underspend on the Insurance Fund to the Insurance Reserve, but due to the overall forecast financial position of the Authority and the relatively healthy balance already in the Insurance Reserve, we are proposing to use this to help offset the pressures declared elsewhere within this report. Should the overall forecast position of the Authority improve significantly then this proposal can be revisited.

3.4.10.5 £0.6m due to increase investment income. This reflects the net impact of interest received following the repayment of a loan made to EKO, partially offset by a more cautious forecast of our dividends from externally managed multi-asset and equity funds, which have been revised in accordance with latest fund performance data and general market information.

3.4.10.6 £0.5m underspend due to the release of the budget for intermediaries legislation as we are satisfied that the impact of this new legislation is already reflected within the directorate forecasts reflected in this report.

3.4.10.7 A £0.1m underspend on Carbon Reduction Commitment reflecting finalisation of our carbon emissions for 2016-17 and our estimated carbon emissions for the current year.

3.4.10.8 However, these underspends are partially offset by the following:

- A forecast shortfall of £1.7m in the contribution from Commercial Services, £1m of which reflects trading conditions in the Education supplies business, Recruitment business and Landscapes business. In particular the Education (KCS) and Recruitment businesses have been significantly impacted by cuts in spend from its predominantly public sector customer base. The Education (KCS) business however is still forecasting a contribution 10% greater than previous year, despite the deterioration in the market of between 8-10%, due to efficiencies being delivered. Although the dividend is below budget, the forecast profit for CS in 2017-18 of £5.058m compares favourably with the net profit in 2016-17 of £4.547m, given the prevailing market conditions. £0.7m of the current year's contribution was to be met from a drawdown of Commercial Services reserves however it was agreed by the Shareholder Board in July 2017 that this was no longer sustainable for the CS group and this contribution has been removed for 2017-18;

- £1.0m lack of dividend from Invicta Law Ltd primarily due to a lack of new business being generated, compared to the business plan;

- £0.5m unallocated saving relating to the anticipated amalgamation of business support in the old SCHW directorate is unachievable in the current year following the decision to create the new Strategic Commissioning Division within S&CS directorate. Some of the services that were due to be amalgamated are now in different directorates. However, it is expected that savings will be delivered from the creation of the new Strategic Commissioning Division, but these will not be realised until 2018-19.

3.4.10.9 A Corporate Director adjustment of -£0.4m is reflected, taking the overall underspend on the Financing Items budgets to £3.6m. This adjustment reflects an anticipated increase in our share of the retained business rates levy from the Kent business rates pool; however this will not be confirmed until the end of the financial year.

3.5 **Schools delegated budgets:**

The schools delegated budget reserves are currently forecast to end the financial year in surplus by £10.9m, compared to £28.3m at the start of the financial year. This is made up of a forecast surplus of £23.6m on individual maintained school balances, and a deficit on the central schools reserve of £12.7m. The table below provides the detailed movements on each reserve:

	Individual School Reserves (£m)	**Central Schools Reserve (£m)**	**Total School Reserves (£m)**
Balance bfwd	30.171	(1.830)	28.340
Forecast movement in reserves:			
Movement in school reserves (6 month monitoring)	(8.027)		(8.027)
Academy conversions and closing school deficits	1.499	(3.880)	(2.381)
School Growth		(1.032)	(1.032)
High Needs (Mainstream & Independent)		(5.564)	(5.564)
Various		0.251	0.251
Overspend on Central DSG budgets		(0.644)	(0.644)
Forecast reserve balance	**23.642**	**(12.700)**	**10.943**

Note: a negative figure indicates a draw down from reserves/deficit

The schools delegated budget is currently showing a pressure of £17.398m.

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

Dividends/Contributions (£m)	Budget	Forecast	From trading surplus	from reserves
Commercial Services	6.800	5.063	5.063	
GEN2	0.620	0.620	0.620	
Invicta Law	1.057	0	0	

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 (CYPE – EY directorate)		1.445
Re-phasing of the new Early Years and Preventative Services single system in to 2018-19 due to a delay in implementation of the system (CYPE – EY directorate)		0.120
Re-phasing of Kent Safeguarding Children Board (KSCB) into 2017-18. This represents KCC's share of the underspend of the KSCB Board. Under the terms of the inter-agency agreement, KCC has an obligation to provide this funding to the Board. The underspending relating to partners contributions is held in a Fund.		0.050

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 -£69.238m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£9.316m from the previous month and is made up of +£0.164m real movement and -£9.480m rephasing movement. Headline variances are detailed below by Directorate.

6.2 Table 3: Directorate capital position

Directorate	2017-18 Working budget	2017-18 Variance	Real variance	Re-phasing variance	Last reported position		Movement	
					Real	Rephasing	Real	Rephasing
	£m	£m	£m	£m	£m	£m	£m	£m
Children, Young People & Education	115.130	-23.679	-0.589	-23.090	-0.589	-18.546	0.000	-4.544
Adult, Social Care & Health	8.383	-6.482	-2.321	-4.161	-2.268	-3.841	-0.053	-0.320
Growth, Environment & Transport	130.655	-29.909	3.706	-33.615	3.489	-29.725	0.217	-3.890
Strategic & Corporate Services	22.040	-9.168	1.610	-10.778	1.610	-10.052	0.000	-0.726
TOTAL	**276.208**	**-69.238**	**2.406**	**-71.644**	**2.242**	**-62.164**	**0.164**	**-9.480**

6.3 **Capital budget monitoring headlines**

The real movements over £0.100m and rephasing movements over £1.000m are as follows:

6.3.1 Children, Young People and Education

6.3.1.1 Annual Planned Enhancement Programme: Rephasing movement of -£2.875m. From the indicative timescales provided by the design consultants, it is anticipated that a number of projects will now start and complete in the following financial year. The updated timescales are reflective of limited resource allocated to the programme from the design consultants, revisions to the procurement process, asbestos issues, difficulties obtaining access to specific sites within non-operational periods and where schools have specifically requested a delay in the start of projects.

6.3.1.2 Basic Need: Rephasing movement of -£1.313m. The latest Commissioning Plan has indicated that some projects are no longer required as soon as originally predicted. Approval is also pending to proceed with some secondary school projects.

6.3.1.3 Priority School Build Programme: An increase in costs at Chantry Primary has led to a £1m pressure in 2018-19. This project is managed by the Education & Skills Funding Agency (ESFA), but the pressure falls on KCC. Options for funding this are currently being considered.

6.3.2 Adult, Social Care and Health

All movements are below the thresholds for detailed explanations.

6.3.3 Growth, Environment & Transport

6.3.3.1 Highways, Transportation & Waste

Highways and Integrated Transport Schemes: Real movement of +£0.153m due to the addition of landscaping costs for Elwick Road, which will be covered by external funding.

In addition to the real movement above, there are a number of schemes that have been rephased into 18-19 but which do not meet the individual £1m reporting threshold. In aggregate these amount to £1.8m and are the primary reason for the re-phasing movement within the GET directorate this month.

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

All movements are below the thresholds for detailed explanations.

6.3.3.3 Economic Development

Kent & Medway Business Fund: Re-phasing movement of -£1.2m due to a loan not obtaining approval to proceed in the current year.

6.3.4 <u>Strategic & Corporate Services</u>

All movements are below the thresholds for detailed explanations.

7. CONCLUSIONS

7.1 The revenue pressure has reduced to £5.5m after roll forward requirements and it is encouraging to see an improvement in the forecast. The objective remains to eliminate this forecast pressure. The Corporate and Directorate Management teams remain confident that the forecast revenue pressure can still be significantly reduced without the need for blanket moratoria on spending. Eliminating the £5.5m will ultimately be dependant upon the Home Office reimbursing us in for the full cost of supporting UASC.

8. RECOMMENDATIONS

Cabinet is asked to:

8.1 **Note** the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20.

8.2 **Approve** an additional £2m spending on pot-hole repairs in 2018-19 in response to the severe weather event during the week of 26 February. This will be met by a draw-down from reserves.

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
Children, Young People & Education					
Specialist Children's Services					
Children in Care (Looked After) Services - Non-Disabled Children**	52.5	-4.3	48.2	1.9	0.3
Adoption & Other Permanent Children's Care Arrangements	13.8	-0.1	13.7	0.2	0.0
Family Support & Other Children Services - Non-Disabled Children	14.6	-4.5	10.1	0.4	-0.1
Asylum Seekers**	23.6	-23.1	0.6	3.5	-0.4
Children's Assessment Staffing - Non-Disabled Children**	41.3	-3.4	37.9	1.3	-0.4
Children's Management & Support Services	3.4	-0.2	3.2	0.0	0.0
Sub Total Specialist Children's Services	**149.2**	**-35.6**	**113.7**	**7.4**	**-0.6**
Education & Young People's Services					
Early Help & Prevention for Children and Families	32.6	-17.6	15.0	-2.8	-0.1
Early Years Education & Childcare	68.6	-67.6	1.0	0.6	0.0
Attendance, Behaviour and Exclusion Services	4.7	-4.7	0.0	0.0	0.0
High Needs Education Budgets (excl. Schools & Pupil Referral Units)	35.2	-35.2	0.0	0.0	0.0
SEN & Psychology Services	19.9	-16.9	3.0	-0.1	0.0
Other Services for Young People & School Related Services	16.8	-13.6	3.2	-0.4	-0.1
Pupil & Student Transport Services**	36.4	-3.7	32.6	0.8	0.1
Other Schools' Related Costs	34.0	-34.0	-0.1	0.9	-0.2
Youth and Offending Services	5.0	-3.8	1.2	0.1	-0.1
Adult Education and Employments Services for Vulnerable Adults	13.5	-14.4	-0.9	0.1	0.0
YP&E Management & Support Services	18.8	-15.6	3.2	0.9	0.2
Sub Total Education & Young People's Services	**285.4**	**-227.1**	**58.4**	**0.0**	**-0.4**
Sub Total CYP&E directorate	**434.7**	**-262.6**	**172.0**	**7.3**	**-1.0**
Adult Social Care & Health					
Additional Adult Social Care allocation	16.0	0.0	16.0	0.0	0.0
Learning Disability Adult Services**	164.6	-13.2	151.3	2.3	0.2
Physical Disability Adult Services	36.5	-4.1	32.3	0.9	-0.3
Mental Health Adult Services	16.4	-1.6	14.8	1.9	0.1
Older People Adult Services**	178.8	-91.9	86.9	1.4	0.0
Adult & Older People Preventative & Other Services	64.0	-16.9	47.1	-6.5	-0.5
Adult's Assessment & Safeguarding Staffing	44.0	-3.3	40.7	-0.6	-0.2
Children in Care (Looked After) Services - Disabled Children	10.5	-2.1	8.4	1.3	0.1
Family Support & Other Children Services - Disabled Children	7.0	-0.3	6.7	-1.0	0.0
Family Support & Other Children Services - Non-Disabled Children	0.2	0.0	0.2	0.0	0.0
Children's Assessment Staffing - Disabled Children	5.5	-0.1	5.5	0.0	0.1
ASC&H Management & Support Services	7.2	-0.2	7.0	0.1	0.3
Sub Total ASC&H directorate	**550.8**	**-133.7**	**417.1**	**-0.2**	**-0.3**

Growth, Environment & Transport					
Libraries, Registration & Archives	16.3	-6.5	9.8	-0.4	0.0
Environment	10.4	-6.7	3.7	0.0	0.0
Economic Development & Other Community Services	10.1	-5.2	5.0	0.0	0.0
General Highways Maintenance & Emergency Response	11.5	-0.6	10.9	0.1	0.0
Other Highways Maintenance & Management	29.8	-8.5	21.4	0.1	-0.4
Public Protection & Enforcement	11.5	-2.2	9.3	-0.2	-0.1
Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	4.1	-0.6	3.5	0.0	-0.1
Concessionary Fares	16.8	0.0	16.8	0.0	0.0
Subsidised Bus Services	8.3	-2.1	6.2	-0.2	0.0
Young Person's Travel Pass	14.2	-5.8	8.4	0.1	0.0
Waste Management	1.9	0.0	1.9	-0.1	0.0
Waste Processing**	31.0	-1.9	29.2	0.5	0.1
Treatment and Disposal of Residual Waste**	37.4	0.0	37.4	-0.1	0.3
GE&T Management & Support Services	3.5	-0.1	3.4	0.3	-0.1
Sub Total GE&T directorate	**206.8**	**-40.1**	**166.7**	**0.1**	**-0.3**
Strategic & Corporate Services					
Contact Centre, Digital Web Services & Gateways	4.9	-0.3	4.5	0.2	0.0
Local Democracy	4.1	0.0	4.1	-0.1	0.0
Infrastructure (ICT & Property Services) & Business Services Centre	77.1	-41.1	36.0	1.4	0.5
Finance	15.6	-5.8	9.8	-0.4	0.0
Engagement, Organisation Design & Development (HR, Comms & Engagement)	9.4	-1.2	8.2	-0.3	0.1
Other Support to Front Line Services	6.5	-0.2	6.2	0.1	0.0
Adult & Older People Preventative & Other Services	0.7	0.0	0.7	0.0	0.0
Commissioning Management & Support Services	5.9	-0.2	5.7	-0.1	0.0
S&CS Management & Support Services	3.0	-5.2	-2.2	0.0	0.0
Public Health	3.0	0.0	3.0	-1.4	0.0
Transfer to/from Public Health Reserve	-3.0	0.0	-3.0	1.4	0.0
Sub Total S&CS directorate	**127.1**	**-54.1**	**72.9**	**0.9**	**0.5**
Financing Items	**128.7**	**-18.8**	**109.8**	**-3.2**	**-1.3**
TOTAL KCC (Excluding Schools)	**1,448.1**	**-509.4**	**938.7**	**4.8**	**-2.4**

**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 may not add through exactly due to issues caused by rounding the figures for this report.

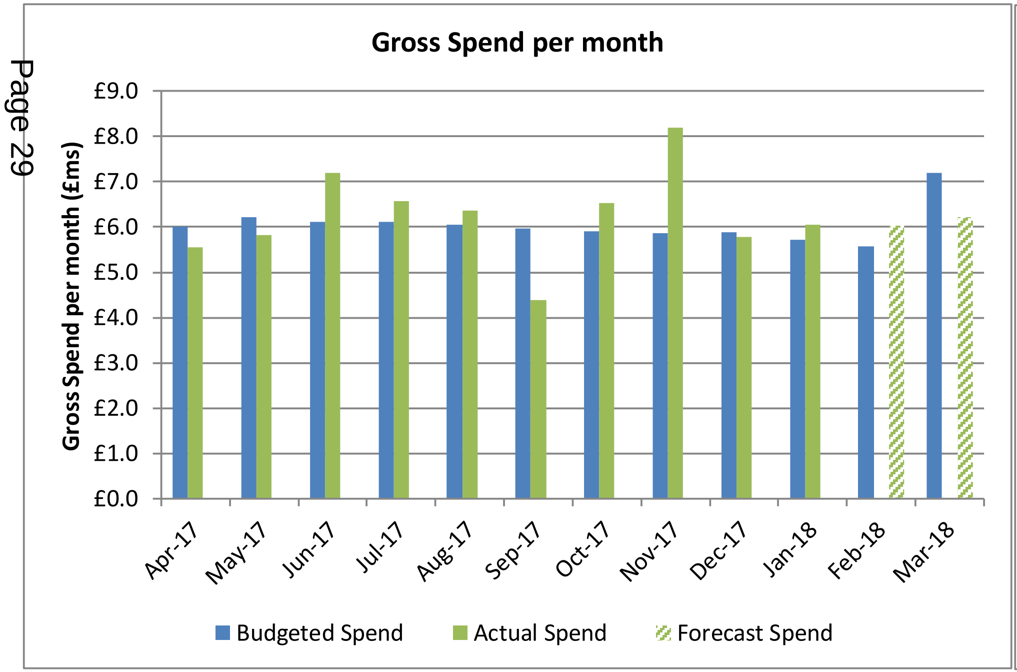
Appendix 2.1: Nursing & Residential Care - Learning Disability (aged 18+)

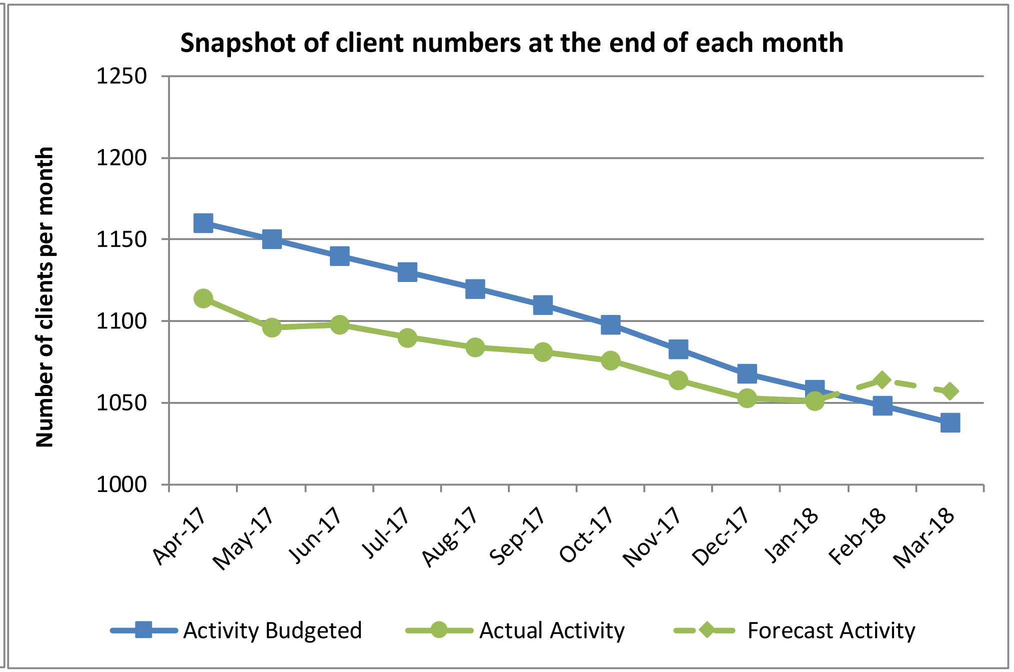
2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£72.6	-£5.9	£66.7	1,038
Forecast	£74.7	-£6.1	£68.6	1,057
Variance	£2.1	-£0.2	£1.9	19

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£59.8	1,058
Actual: Spend/Activity Year to Date	£62.4	1,051
Variance as at 31st January 2018	£2.6	-7

MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£2.1m is due to higher than anticipated demand (+£1.9m) and higher unit cost (+£0.7m), along with an additional variance of -£0.5m predominately due to net old year spend. This pressure is partly offset by greater than expected income of -£0.2m. This leads to a net forecast pressure of +£1.9m.





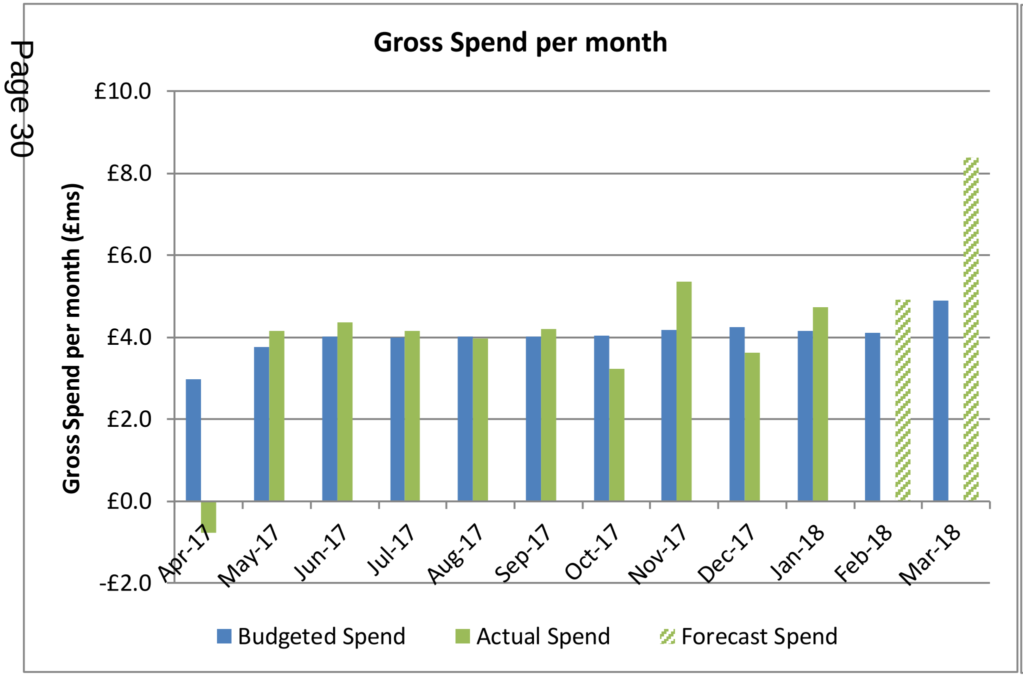
Appendix 2.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

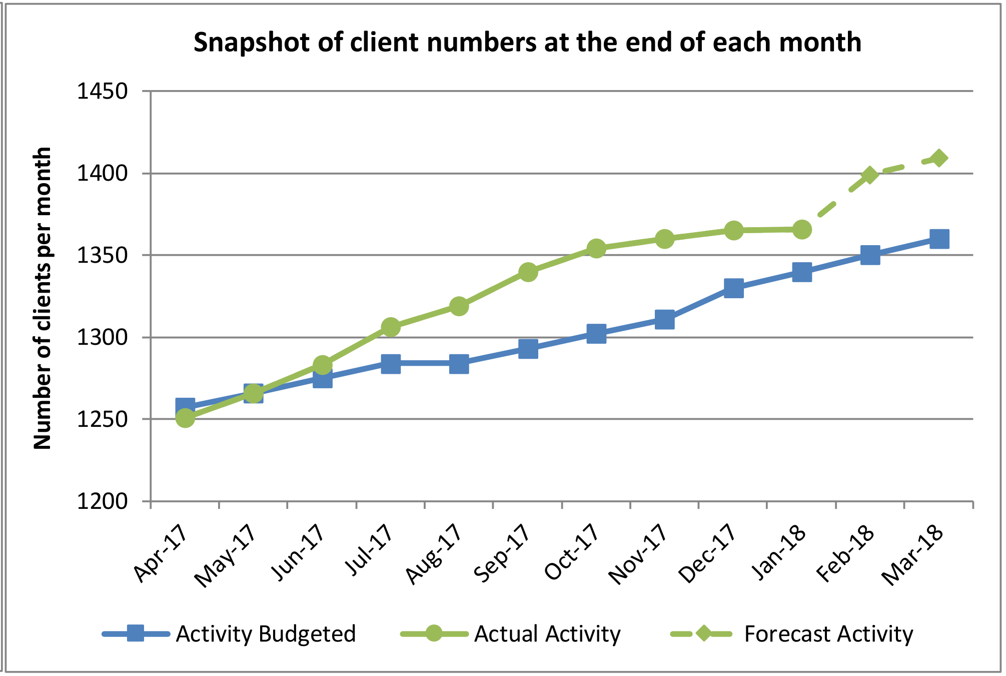
2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£48.4	-£0.2	£48.2	1,360
Forecast	£50.3	-£0.2	£50.1	1,409
Variance	£1.9	£0.0	£1.9	49

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£39.4	1,340
Actual: Spend/Activity Year to Date	£37.0	1,366
Variance as at 31st Janaury 2018	-£2.4	26

MAIN REASONS FOR VARIANCE:

The gross forecast pressure of +£1.9m is due to higher than anticipated demand in hours (+£4.1m) and lower unit cost (-£0.4m), along with an additional variance of -£1.8m predominately due to a transfer from reserves and release of unrealised creditors. This leads to a net forecast pressure of +£1.9m.





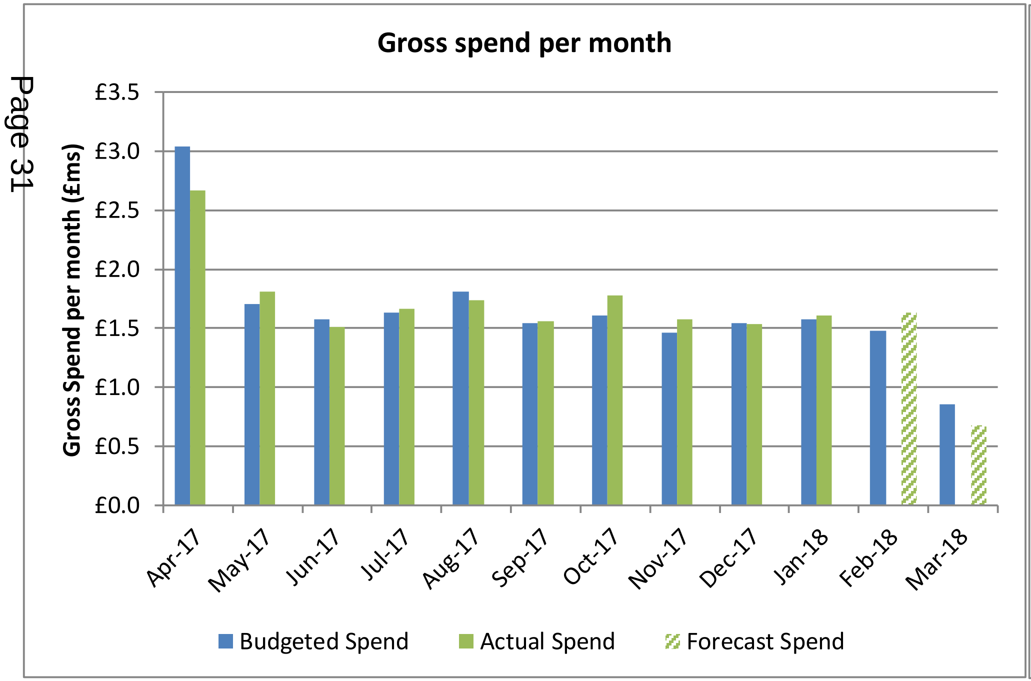
Appendix 2.3: Direct Payments - Learning Disability (aged 18+)

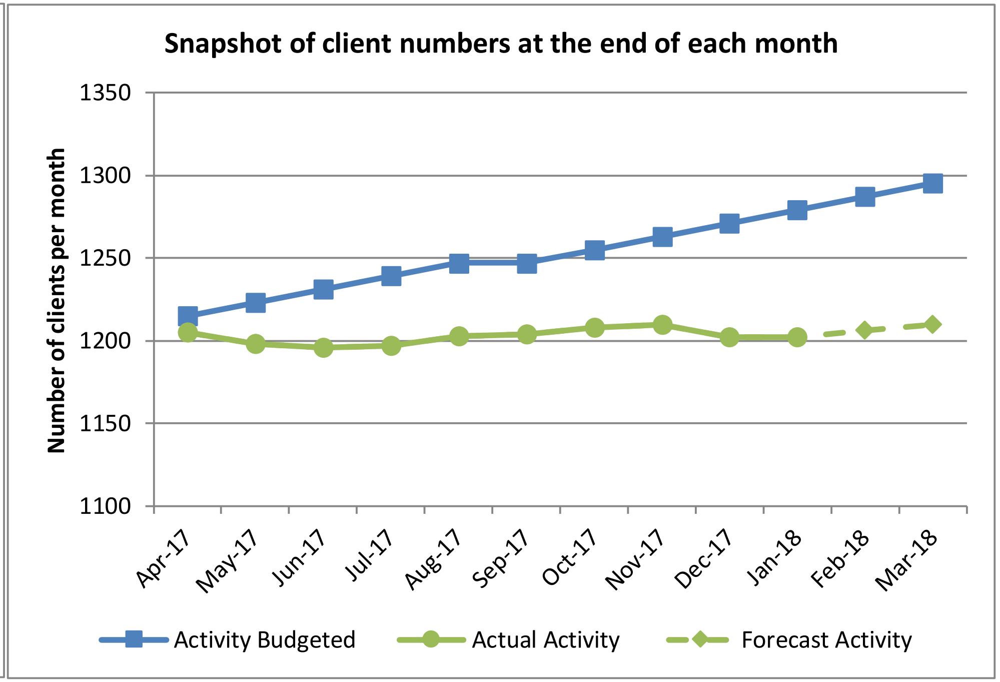
2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£19.8	-£0.8	£19.0	1,295
Forecast	£19.8	-£0.8	£18.9	1,210
Variance	-£0.1	£0.0	-£0.0	-85

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£17.5	1,279
Actual: Spend/Activity Year to Date	£17.5	1,202
Variance as at 31st January 2018	£0.0	-77

MAIN REASONS FOR VARIANCE:

The gross forecast an underspend of -£0.1m is due to lower than anticipated demand (-£0.2m) and a higher unit cost (+£0.1m)





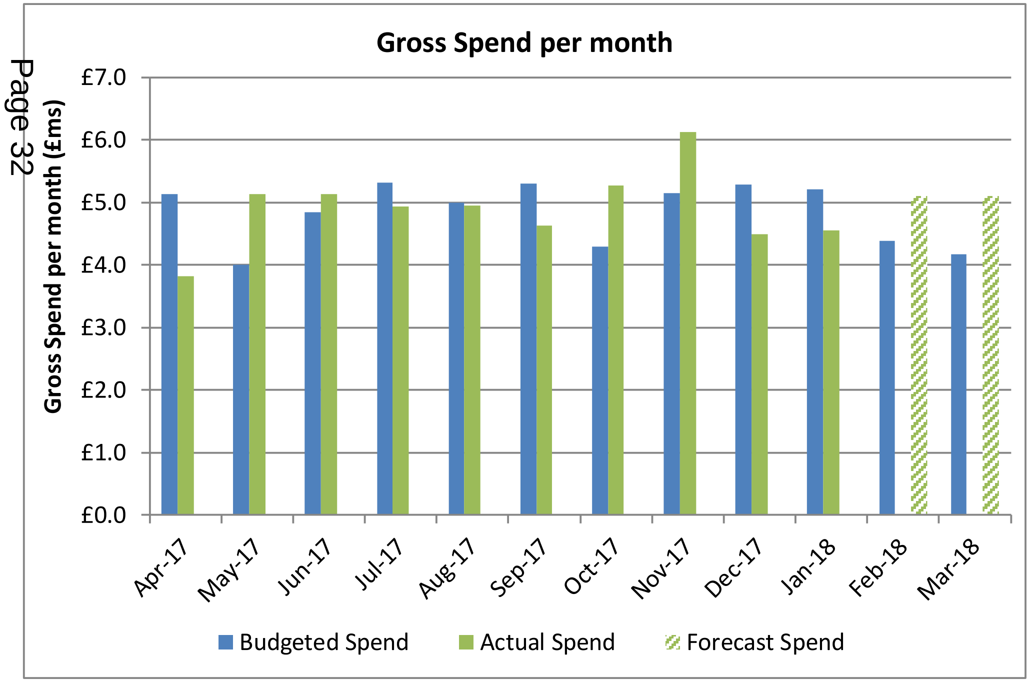
Appendix 2.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service

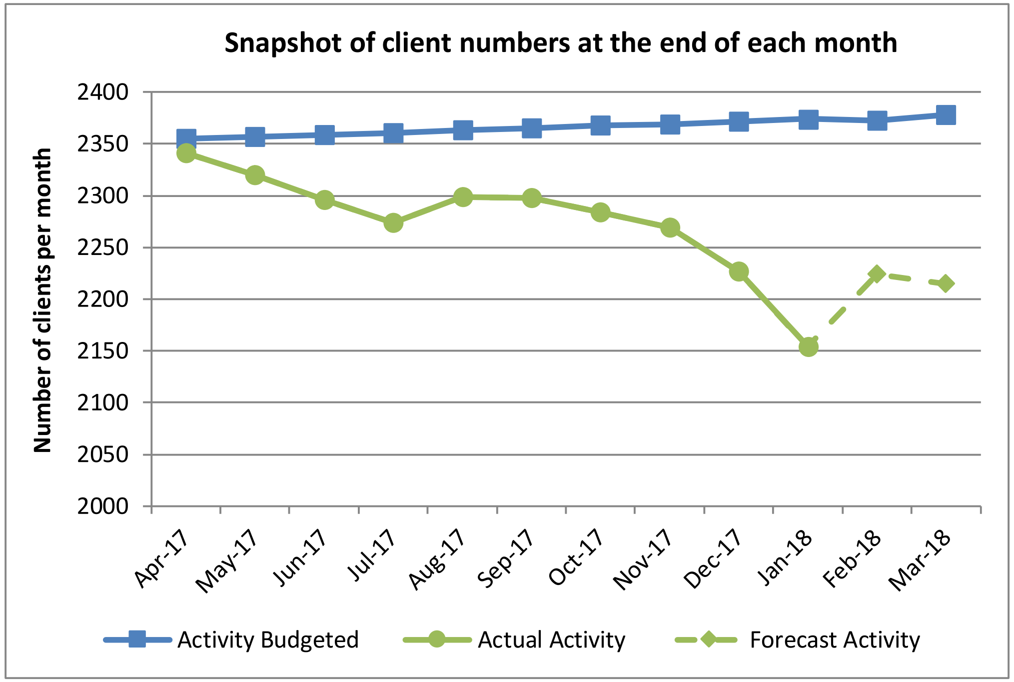
2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£58.1	-£35.2	£23.0	2,378
Forecast	£59.3	-£34.3	£25.0	2,215
Variance	£1.2	£0.9	£2.1	-163

Position as at 31st Jan 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£49.6	2,374
Actual: Spend/Activity Year to Date	£49.1	2,154
Variance as at 31st January 2018	-£0.5	-220

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£1.2m is due to lower than anticipated demand (-£1.1m) and a higher unit cost (+£2.3m). This pressure is further increased by lower than expected income of +£0.9m due to shortfall in service user contributions linked to the lower demand (+£0.5m) and a lower average contribution per service user (+£0.4m). This leads to a net forecast pressure of +£2.1m. There is a slight time delay before clients are included in the actual client count as contract details are finalised, accounting for the difference between forecast client count and the previous month's actual client count shown below.





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

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£32.8	-£17.4	£15.5	1,029
Forecast	£34.7	-£18.1	£16.6	1,110
Variance	£1.9	-£0.7	£1.2	81

Position as at 31st Jan 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£27.4	1,061
Actual: Spend/Activity Year to Date	£28.2	1,082
Variance as at 31st January 2018	£0.8	21

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£1.9m is due to higher than anticipated demand (+£0.3m) and higher unit cost (+£1.4m), along with an additional variance of +£0.1m predominately due to net old year spend. This pressure is partly offset by greater than expected income of -£0.7m primarily due to higher than anticipated service user contributions linked to the higher demand (-£0.1m) and a higher average contribution per service user (-£0.6m). This leads to a net forecast pressure of +£1.2m.

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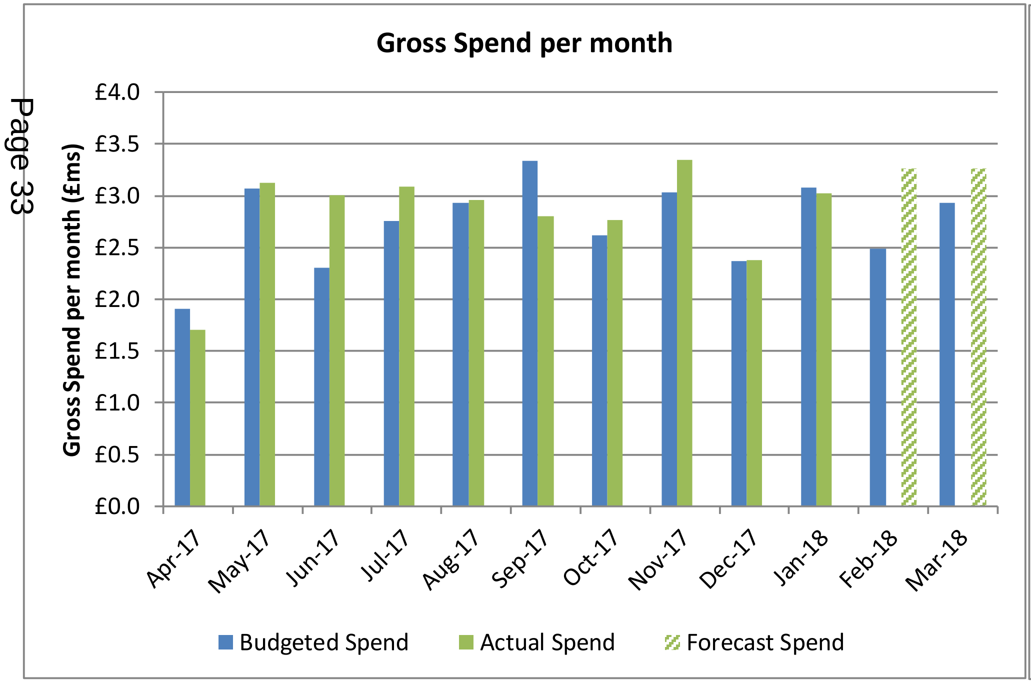

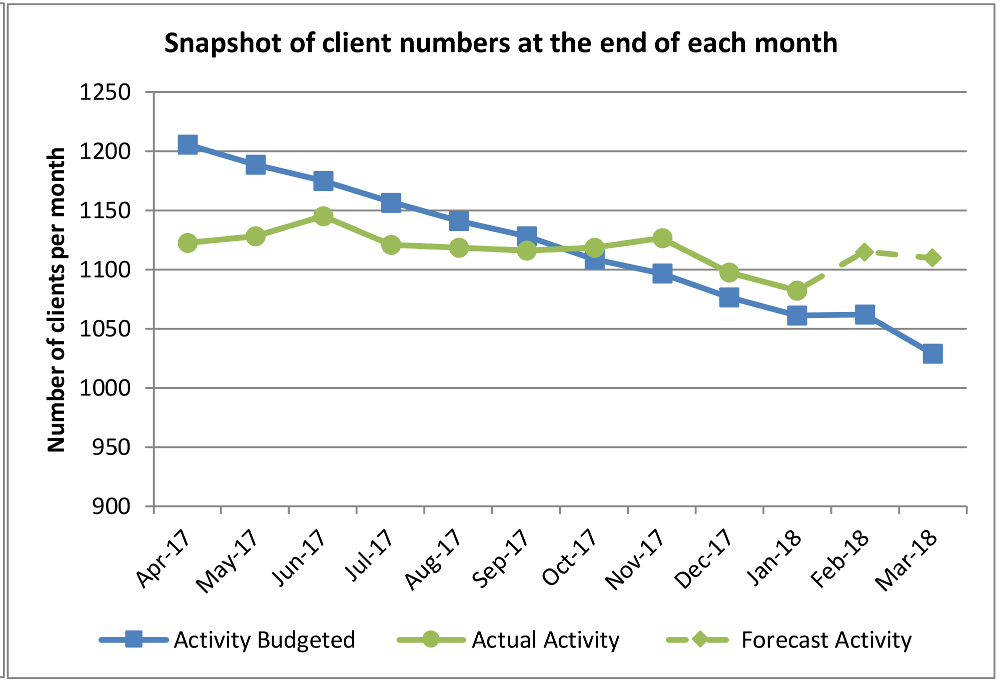

Appendix 2.6: Domiciliary Care - Older People (aged 65+) - Commissioned service

2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£37.4	-£6.0	£31.4	4,289
Forecast	£37.4	-£6.0	£31.4	3,641
Variance	£0.0	£0.0	£0.0	-648

Position as at 31st Jan 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£25.9	4,137
Actual: Spend/Activity Year to Date	£28.5	3,554
Variance as at 31st January 2018	£2.6	-583

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast shows a balanced position, but within this there is lower than anticipated demand (-£1.2m) and higher unit cost (+£0.1m), along with an additional variance of +£1.2m predominately due to additional spend on extra care support. This leads to a net forecast variance of +£0.0m.

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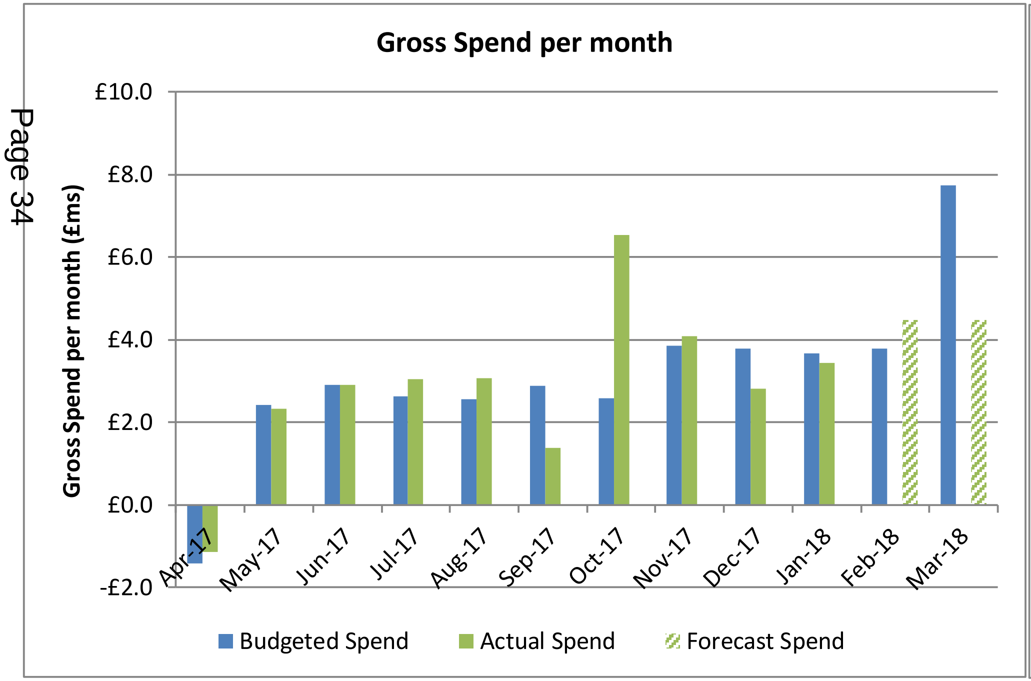
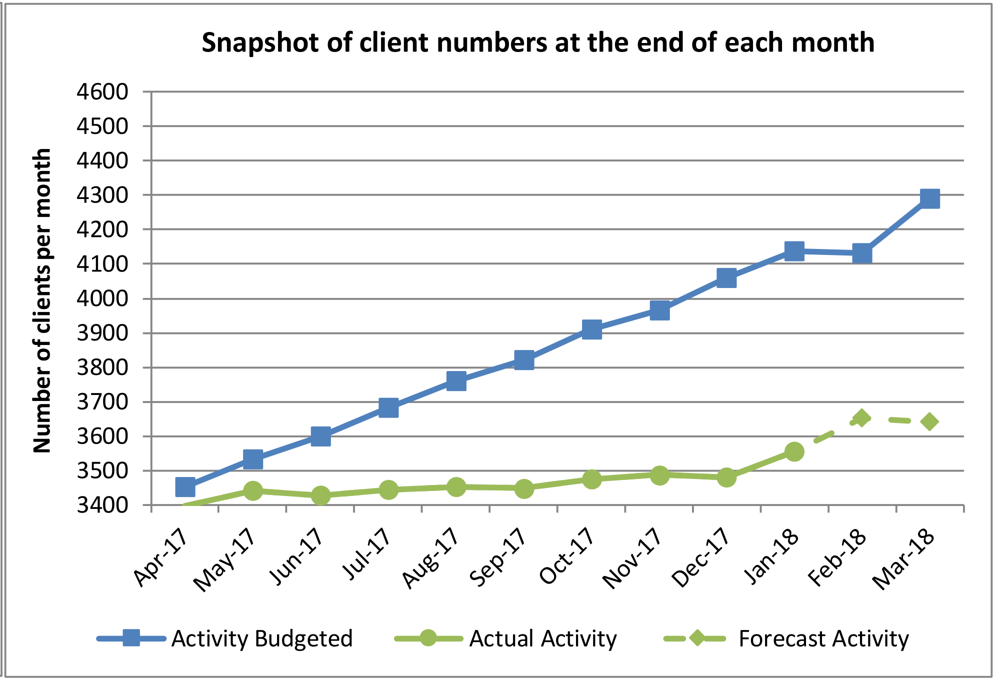




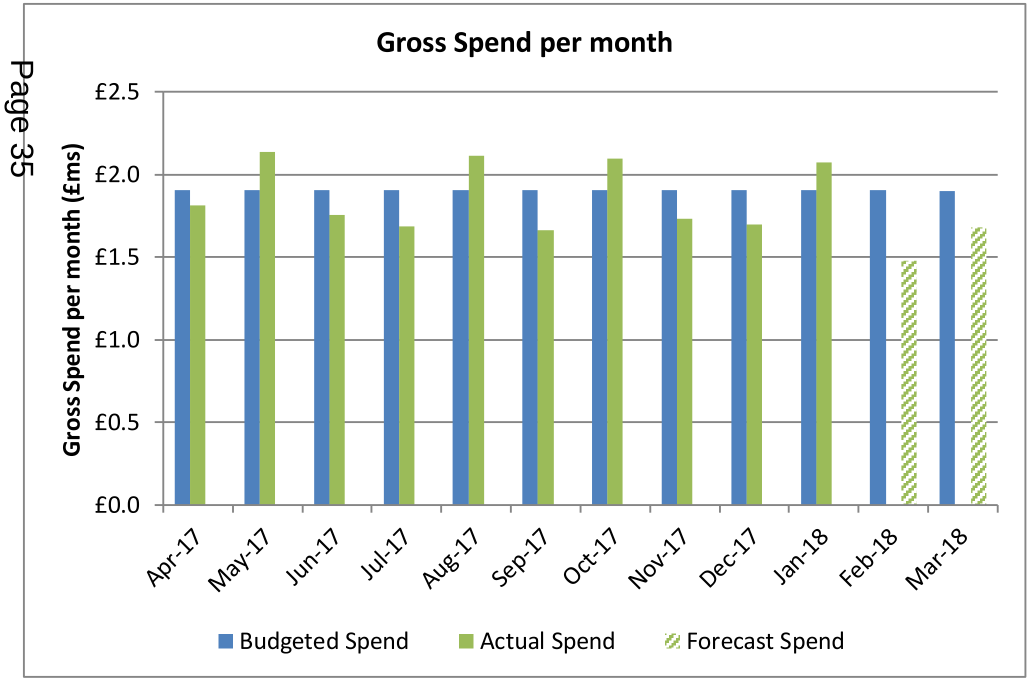
Appendix 2.7: Children in Care (Looked After) - Fostering - In house service

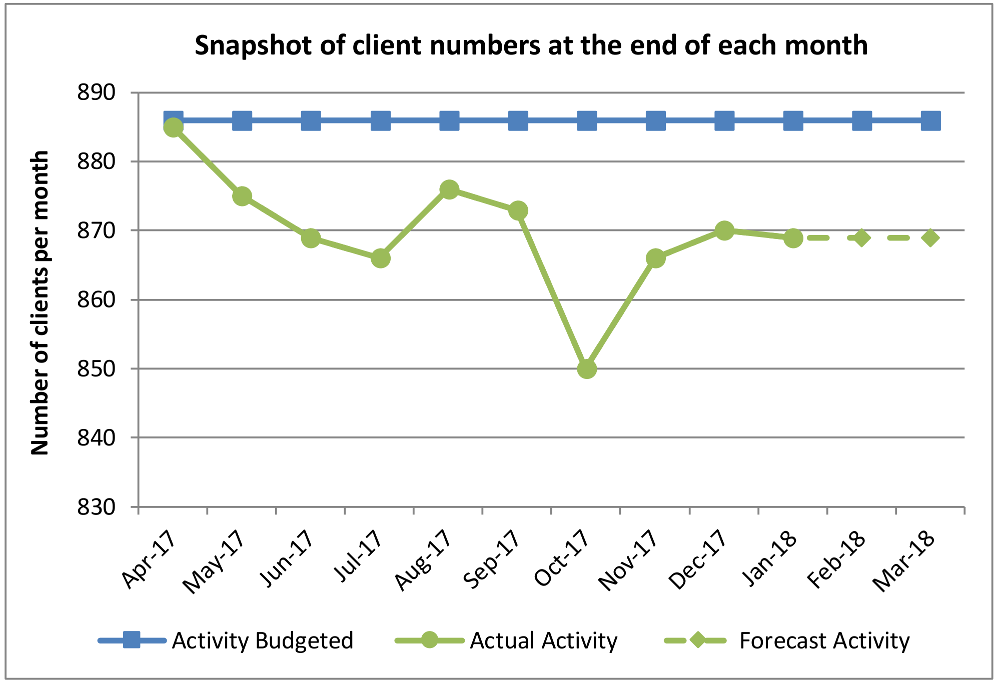
2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£22.8	-£0.3	£22.6	886
Forecast	£21.9	-£0.2	£21.8	869
Variance	-£0.9	£0.1	-£0.8	-17

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£19.1	886
Actual: Spend/Activity Year to Date	£18.8	869
Variance as at 31st January 2018	-£0.3	-17

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast underspend of -£0.9m is due to a combination of lower than anticipated demand (-£0.4m) and lower unit cost (-£0.3m), along with a minor underspend of -£0.2m on County fostering related expenditure. This is combined with lower than expected income of +£0.1m to produce a net forecast underspend of -£0.8m.





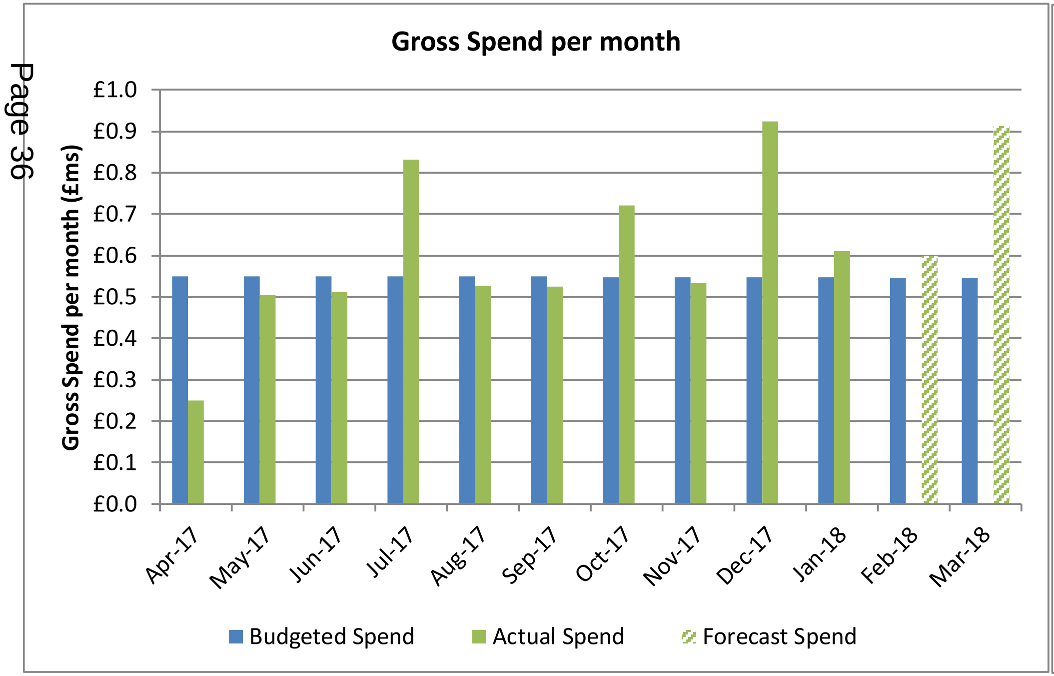
Appendix 2.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

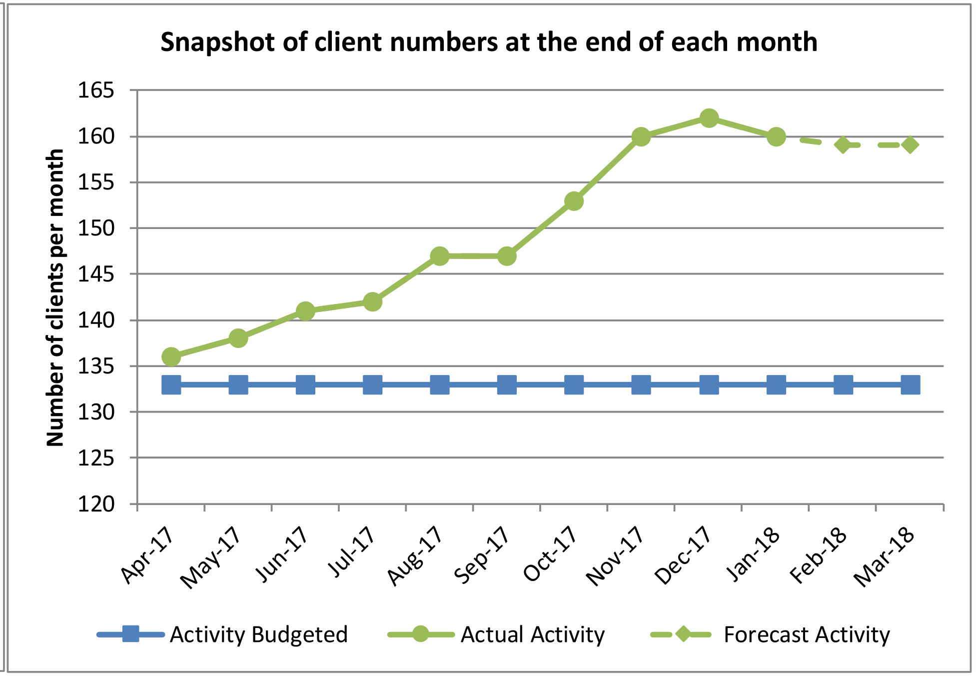
2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£6.6	£0.0	£6.6	133
Forecast	£7.4	£0.0	£7.4	159
Variance	£0.9	£0.0	£0.9	26

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£5.5	133
Actual: Spend/Activity Year to Date	£5.9	160
Variance as at 31st January 2018	£0.4	27

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£0.9m is due to higher than anticipated demand (+£0.8m) and higher unit cost (+£0.1m).





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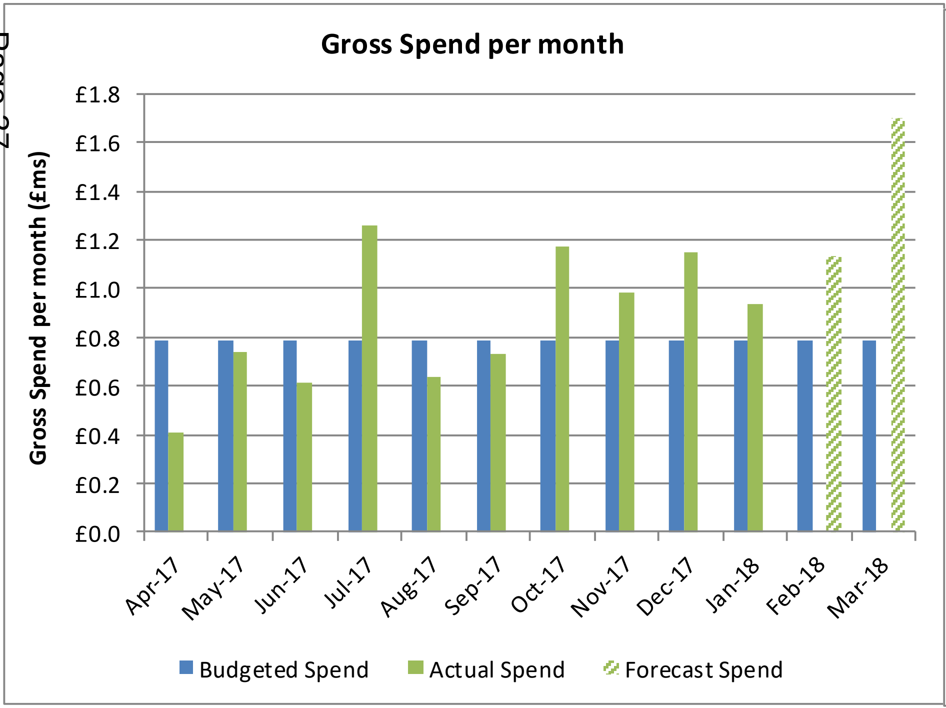
Appendix 2.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

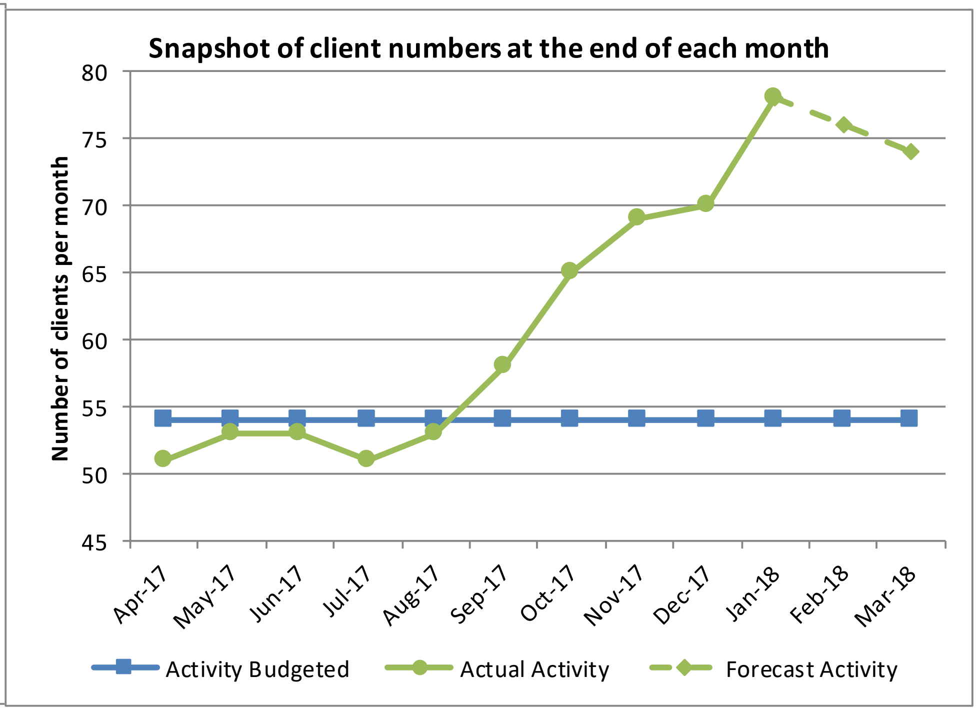
2017-18 Total Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£9.4	-£0.6	£8.8	54
Forecast	£11.5	-£1.0	£10.4	74
Variance	£2.0	-£0.5	£1.6	20

Position as at 31st January 2018	Gross £m	Client Number as at 31/01/2018
Budget: Spend/Activity Year to Date	£7.8	54
Actual: Spend/Activity Year to Date	£8.6	78
Variance as at 31st January 2018	£0.8	24

MAIN REASONS FOR FORECAST VARIANCE:

The gross forecast pressure of +£2.0m is due to a combination of higher unit cost (+£0.3m) and greater than anticipated demand (+£1.5m), along with greater than anticipated placements in Secure Accommodation (+0.3m). This pressure is partly offset by greater than expected income of -£0.5m, primarily due to greater contributions for care costs from Health & Education. This leads to a net forecast overspend of £1.6m.





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

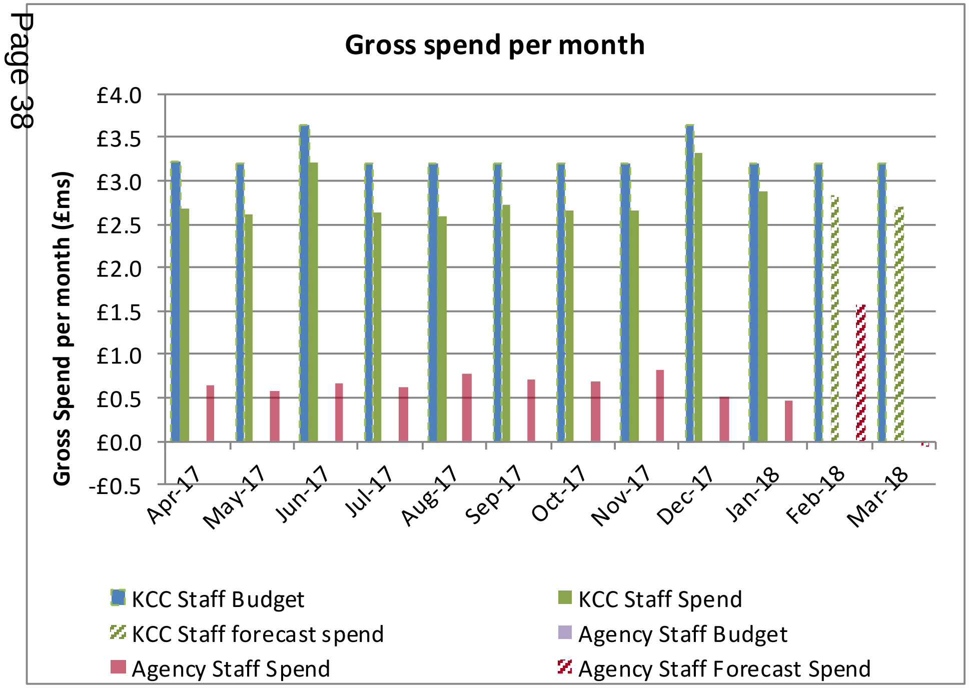
2017-18 Forecast	KCC £m	Agency £m	Gross £m
Budget	£39.2	£0.0	£39.2
Forecast	£33.5	£8.0	£41.5
Variance	-£5.7	£8.0	£2.2

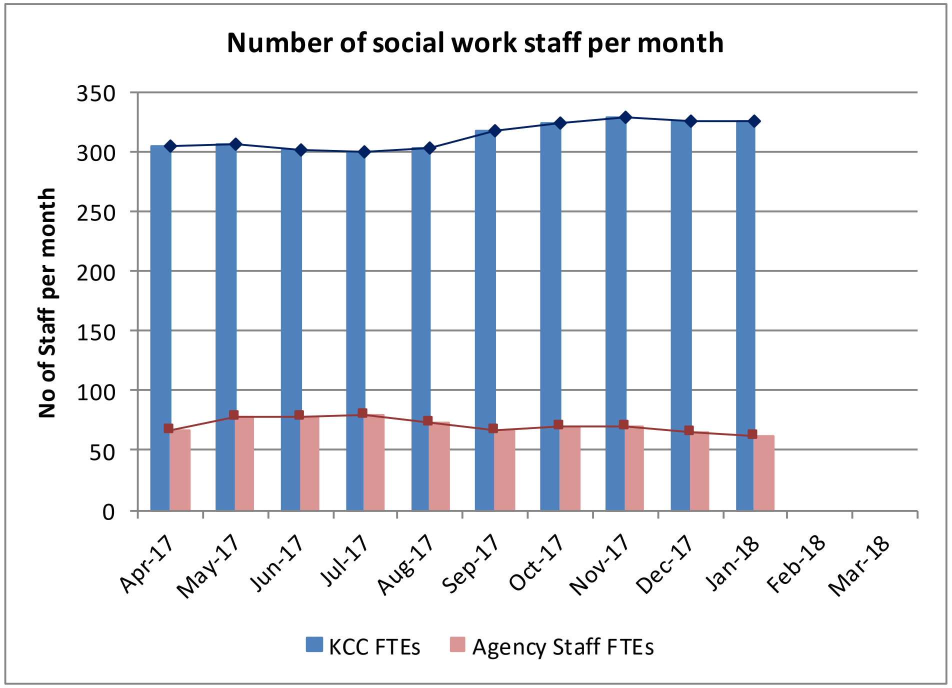
as at 31/01/18	KCC £m	Agency £m	Gross £m
YTD Budget	£32.8	£0.0	£32.8
YTD Spend	£28.0	£6.5	£34.4
YTD Variance	-£4.9	£6.5	£1.6

Staff numbers	KCC FTEs	Agency Nos
as at 31/03/17	307.0	65.4
as at 31/01/18	325.6	62.0
YTD Movement	18.7	-3.4

MAIN REASONS FOR FORECAST VARIANCE:

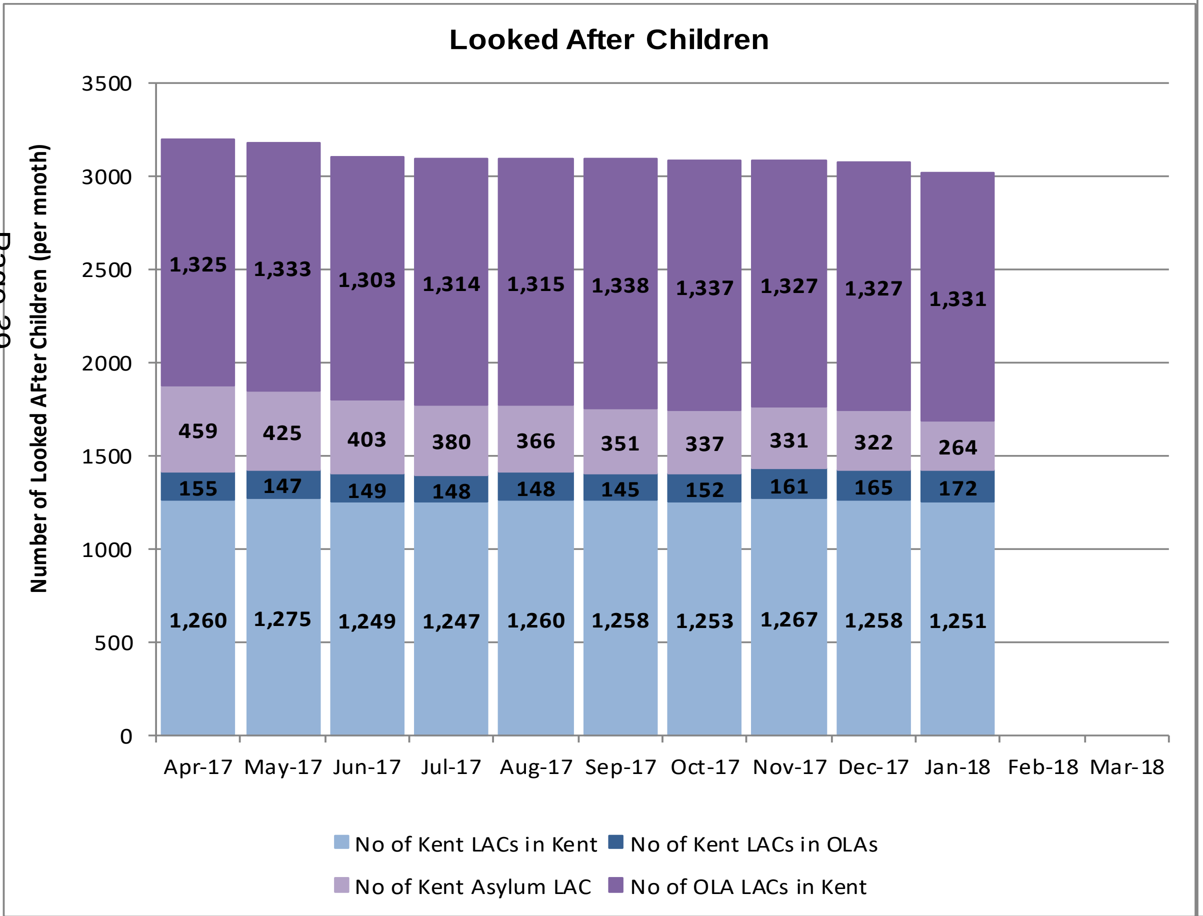
This measure focusses on the level of social workers & senior practitioners rather than the overall staffing level within this budget. The budget assumes that CSC Staffing will be met using salaried workers, so every agency worker (who are more expensive than salaried staff) results in a pressure on 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. The £2.2m staffing pressure identified above is net against -£0.7m additional income, predominately relating to the recharging of the Duty Asylum team to the Asylum service, and a minor underspend on non-staffing -£0.2m to produce the overall £1.3m pressure reported.

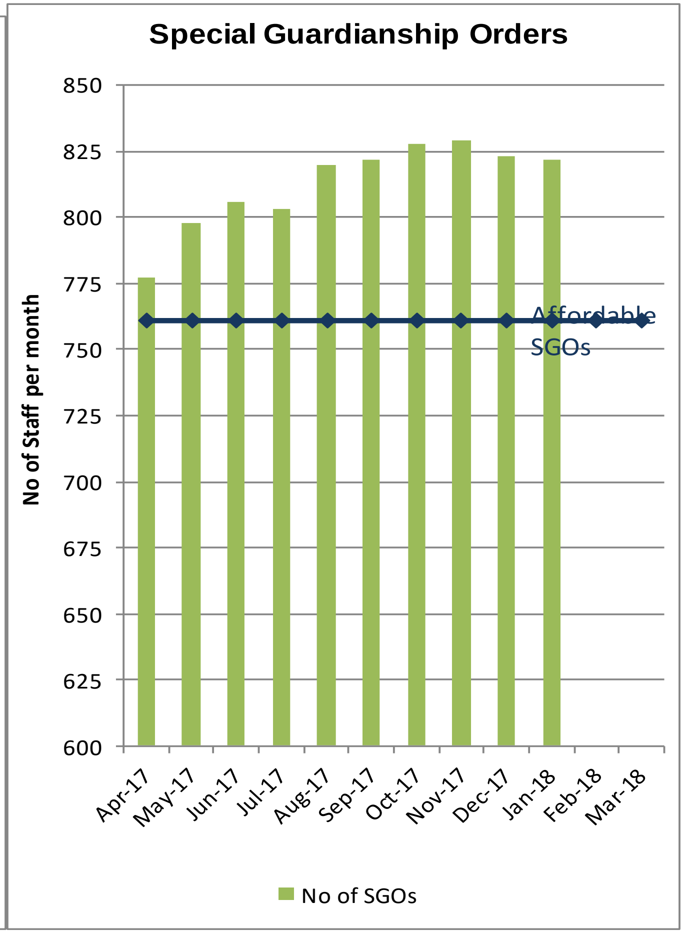




Appendix 2.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs

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. The OLA LAC information 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 both the Specialist Children's Services and Disabled Children's Services budget, with key parts of this relating to the LAC headings of Residential Care and 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.





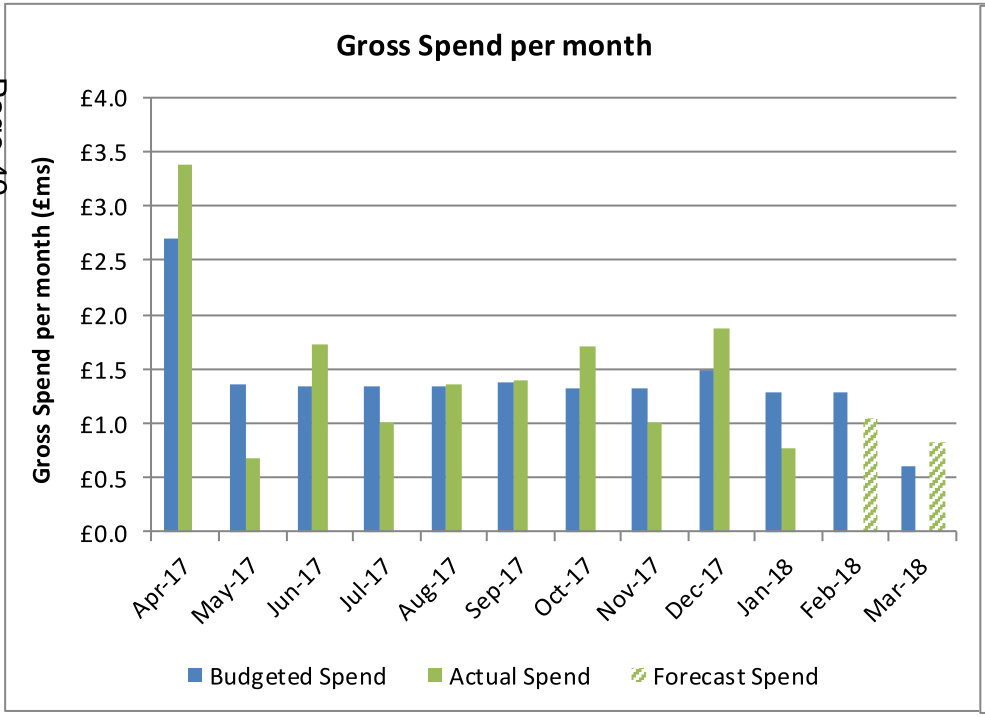
Appendix 2.12: Transport Services - Concessionary fares

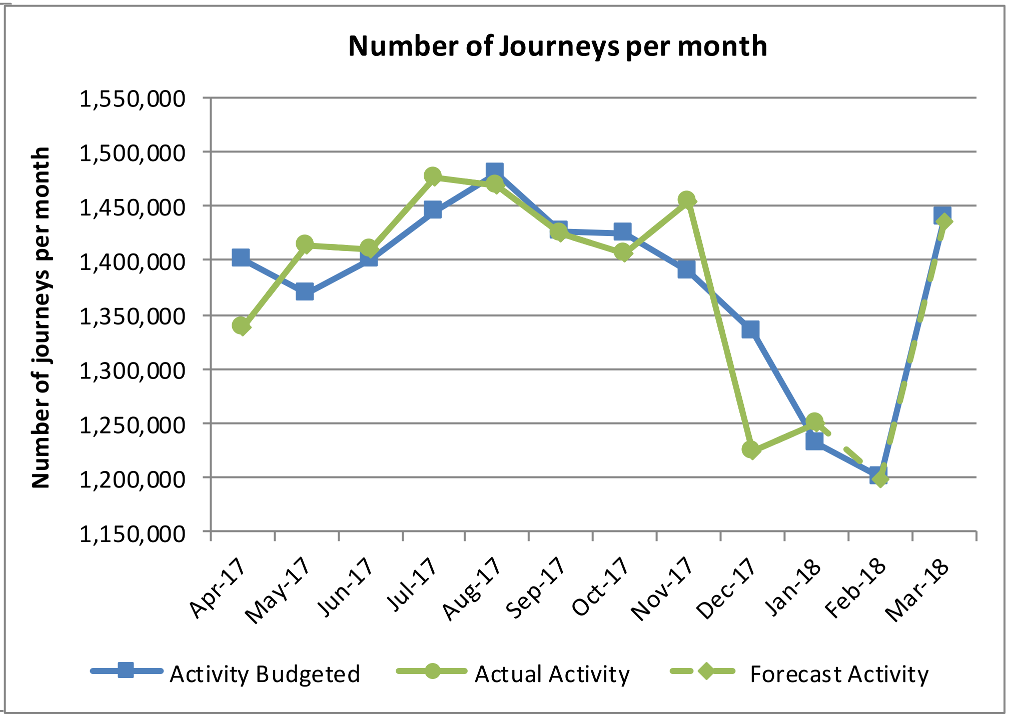
2017-18 Forecast	Gross £m	Income £m	Net £m	No of journeys to 31/03/2018
Budget	£16.8	-£0.0	£16.8	16,542,000
Actual	£16.8	-£0.0	£16.7	16,499,622
Variance	-£0.0	-£0.0	-£0.0	-42,378

Position as at 31st January 2018	Gross £m	No of journeys to 31/01/2018
Budget: Spend/Activity Year to Date	£14.9	13,901,503
Actual: Spend/Activity Year to Date	£14.9	13,865,889
Variance as at 31st Jan 2018	£0.0	-35,614

MAIN REASONS FOR FORECAST VARIANCE:

Currently there is no material variance relating either to number of journeys or price per journey. The forecast is based on actual activity for April to January, with estimates for the remaining months. These estimates will continue to be reviewed in light of the actuals and the potential impact of any adverse weather on demand for journeys.





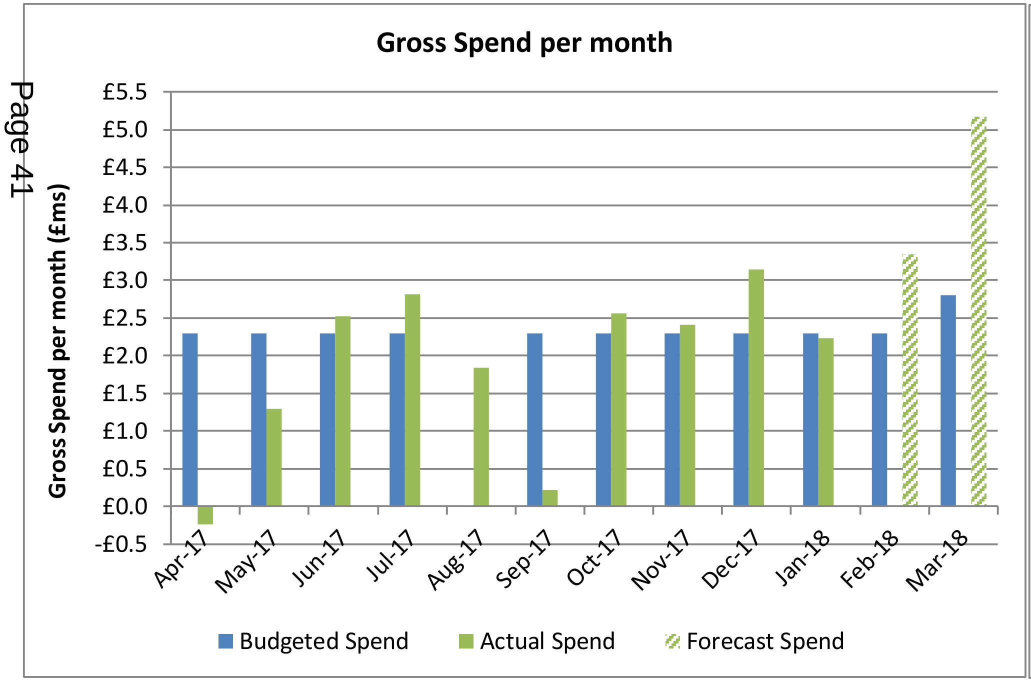
Appendix 2.13: Transport Services - Home to School / College Transport (Special Education Needs)

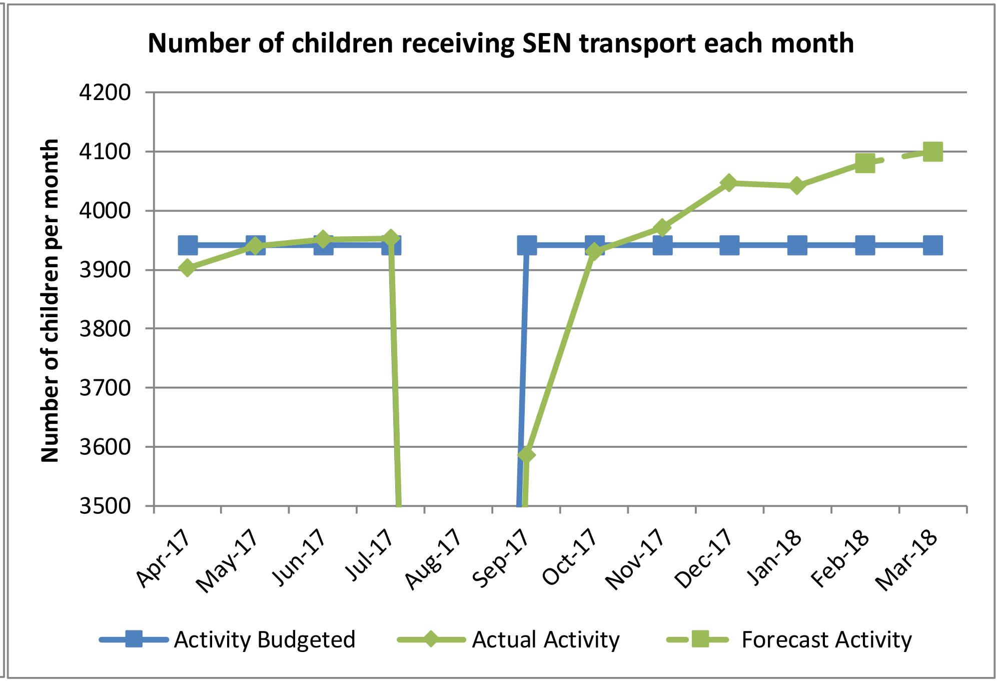
2017-18 Total Forecast	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2018
Budget	£25.8	-£0.8	£25.0	3,941
Forecast	£27.3	-£0.8	£26.5	4,100
Variance	£1.6	-£0.0	£1.5	159

Position as at 31st January 2018	Gross £m	No of pupils as at 31/01/2018
Budget: Spend/Activity Year to Date	£20.7	3,941
Actual: Spend/Activity Year to Date	£18.8	4,042
Variance as at 31st January 2018	-£1.9	101

MAIN REASONS FOR FORECAST VARIANCE:

Current pupil numbers suggest an overall gross pressure of £1.6m for Special Education Needs Transport. Higher than expected pupil numbers and an increased cost of journeys has led to a +£0.9m pressure on home to school special educational needs transport; along with +£0.6m pressure on home to college transport.





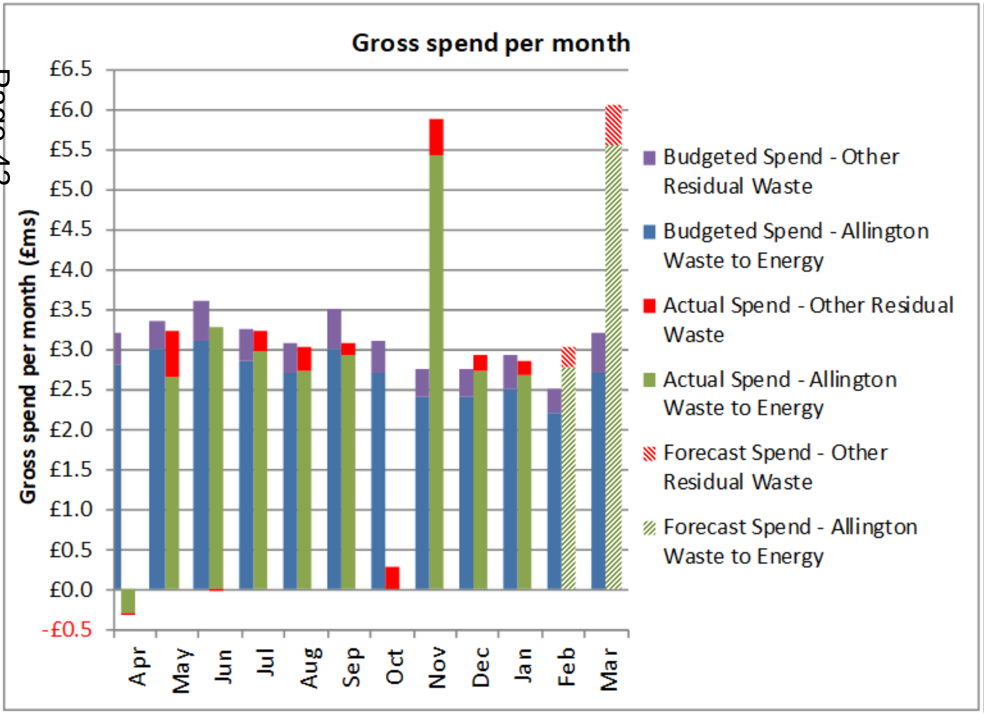
Appendix 2.14: Treatment and disposal of residual waste

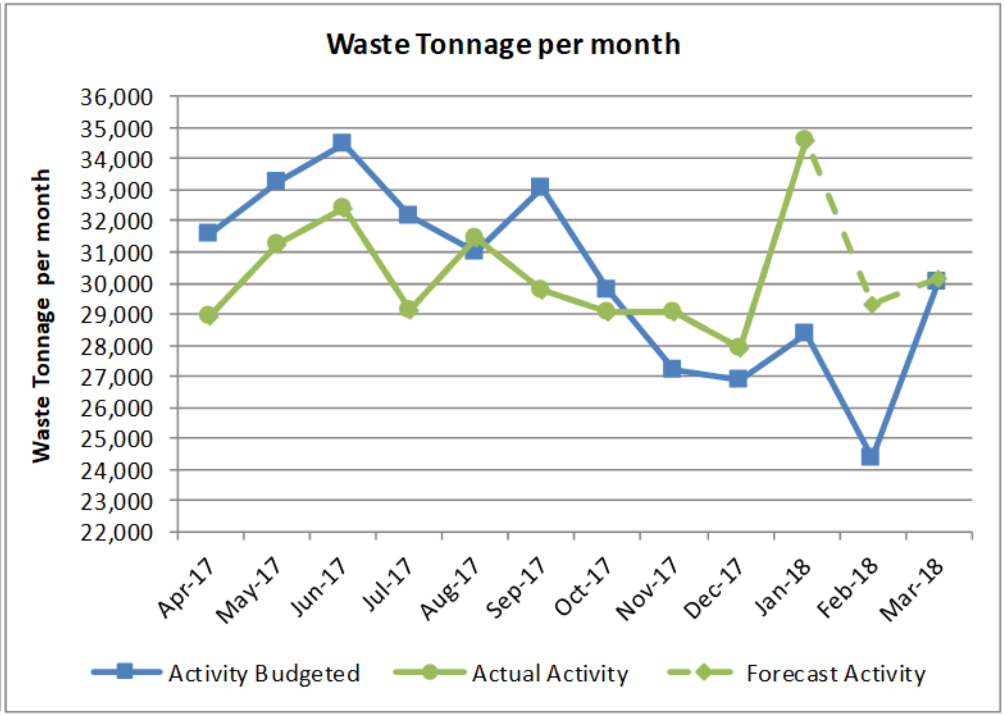
2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£37.4	£0.0	£37.4	362,047
Actual	£37.8	-£0.6	£37.3	363,102
Variance	£0.5	-£0.6	-£0.1	1,054

Position as at 31st January 2018	Gross £m	Waste Tonnage to 31/01/2018
Budget: Spend/Activity Year to Date	£31.8	307,657
Actual: Spend/Activity Year to Date	£27.5	303,631
Variance as at 31st January 2018	-£4.3	-4,026

MAIN REASONS FOR FORECAST VARIANCE:

The gross pressure of +£0.5m is due to a price variance (+£0.5m) plus additional other variances (+£0.1m), offset by a volume variance of (-£0.1m). Even though a volume variance of 1,054 tonnes is projected within Gross the saving is due to tonnage being redirected from WTFD contracts to the additional WtE contract. This pressure is offset by higher than expected income (-£0.6m), mainly from trade waste tonnes, leading to a net saving of (-£0.1m). The -£4.3m underspend to date shown in the table above is due to no monthly payment being made in April; this is forecast to catch up in March as shown in the chart below.





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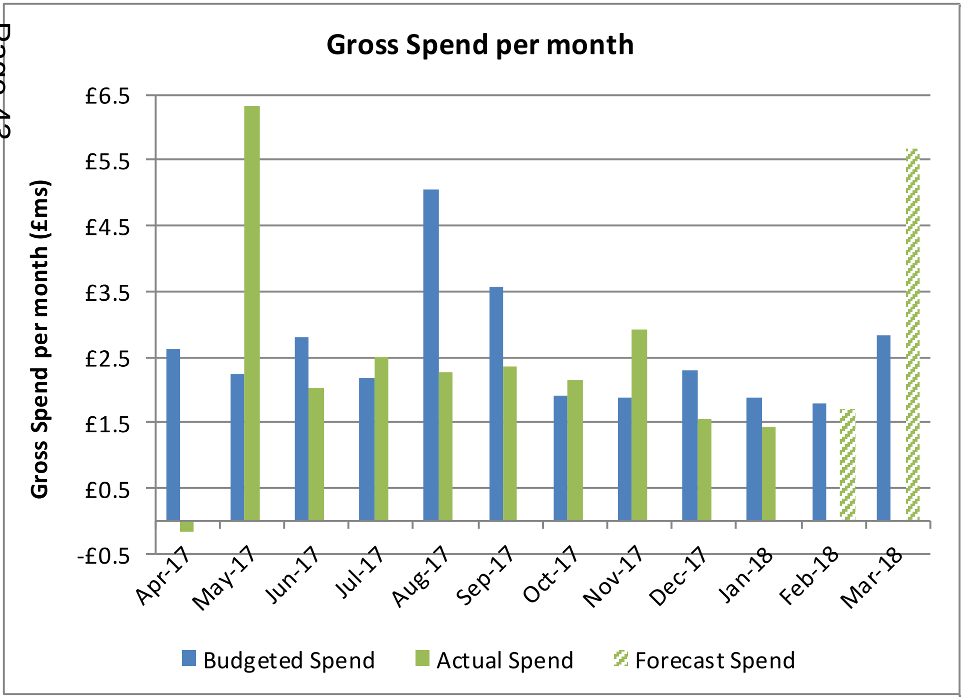
Appendix 2.15: Waste Processing

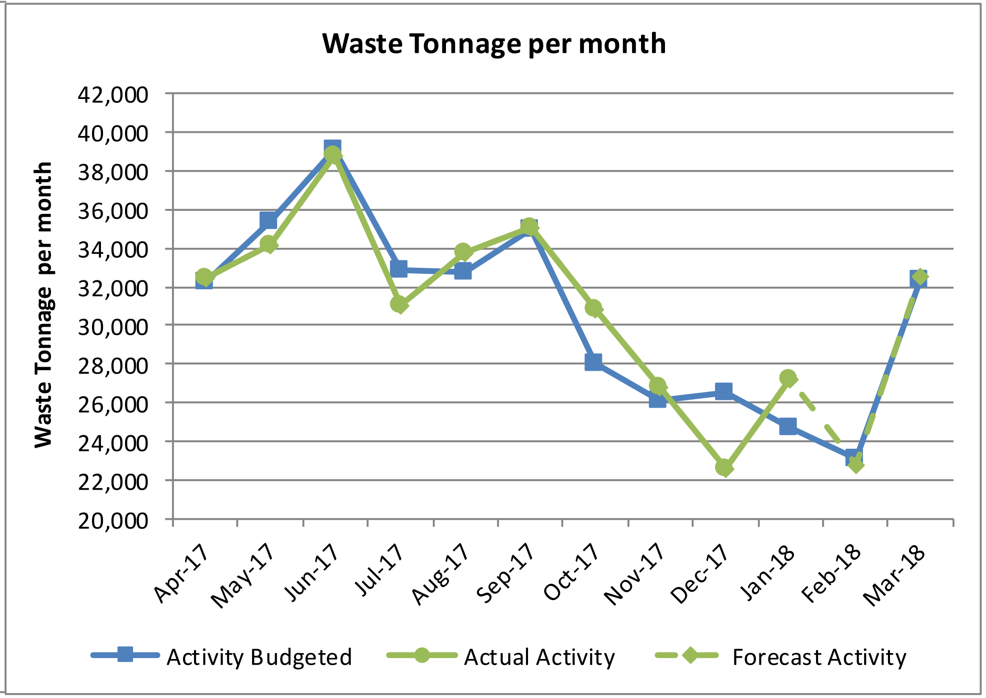
2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£31.0	-£1.9	£29.2	368,245
Actual	£31.3	-£1.6	£29.7	368,232
Variance	£0.2	£0.3	£0.5	-13

Position as at 31st January 2018	Gross £m	Waste Tonnage to 31/01/2018
Budget: Spend/Activity Year to Date	£26.4	312,787
Actual: Spend/Activity Year to Date	£23.4	312,848
Variance as at 31st January 2018	-£3.0	61

MAIN REASONS FOR FORECAST VARIANCE:

Within gross there is a tonnage volume variance of +4,959 tonnes primarily across all Composting contracts (+£0.4m) plus other minor gross variances (+£0.1m) offset by a tonnage price variance of (-£0.3m) primarily for Soil/Hardcore and Materials Recycling Facilities where contracts have been successfully retendered. There is a pressure within income due to a volume variance of -4,972 tonnes (+£0.3m). Variations in tonnes may not always impact on the financial position as not all changes in waste types attract an additional cost. The high spend in May is due to Enabling Payments which were budgeted to be paid in August/September therefore the variance is just a timing issue. The -£3.0m underspend to date shown in the table above is due to delay in payment of Transfer Station haulage costs; this is forecast to catch up in March as shown in the chart below.





Appendix 2.16: All Staffing Budgets (excluding schools)

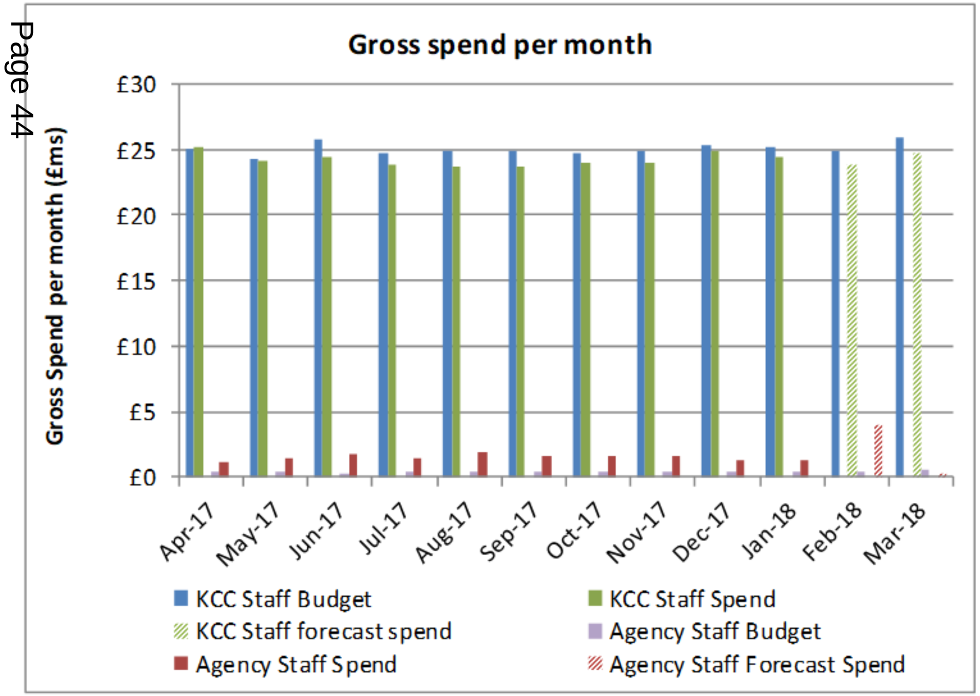
2017-18 Outturn	KCC £m	Agency £m	Gross £m
Budget	£300.7	£5.1	£305.8
Outturn	£290.8	£19.5	£310.3
Variance	-£9.9	£14.4	£4.5

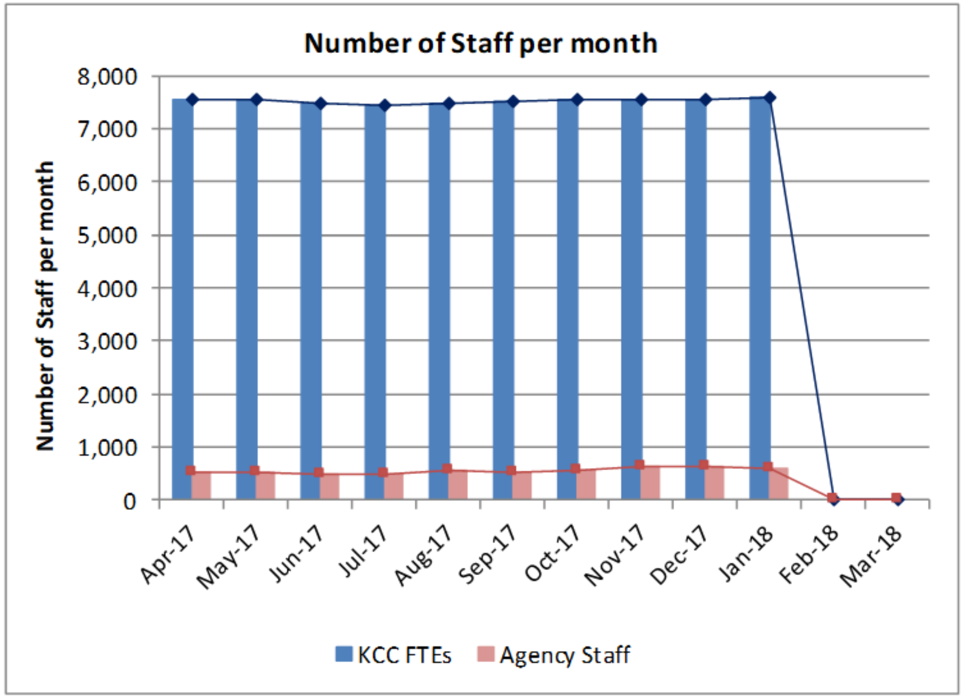
as at 31 December	KCC £m	Agency £m	Gross £m
YTD Budget	£224.7	£3.7	£228.4
YTD Spend	£242.3	£15.2	£257.5
YTD Variance	£17.6	£11.5	£29.1

Staff numbers	KCC FTEs	Agency Nos
as at 31 Mar 2017	7,609.36	445
as at 31 January 2018	7,542.38	630
Annual Movement	-66.98	185

MAIN REASONS FOR VARIANCE:

There is a significant underspend against KCC staff budgets but this is being negated by an overspend on agency staff.
Vacancies are being held pending the outcome of restructuring and the uncertainty around budget cuts, which is contributing to the underspend against the KCC staff budgets. The majority of the overspend on agency staff relates to Children's Social Care Staff - see Appendix 2.10.
The staffing numbers provided are a snapshot position at the end of the month.





Appendix 3

Unaccompanied Asylum Seeking Children (UASC)

1. Position compared to budget by age category

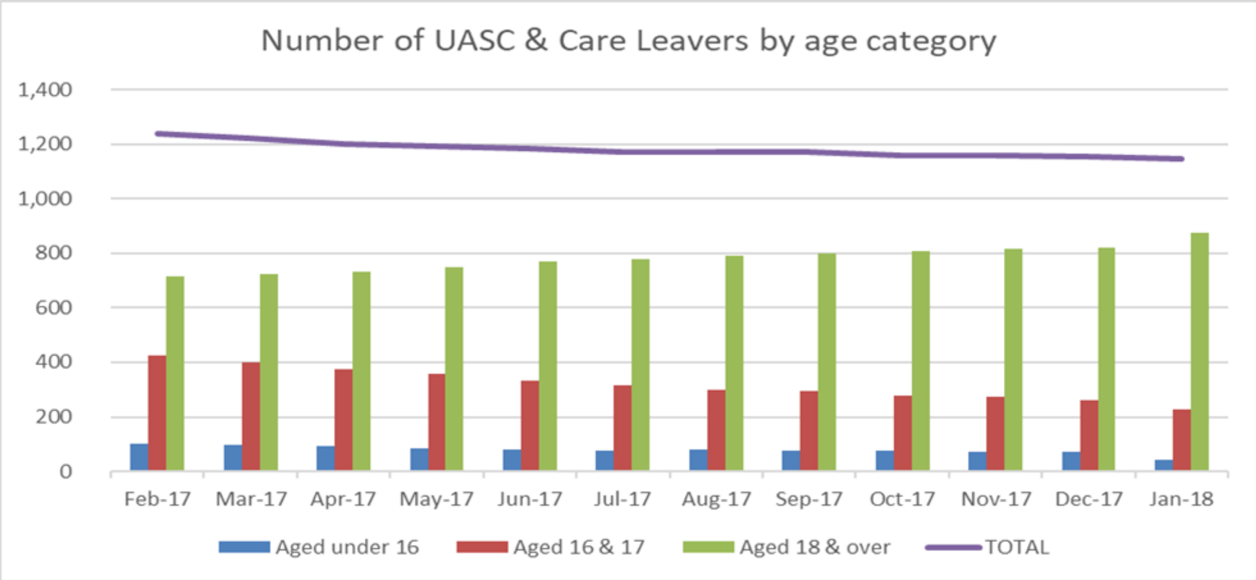
The outturn position is a pressure of £3.4m (after Corporate Director adjustment) as detailed below:

Jan-18	Cash Limit			Forecast Variance		
	Gross	Income	Net	Gross	Income	Net
	£m	£m	£m	£m	£m	£m
Aged under 16	4.4	-4.4	0.0	-1.5	1.2	-0.3
Aged 16 & 17	10.5	-10.5	0.0	0.6	1.3	1.9
Aged 18 & over (care leavers)	8.75	-8.2	0.6	0.9	1.0	1.9
	23.6	**-23.1**	**0.6**	**0.0**	**3.4**	**3.4**

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). However 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**
Feb-17	101	425	714	**1,240**
Mar-17	99	398	725	**1,222**
Apr-17	93	376	732	**1,201**
May-17	85	356	750	**1,191**
Jun-17	80	331	771	**1,182**
Jul-17	78	316	778	**1,172**
Aug-17	80	301	790	**1,171**
Sep-17	77	293	800	**1,170**
Oct-17	76	277	806	**1,159**
Nov-17	72	272	815	**1,159**
Dec-17	74	263	819	**1,156**
Jan-18	43	228	875	**1,146**



The number of Asylum LAC shown in Appendix 2.11 (LAC numbers) 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. The graph demonstrates the gradual decrease in numbers of UASC LAC as new arrivals are being dispersed to other local authorities. Conversely, the number of UASC aged 18 and over is increasing as the legacy UASC who arrived prior to the dispersal scheme turn 18 years old. This pattern is more marked this month as those allocated an estimated DOB on arrival of 01 January 2000, become 18.

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

2017/18	Eligible Clients	of which AREs	Ineligible Clients	of which AREs	Total Clients	Total AREs
At year end 2016/17	1,008	7	214	38	1222	45
April	982	3	219	42	1,201	45
May	972	3	220	33	1,192	36
June	965	8	217	35	1,182	43
July	967	4	205	32	1,172	36
August	954	21	217	32	1,171	53
September	956	18	213	31	1,169	49
October	949	15	209	29	1,158	44
November	928	13	225	38	1,153	51
December	924	10	232	41	1,156	51
January	929	14	216	44	1,145	58

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. There is a sharp rise in the number of new ARE clients within the 13 weeks of service in August 2017, this is due to the Home Office clearing a backlog of asylum decisions, coupled with a long delay in receiving data match information in relation to the grant claim. This indicator shows that the number of ARE clients rose to a peak in

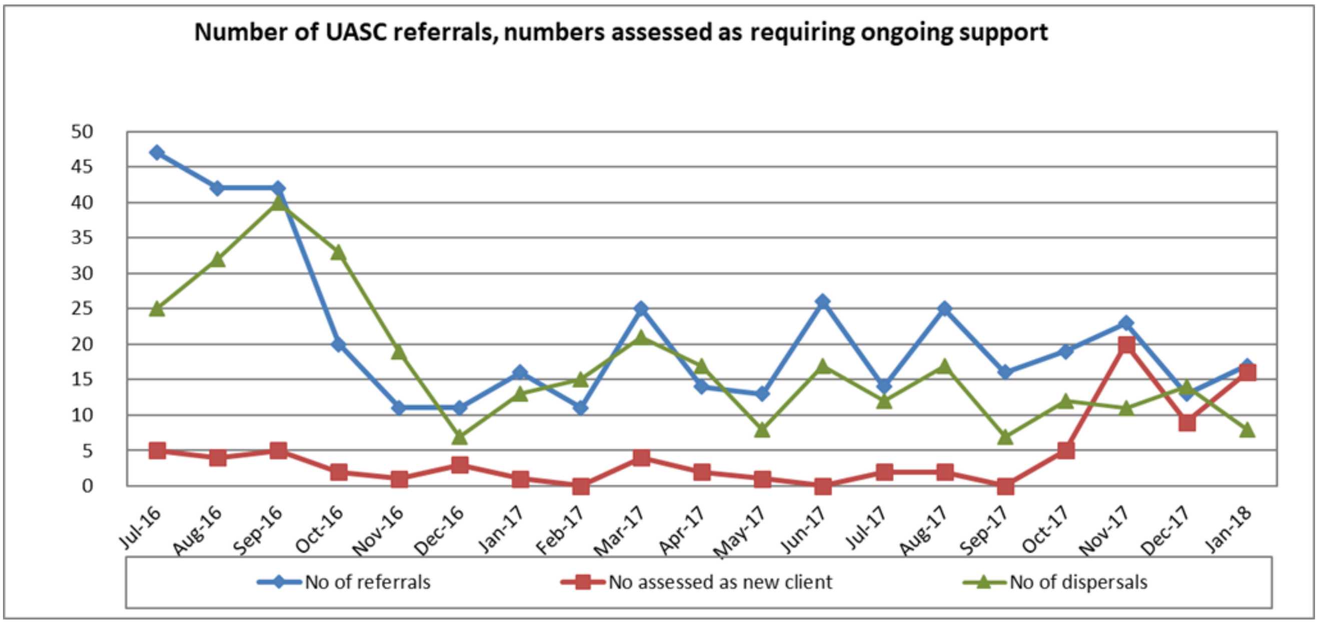
August 2017, decreased slightly as Human Rights Assessments were completed and cases were closed or referred to the Home Office. New information about asylum decisions has shown an increase in ARE cases since November, due to information from the Home Office, however, Human Rights Assessments are expected to reduce this number in the coming months.

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	%	No of dispersals
Jul-16	47	5	11%	25
Aug-16	42	4	10%	32
Sep-16	42	5	12%	40
Oct-16	20	2	10%	33
Nov-16	11	1	9%	19
Dec-16	11	3	27%	7
Jan-17	16	1	6%	13
Feb-17	11	0	0%	15
Mar-17	25	4	16%	21
Apr-17	14	2	14%	17
May-17	13	1	8%	8
Jun-17	26	0	0%	17
Jul-17	14	2	14%	12
Aug-17	25	2	8%	17
Sep-17	16	0	0%	7
Oct-17	19	5	26%	12
Nov-17	23	20	87%	11
Dec-17	13	9	69%	14
Jan-18	17	16	94%	8

Please note that due to further casework the number assessed as new clients has been updated since reporting in December and the Numbers assessed as new clients has shown a decrease between September and December.



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

In total there have been 328 new arrivals that have been dispersed since July 2016. These are included within the referrals in table 4. This also includes arrivals since 01 July 16 dispersed to London Boroughs, who are not participating in the transfer scheme.

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.

Duration	Arrivals who have been dispersed post new Government Transfer Scheme (w.e.f 01 July 16)*	Former Kent UASC who have been dispersed (entry prior to 01 July 16)	Total
Jul-16	14	11	25
Aug-16	31	1	32
Sep-16	30	10	40
Oct-16	33	0	33
Nov-16	17	2	19
Dec-16	7	0	7
Jan-17	8	5	13
Feb-17	15	0	15
Mar-17	16	5	21
Apr-17	14	3	17
May-17	7	1	8
Jun-17	16	1	17
Jul-17	12	0	12
Aug-17	17	0	17
Sep-17	6	1	7
Oct-17	12	0	12
Nov-17	11	0	11
Dec-17	14	0	14
Jan-18	8	0	8

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From: Susan Carey – Cabinet Member for Customers, Communications and Performance

David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 26 March 2018

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 3, 2017/18**

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, 2017/18 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 38 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 38 Key Performance Indicators included in the report, the latest RAG status are as follows:

- 27 are rated Green - target achieved or exceeded,
- 9 are rated Amber - below target but above floor standard
- 2 are rated Red – below floor standard

2.3. Net Direction of Travel in the quarter was positive with 19 indicators improving, 13 showing a fall in performance and six with no change.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to NOTE the Quarter 3 Performance Report.

4. Contact details

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Telephone: 03000 416091
Richard.Fitzgerald@kent.gov.uk

Vincent Godfrey,
Strategic Commissioner
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Kent County Council

Quarterly Performance Report

Quarter 3

2017/18

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

Key to KPI Ratings used

This report includes 38 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.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved
⇧	Performance has improved
⇩	Performance has worsened
⇔	Performance has remained the same

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action.

Key to Activity Indicator Graphs

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

Graphs for activity indicators are shown either with national benchmarks or in many cases with Upper and Lower Thresholds which represent the range 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.

Table of Contents

Executive Summary

A majority of indicators for Quarter 3 are rated as 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		2		1
Economic Development & Communities	1	1		1		1
Environment and Transport	5	2		2	1	4
Education	4		2	2	2	2
Early Help & Specialist Children's Services	9	1		6	2	2
Adult Social Care	3	3		5		1
Public Health	3	1		1	1	2
TOTAL	**27**	**9**	**2**	**19**	**6**	**13**

Customer Services - Good performance was maintained for caller satisfaction, although the percentage of phone calls to Contact Point which were answered dropped slightly below target. The percentage of complaints dealt with on time improved and exceeded target. Phone call volumes to Contact Point continue to reduce on an annual basis towards planned lower levels, with improved digital content on the web site.

Economic Development & Communities – Jobs created and safeguarded from Regional Growth Fund loan schemes since 2012 increased slightly to 4,058 jobs. The No Use Empty programme, which returns long term empty domestic properties into active use, continues to deliver ahead of target. Library visits and book issues were within expectations in the quarter. Economic indicators remain positive, with economic activity levels being high. Housing delivery in the county, based on energy performance certificates issued, has sustained an average 7,000 new dwellings per year for close to a three year period.

Environment and Transport – Core service delivery for Highways maintenance was above target for all four indicators, with demand for works below expected levels for the time of year. Resident satisfaction with completed Highways schemes improved for the second quarter in a row, and was above target. The percentage of municipal waste diverted from landfill at 99% continues to exceed target. The recycling rate at Household Waste Recycling Centres was below target but overall recycling for the county has improved due to higher kerbside recycling within district council collection. The council continues to reduce its Greenhouse gas emissions supported by programmes such as LED Streetlight conversions.

Education – Ofsted inspection results for schools and Early Years settings continue to meet target with year on year improvement. The number of young people aged 16 and 17 not in education, employment or training (NEET) reduced and achieved target. Apprenticeship starts for young people aged 16 to 18 was significantly below target for the last academic year, with a drop in starts seen both locally and nationally. Provisional information for the current academic year, and with the introduction of the Apprenticeship levy in April 2017, indicates that numbers are now increasing. Completion of Education, Health and Care Plans (EHCPs) in timescale remain below floor standard with the service being under pressure due to a significant increase in demand, including work to convert existing SEN statements to EHCPs. However, Kent remains close to national average for completion of EHCPs in timescale.

Early Help & Specialist Children Services – Outcomes achieved for Early Help cases improved, and achieved target. The number of pupil exclusions and first-time entrants to the youth justice both continue to be at historic low levels, ahead of targets. The percentage of qualified social worker posts held by permanent staff improved in the quarter, moving closer to target. The percentage of child protection plans which are repeat plans remains within the target range, with the percentage of Case File audits judged as Good or Outstanding improving further above target. Adoption timeliness remained ahead of target, and use of in-house fostering met target. Placement stability for children in care continues to meet target. The percentage of Care Leavers in education, employment and training continues to increase and exceeded target. Demand and activity for the Specialist Children Services have been increasing since the start of the financial year, and the service has accepted 30% more referrals this year compared to last year. The number of children on child protection plans in Kent is now above the national average and at highest level since 2012. However, the number of local children in care has only increased slightly, and remains close to 1,400.

Adult Social Care – Contacts resolved at first point of contact moved further ahead of target. Clients referred to enablement met target, with the reported results now including referrals to the external provider. However, pressures remain within the in-house enablement service. The percentage of clients still independent after an enablement service was just below the 60% target. The number of clients supported with Telecare continues to increase but remains behind target. The number of admissions to residential and nursing care fell but remains higher than target. The percentage of delayed transfers of care from hospital where social care was considered to be responsible reduced and was ahead of the local target of 30%. During 2017 the overall number of delayed transfers of care, across both health and social care responsibility have been reducing each quarter.

Public Health – The number of Health Checks remained ahead of target. The number of universal checks delivered by the Health Visiting service increased again and moved further ahead of target. Clients offered appointments to GUM services to be seen within 48 hours remained at 100%. Clients successfully completing treatment for drug and alcohol problems remained slightly below target.

Customer Services	
Cabinet Member	Susan Carey
Corporate Director	Amanda Beer

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	2	**1**		**2**		**1**

Customer contact through Contact Point and digital channels is provided by our strategic partnership with Agilisys.

Satisfaction with Contact Point advisors remained high in the quarter and exceeded the target. Performance for the percentage of calls answered by Contact Point (KCC's call centre) fell to just below target. Both indicators are kept under continual review and management action is taken when variances to target occur, to ensure standards are maintained.

Overall call volumes handled by Contact Point were 15% lower than last quarter, and 6.3% lower than the same period last year. Call volumes handled in the last 12 months were 11.6% lower than the previous year. Average call time has increased significantly to 4 minutes 10 seconds with this due to direct forwarding of calls to the right person and (Contact Point not operating as switchboard services) and more simple enquiries handled more frequently through on-line digital content, rather than phone call enquiries.

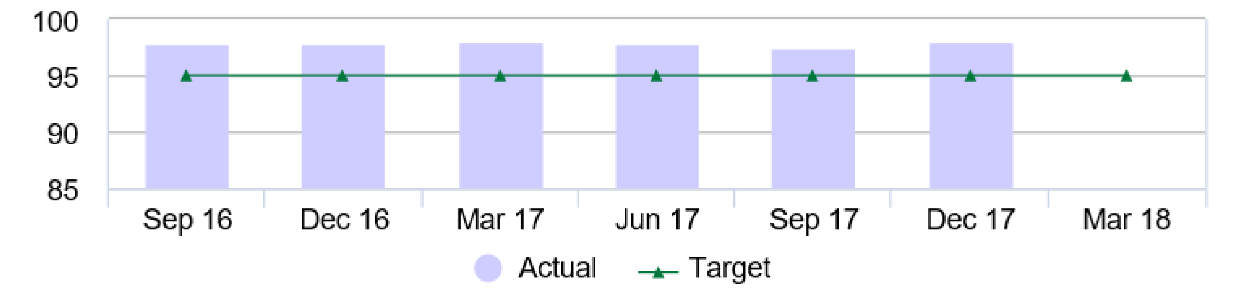
Complaints responded to in timescale exceeded target, with 88% of 945 complaints answered in expected timescale, a slight increase on the previous quarter.

Visits to the KCC web-site were within the expected range.

Completion of transactions on the KCC web-site has increased, leading to a reduction in the volumes of postal and phone applications, with this trend evident across most service areas.

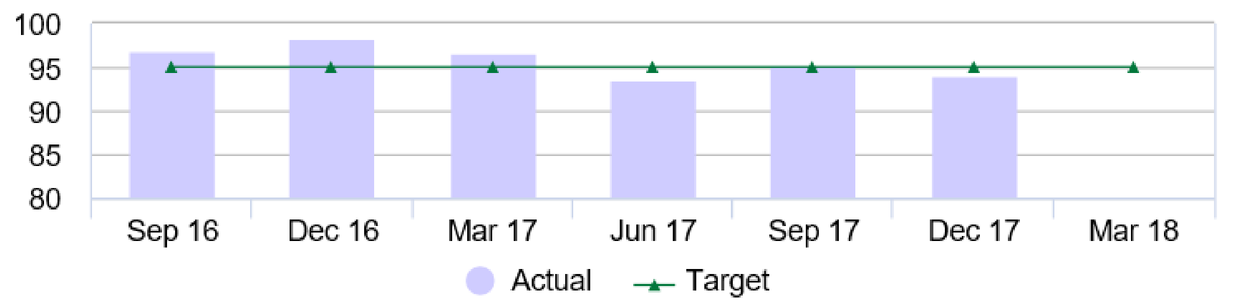
Key Performance Indicators

Percentage of callers to Contact Point who rated the advisor who dealt with their call as good	GREEN ⇧



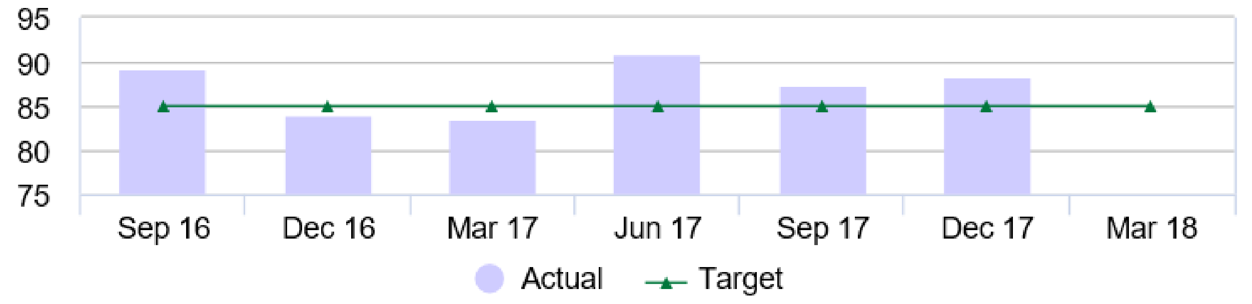
Current: 98%	Target: 95%	Previous: 97%

Percentage of phone calls to Contact Point which were answered	AMBER ⇩



Current: 94%	Target: 95%	Previous: 95%

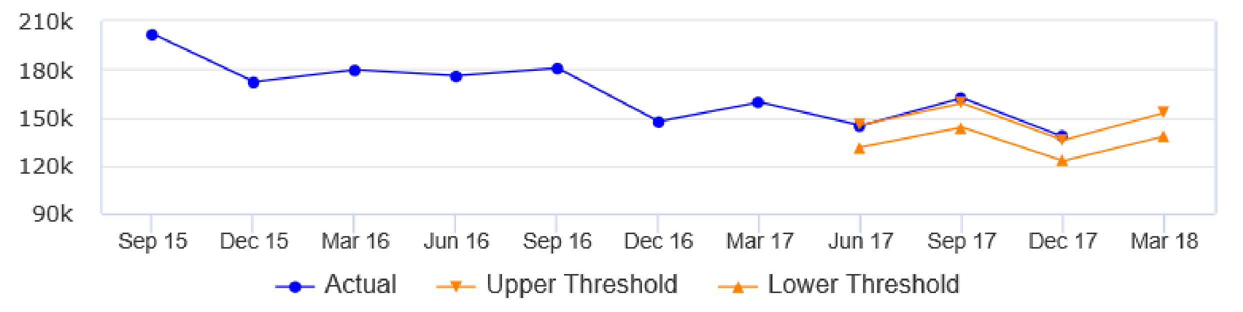
Percentage of complaints responded to within timescale	GREEN ⇧



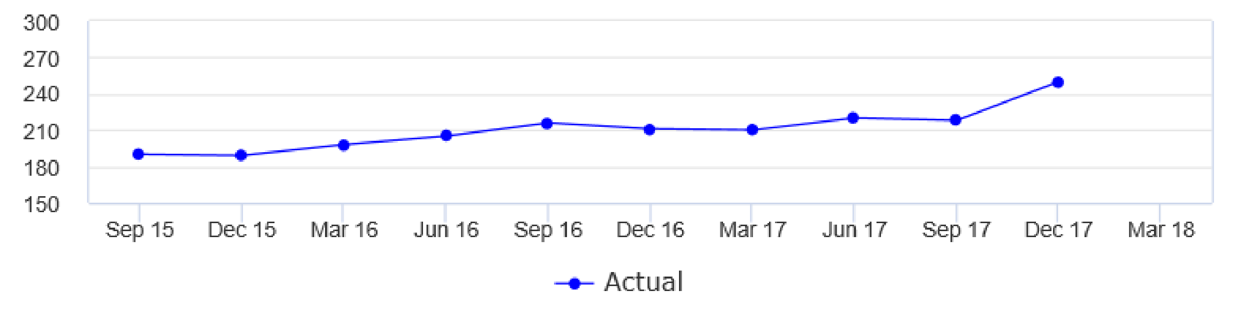
Current: 88%	Target: 85%	Previous: 87%

Activity indicators

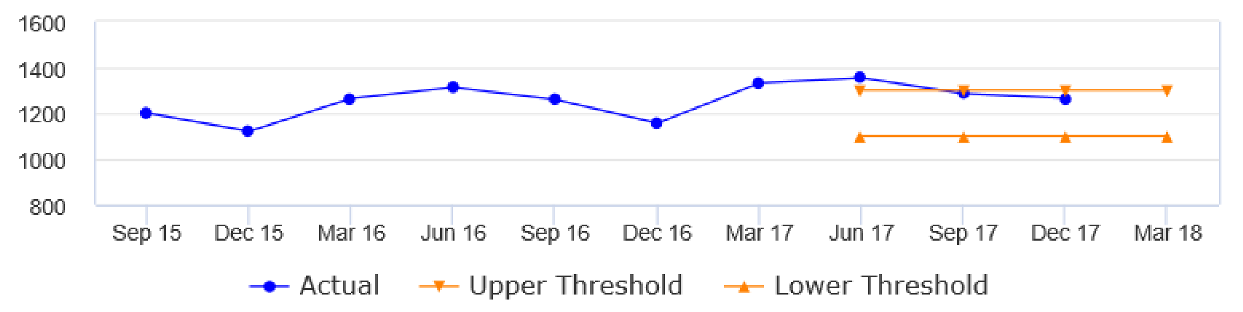
Number of phone calls responded to by Contact Point - by quarter



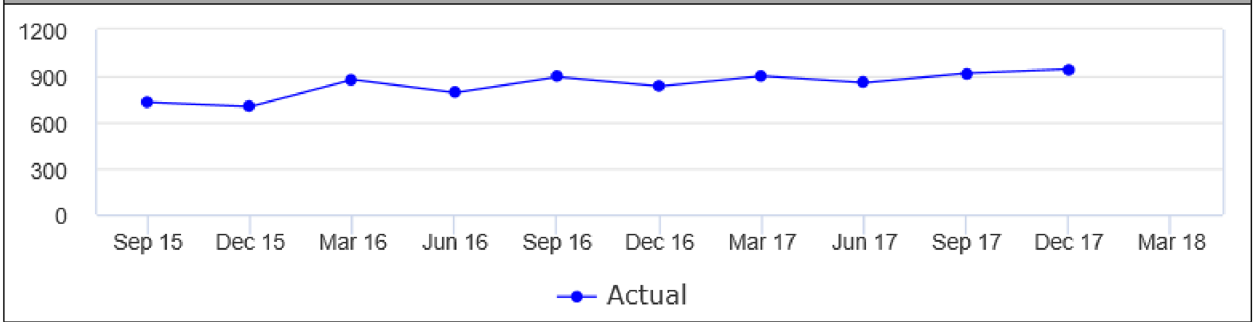
Average call time with Contact Point - by quarter



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



Number of complaints received each quarter



Customer Services – Contact Activity

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

Contact Point dealt with 13.7% less enquiries than the previous quarter, and 4.7% less than for the same period last year. The 12 months to September 2017 saw 13.7% fewer contacts responded to than the year to December 2016.

Service area	Jan-Mar	Apr-Jun	Jul - Sep	Oct-Dec	Yr to Dec 17	Yr to Dec 16
Adult Social Care	35	34	33	31	132	138
Specialist Children's Services	22	22	22	22	89	95
Highways	22	20	22	18	82	100
Blue Badges	11	9	11	11	42	44
Schools and Early Years	13	11	14	11	49	54
Libraries and Archives	11	10	12	10	44	45
Registrations	10	8	9	8	36	39
Transport Services	8	6	10	7	31	34
Speed Awareness	5	5	7	7	23	22
Adult Education	6	5	8	5	24	29
Waste and Recycling	3	3	4	3	13	14
Other Services	3	4	3	3	13	14
Main line	6	5	5	2	18	42
KSAS*	3	2	2	2	9	13
Total Calls (thousands)	**159**	**145**	**162**	**138**	**604**	**684**
e-mails handled	7	7	8	7	29	47
Postal applications	8	7	7	8	31	39
Total Contacts (thousands)	**175**	**159**	**177**	**153**	**664**	**769**

* Kent Support and Assistance Service

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.

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 3% increase on the previous quarter, and was 13% higher than the corresponding quarter last year.

A new complaints system has been implemented allowing for greater data accuracy and a greater breakdown to specific services.

Service	12 mths to Dec 16	12 mths to Dec 17		Quarter to Sep 17	Quarter to Dec 17
Highways, Transportation and Waste Management	1,302	1,680		447	418
Adult Social Services	656	619		155	159
Specialist Children's Services	256	349		73	120
Libraries, Registrations and Archives	278	244		53	88
Education & Young People's Services	148	228		48	88
Other Strategic and Corporate Services	219	225		72	34
Adult Education	87	68		12	22
Environment, Planning and Enforcement	233	72		25	16
Finance and Procurement	218	133		33	0*
Total Complaints	**3,397**	**3,618**		**918**	**945**

* Finance and Procurement complaints now follow a different appeals process due to changes in the scope of the Local Government and Social Care Ombudsman

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.

Transaction type	Online Jan 17 – Mar 17	Online Apr 17 – Jun 17	Online Jul 17 – Sep 17	Online Oct 17 – Dec 17	Total Transactions Last 12 Months
Renew a library book*	72%	73%	74%	73%	1,427,215
Report a Highways Fault	43%	36%	37%	42%	96,858
Apply for a Concessionary Bus Pass	6%	15%	15%	17%	36,681
Apply for a Young Person's Travel Pass	81%	29%	79%	84%	36,467
Book a Speed Awareness Course	85%	82%	81%	78%	36,288
Apply for or renew a Blue Badge	42%	45%	47%	50%	33,434
Book a Birth Registration appointment	71%	75%	75%	73%	19,264
Highways Licence applications	54%	54%	61%	52%	6,956
Apply for a HWRC recycling voucher	97%	97%	97%	98%	4,859
Report a Public Right of Way Fault	66%	92%	86%	85%	3,153

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

Economic Development & Communities	
Cabinet Members	Mark Dance, Mike Hill
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	1	**1**		**1**		**1**

Support for business
Since April 2012, Kent's Regional Growth Fund (RGF) programmes, Expansion East Kent, Tiger and Escalate committed a total of £56.3 million to support investments by Kent businesses. As a result, over 240 businesses in Kent and Medway have so far created or safeguarded 4,058 jobs.

In January 2017 the Kent and Medway Business Fund (KMBF) was launched using the repaid loans from the original RGF programmes. Round 1 of the KMBF has committed £1.4 million to 11 businesses and Round 2 committed an additional £2.8 million to 18 businesses with 277 jobs expected to be created.

A new equity fund is being established to support companies seeking to start up or expand within the Life Sciences sector.

Funding Infrastructure Projects
Since 2015/16 the South East Local Enterprise Partnership (SELEP) has allocated a total of £147m of Local Growth Funding to Kent infrastructure projects, of which £123m is for transport schemes. In September, SELEP allocated Local Growth Funding to Kent as follows:

- £1m to support the delivery of the A26 Cycle Improvements Project, between Tunbridge Wells and Tonbridge, a distance of 6.1km,
- £1.265m to support the A2500 Lower Road/Barton Hill Junction Improvements through the replacement of the signal controlled junction with a 3-arm roundabout,
- £6.12m to support the delivery of the Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub, an industry-led initiative working with Canterbury Christ Church University (CCCU) to drive economic growth in the engineering and technology industry through the establishment of a teaching and research centre on the former Canterbury prison site, with satellite facilities at the Discovery Park (Dover), Kent Science Park (Swale), CCCU's Medway Campus, and other parts of Kent.

Converting derelict buildings for new housing
In the last quarter 107 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme. A total of 5,353 certified long-term empty properties have been modernised since the Programme began in 2005. Total NUE investment currently stands at £45.3 million (£20.5 million from KCC recycled loans and £24.8 million from public/private sector leverage). Recent projects approved include the conversion of a former Army Cadet Centre in Ramsgate (empty 3 years) for conversion to 5 residential units. Shepway District Council have indicated that they will make available a further £300k for use in 2018/19 following the continued success of the NUE Shepway Top Up Loan scheme.

Infrastructure
KCC obtains financial contributions towards KCC services from developers of new housing sites. In the third quarter ending December 2017, 17 Section 106 agreements were completed and a total of £3.03m secured.

Section 106 developer contributions secured (£ 000s)

	Jan to Mar 2017	Apr to Jun 2017	Jul to Sep 2017	Oct to Dec 2017
Primary Education	31,936	3,626	3,354	2,328
Secondary Education	24,908	1,329	1,551	576
Adult Social Care	327	103	153	26
Libraries	1,085	150	210	42
Community Learning	277	52	48	42
Youth & Community	368	33	38	18
Total	**58,899**	**5,293**	**5,357**	**3,033**
Total Secured as % of Amount Sought	99%	97%	93%	100%

Broadband
Kent's Broadband Delivery UK (BDUK) programme has now brought superfast broadband to over 134,000 properties which would otherwise have had no or slow broadband connectivity. Superfast broadband services of at least 24mbps are now available to 95% of homes and businesses in Kent.

We are aiming to further extend the reach of superfast broadband across Kent during 2018 by investing additional funding in the current BDUK Phase 2 project and introducing a Kent voucher scheme.

Culture and Creative Economy
We have been successful through the South East Creative Economy Network in securing £5.7m of European Regional Development Fund investment for 'Make It', a South East wide programme of business support for the creative industries. The programme has three elements:

- Cluster it - small grants to encourage collaboration and shared assets or services,
- Design it - start up advice for new businesses and support with business planning and access to finance for established businesses,
- Grow it – marketing advice and support to help graduates into employment and creative students into non-creative businesses.

The three-year programme will begin delivery over the summer and work in Kent will be led by a local coordinator and supported by two hubs which will be identified through competitive tender in the spring.

Kent Film Office
In the third quarter of 2017/18, the film office handled 169 filming requests and logged 375 filming days bringing an estimated £2 million direct spend into Kent. Production highlights include Mary Queen of Scots, Red Joan, King Lear, The Tunnel: Vengeance, Eastenders and stills for Burberry & Harper's Bazaar. The Film Office supported 7 work experience candidates and facilitated 6 student placements who worked on visiting productions for 10 days.

Libraries, Registration and Archives (LRA)
The key priority for LRA this year is the development of ambitions for the future. Staff workshops were held in July and further online staff engagement took place in September. A member working group has been established and has met six times. Follow up workshops with staff and members are scheduled for January.

In late November there was a major upgrade of the Spydus library management system, across the South East Library Management System consortium (SELMS), of which Kent is part. Despite testing across the consortium, there have been speed and functionality problems with the upgrade. As a result of this there was a reduction in issues, visits and public PC use during the quarter. We have been working with our external provider, Civica, to correct this and the system is now much improved, with on-going weekly conference calls put in to place to track progress and to ensure all issues are fully resolved.

During the quarter online contacts continued to grow with a 40% increase recorded which includes a 200% increase in social media reach. E-book, e-audio and e-magazine issues continue to grow with a 20% increase compared to the same quarter last year. In January this year we are also introducing e-newspapers for our customers.

Digital Dens for young people have been successfully launched in 2 of the 5 proposed sites. These clubs are targeted at young people with a focus on areas of disadvantage, so that children in these areas can access some of the latest technology. Gravesend has a waiting list of customers and is looking to add extra groups and Sheerness is getting regular attendance. Ashford, which launched in early January, also has a waiting list. The 2 remaining sites in Swanley and Newington will launch before the end of March.

In the period to March 2018 work will take place to improve the look for Tonbridge Library and there will be work in Deal, Paddock Wood and Higham in preparation for the Open+ pilot. Open+ is a comprehensive system that provides access to the library service during non-standard times.

This year's programme of user satisfaction surveys cover 5 areas of the service. As main survey of library and archives customers is by email and this is supplemented by a face to face survey in libraries to ensure the results reflect the views of all customers. Results so far for this year have been:

- Libraries 97% (annual target 95%)
- Archives 87% (annual target 90%)
- Birth and death registration 94% (annual target 95%)
- Wedding ceremonies 96% (annual target 95%)
- Citizenship ceremonies 97% (annual target 95%)

Following an analysis of the birth and death registration survey results we are working with our external providers to improve the online booking experience and make more appointment slots available to deal with the changing levels of demand.

Sport and Physical Activity
The Sport and Physical Activity Service has been successful in attracting ‘Primary Role’ funding for its County Sports Partnership work for 3 years, from April 2018 until March 2021. The application submitted to Sport England was categorised as ‘Outstanding’. The funding of £1,054,456 over this period provides stability to the County Sports Partnership ‘core’ team to continue its work, focussing on tackling inactivity and encouraging under-represented groups to become active, alongside the same team of KCC funded staff within the Sport and Physical Activity Service.

Resilience and Emergency Planning Service
An important, yet little known area of KCC responsibility, relates to offsite emergency planning for ‘large raised reservoirs’, 60 of which could impact Kent. In October 2017, we attended a regional meeting in Eastbourne to discuss improved co-operation, and in November we facilitated a multiagency reservoir inundation exercise involving partners from across Kent and Sussex. An updated reservoir inundation emergency plan is currently under consultation with our Kent Resilience Forum partners, and is likely to become the template for neighbouring counties’ plans.

On 27 November, an ambitious multiagency recovery exercise event was held at the Cornwallis Suite in Maidstone, involving 148 delegates using a fatal tower block fire for its scenario. Resilience and Emergency Planning Service and other KCC personnel also participated within the challenging security / terrorism focused Exercise Endeavour at the Port of Dover on 22 November.

In the last quarter 62 alerts were received by the 24/7 Duty Emergency Planning Officer, which compares favourably with 81 during the same period of 2016, with no discernible trend apparent, besides a small reduction across all incident types. Incidents in the quarter encompassed maritime emergencies including oil and cargo loss, unexploded ordnance, gas leaks, residential fires resulting in evacuation, cliff falls and a range of severe weather impacts.

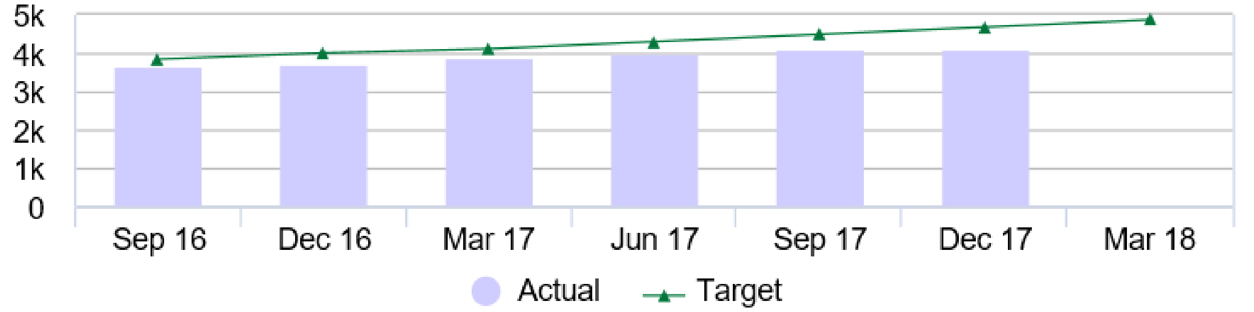
Community Safety
The Annual Community Safety Conference, titled ‘Protecting Vulnerable People from Organised Crime’, took place on 7 November. Over 180 delegates attended, including both strategic managers and frontline community safety practitioners. The Kent Community Safety Partnership Working Group is producing a report of recommendations to help shape potential future collaborative work.

Since the official launch of the full Volunteer Support Warden (VSW) scheme, nine VSW’s have been recruited and funded by the parishes. A new recruitment drive has recently been launched and will run through the winter months, and further discussions with parish councils has resulted in another 5 parishes joining up.

The Community Safety Unit (CSU) continues to manage a number of domestic homicide reviews (DHRs). The Kent Community Safety team have organised three Kent and Medway DHR Lessons Learnt Seminars – two have taken place with almost 250 frontline practitioners in attendance, and a third is scheduled on 7 February 2018.

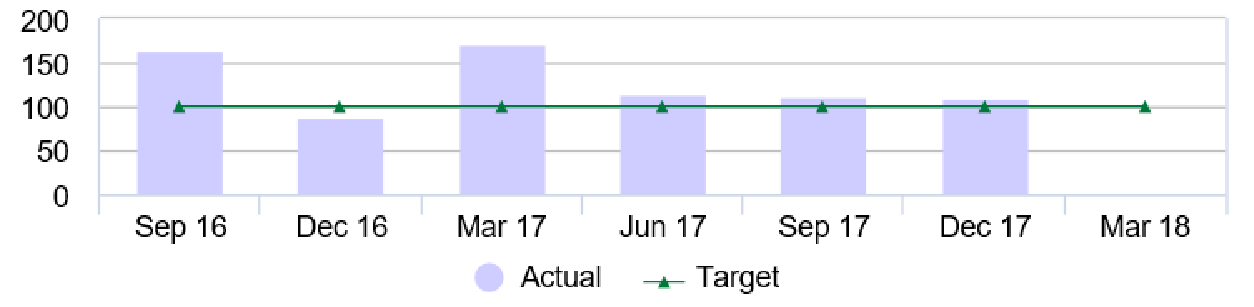
Key Performance Indicators

Full time equivalent jobs created/safeguarded through Regional Growth Fund loan schemes	AMBER ⇧



Current: 4,058	Target: 4,677	Previous: 4,054

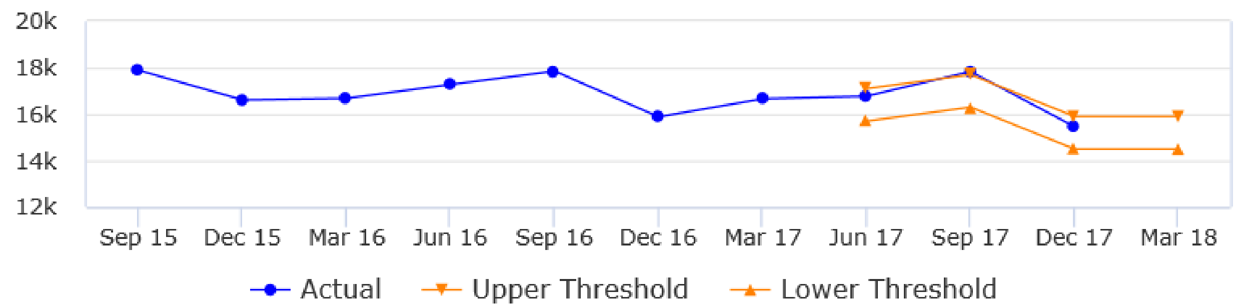
Number of homes brought back to market through No Use Empty (NUE)	GREEN ⇩



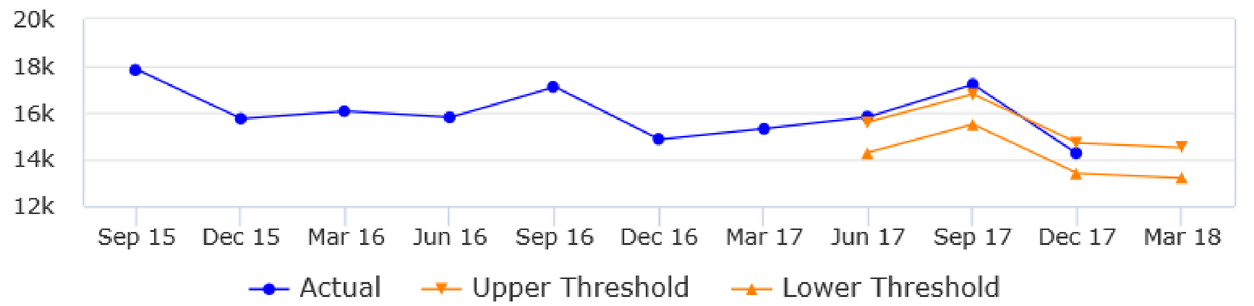
Current: 107	Target: 100	Previous: 109

Activity indicators

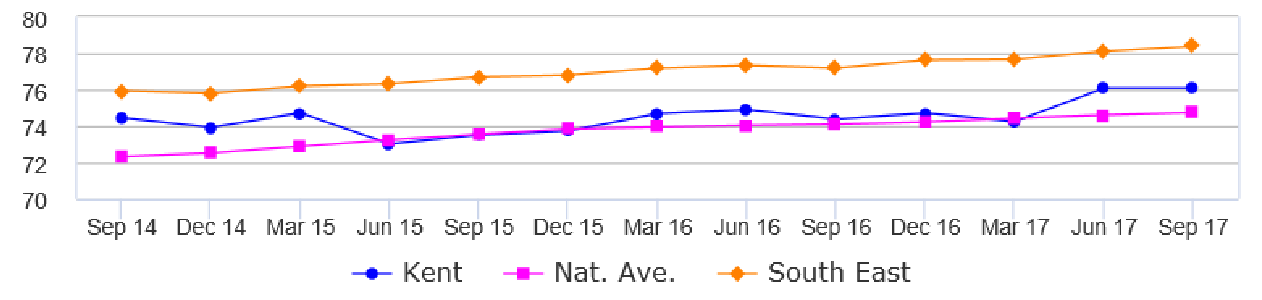
Average number of visits to Kent libraries per day



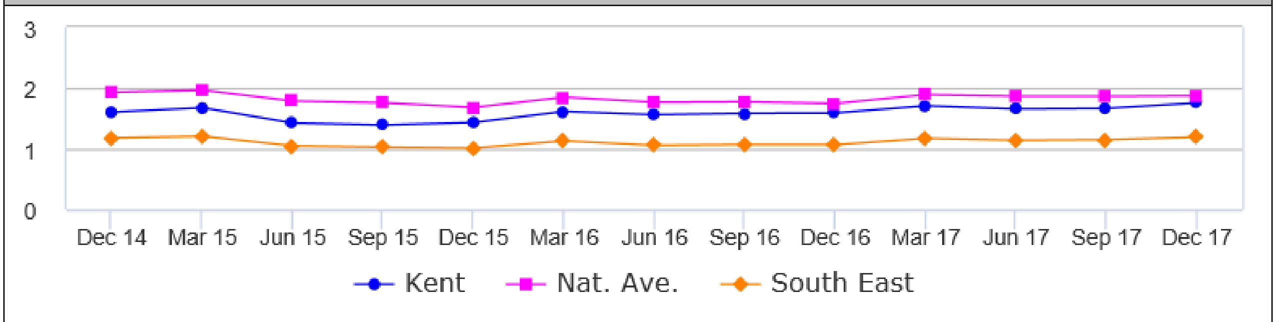
Average number of book issues from Kent libraries per day



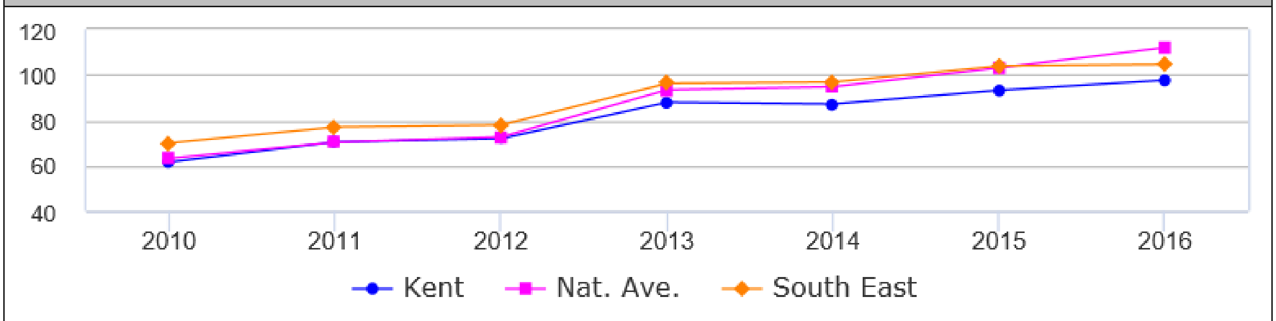
Percentage of population aged 16 to 64 in employment
(from the Annual Population Survey)



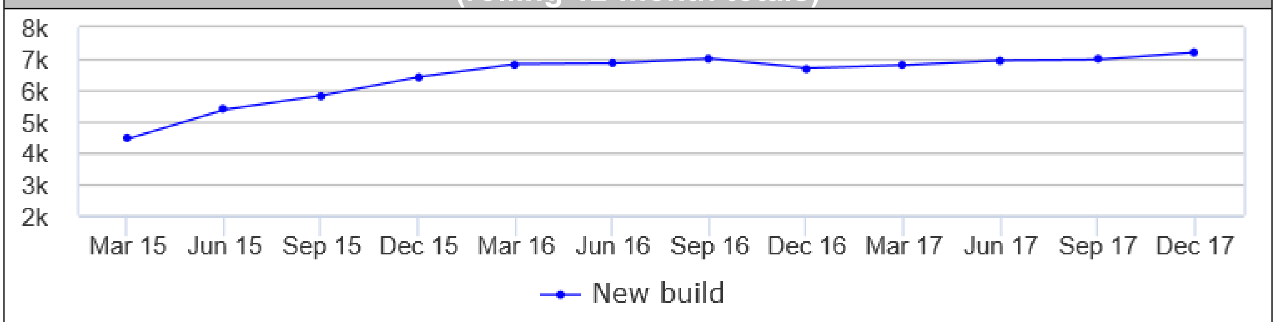
Percentage of population aged 16 to 64 claiming unemployment benefits



Business start-ups per 10,000 population aged 18 to 64



New Dwelling Completions based on energy certificates issued
(rolling 12-month totals)



Environment and Transport	
Cabinet Member	Mike Whiting
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	5	**2**		**2**	**1**	**4**

Highways
Performance was above target for all four of the highway measures in this quarter.

New enquiries raised for action by customers in this quarter were at the lower end of seasonal expectations at 21,353 compared to 22,867 for the same time last year. In this period we also co-ordinated 25,982 utility opening streetworks notices across the County. Improvements made to the online fault reporting tool have helped improve channel shift away from the telephone resulting in 47% of all faults reported by customers themselves directly via the KCC website. For some faults types, such as potholes and streetlighting, we now have over 70% faults reported directly on line.

Total customer enquiry work in progress is at the lower end of seasonal expectations with 5,054 open enquiries awaiting action compared to 5,975 this time last year. Teams are continuing to handle enquiries for the weather dependant seasonal demand around winter service, drainage and potholes as well as managing the routine streetlight and emergency response faults.

The 2017 Pothole Blitz has seen over 113,00m^2 of patching, the equivalent of 17 Wembley football pitches and nearly 1,000 potholes repaired to date.

During the quarter the Soft Landscape commissioning Task & Finish Group concluded and confirmed the continued support for local councils, ensuring that opportunities remain available for the delivery of soft landscape services at a local level.

Other work in the quarter included publishing the timetable to go out to public consultation to progress feasibility work on B2163 Leeds & Langley Relief Road (utilising section 106 developer contributions) and completing a draft Thanet Transport Strategy. The project to renew over 190,000 Concessionary Travel passes for older and disabled people has now being commissioned to ensure that they are all provided to customers by April 2018.

Casualty Reduction
The 2017 calendar year casualty data will be available in May. The data is being ratified and analysed and will be reviewed with the Kent and Medway Casualty Reduction Partnership to identify any mitigating actions to reduce casualty numbers. The Partnership has recently reviewed its structure and reaffirmed the strategic, operational and tactical levels of activity. For the last quarter the focus for activity included impairment through drink and drugs, and for January-March 2018 key campaign messages include seatbelt wearing and encouraging passengers of young drivers to speak out if they feel unsafe.

Asset Management
We are on course to complete the necessary work to develop and improve our approach to highway asset management and achieve the highest possible national Incentive Fund (Band 3) rating. This will maximise our Department for Transport (DfT) capital funding for 2018/19 and beyond. The most significant element of the actions needed to achieve Band 3 concerns the adoption and publication of our updated strategy document Developing our Approach to Asset Management in Highways covering the period 2018/19 to 2020/21. This strategy document takes into account significant developments in our approach, such as implementing lifecycle planning for all major asset groups. A considerable amount of further work in 2018 and beyond will be needed to retain our Band 3 rating, not least because it is expected that DfT will further develop the Incentive Fund during 2018. Given the scale of our maintenance backlogs and modelled deterioration over the next ten years, we need to explore ways of influencing design of improvement schemes and new developments going forward, to reduce lifecycle costs and improve future maintainability.

Crash Remedial Measures & Local Transport Plan Scheme Planning and Delivery
The Schemes Planning & Delivery team continue to deliver a package of casualty reduction (CRM), Local Transport Plan and Parish funded schemes in this period.

Delivery of the CRM programme, with a value of £1,274,000 in 2017/18 is on track for completion by March 2018. We are also developing the CRM programme for 2018/19 which will be communicated through local Joint Transportation Boards.

The team are currently delivering two large cycling schemes in Tonbridge and Tunbridge Wells, with a combined value of £1.23 million, designed and implemented by the local team and funded entirely by Highways England.

The Department for Transport (DfT) have given positive feedback around our £3.5 million ‘Safer Roads Fund’ bid and a decision is expected imminently. We are also using this approach to help ‘risk map’ other highest priority routes in Kent where there have been clusters of incidents along key routes including the A229 Blue Bell Hill, the A254 & A255 Margate to Ramsgate. We are working closely with the Road Safety Foundation to develop appropriate interventions for delivery in the next financial year.

Local Growth Fund Transport Capital Projects
Through the South East Local Enterprise Partnership (SELEP), we are looking after £123 million of Government funding from rounds 1, 2 and 3 of the Local Growth Fund (LGF) allocated for 28 Transport projects within Kent. The LFG money makes a contribution to the projects with the total capital expenditure being £322 million.

One Transport project is for the M20 Junction 10a improvements which is managed by Highways England, with total cost of £104 million with a £20 million LGF contribution.

The table below shows the overall position for the other 27 transport projects in the programme with six complete and twelve substantially under construction, including the major scheme, London Road/St. Clements Way in Dartford.

There are three schemes currently rated as Red in 2017/18, Thanet Parkway and Sandwich Rail Infrastructure (Open Golf) due to funding gaps and Dartford Town Centre due to delivery and business case delay issues.

LGF Spend Profile Year :	2015/16	2016/17	2017/18	Total
Total Value (£m)	49.6	111.5	56.5	217.6
LGF funds (£m)	32.8	45.3	25.5	103.6
Projects	12	8	7	27
Complete	4	2	0	6
Green (on track)	4	2	3	9
Amber (some delays)	4	4	1	9
Red (at risk)	0	0	3	3

Waste Management

Performance was above target for diversion from landfill but below target for waste recycled at Household Waste Recycling Centres (HWRC).

Over the last 12 months less than 1% of waste was taken to landfill, ahead of EU Landfill Directive target of less than 5% by 2020. The previously reported variability in accessing the European capacity to process refuse derived fuel has resolved so landfill rates may become negligible through the second half of the year.

Recycling levels at HWRCs are over 2% down compared with last year, 68.0% compared to 70.2%. However, this is against a position where overall recycling for the county has improved from 48.7% to 49.9%. District councils collect 75% of the county's household waste and have over the last year increased the amount of kerbside recycling, which in turn has reduced the amount of recyclable waste deposited at KCC run HWRC.

We continue to work with District / Borough councils to help improve recycling rates from kerbside collection. We have published proposed new funding arrangements for recognising, rewarding and incentivising District Councils for improving waste recycling performance.

Our waste budget is set at 730,300 tonnes of waste for the year and we are currently forecast at 718,000. The ratios between the HWRC's and district council kerbside collection remain unchanged although this is likely to change as a consequence of the North Farm Transfer Station / HWRC where an 11 week closure in in late 2017 to repair fire damage is likely to account for the reduced tonnage against budget.

Our annual face-to-face survey customer satisfaction survey was completed in this quarter at our 18 Household Waste Recycling Centres (HWRC) after customers had completed their visit. It is carried out in two phases, April and October to allow for seasonality in results and gain an overall picture of the service. Overall satisfaction with the HWRC service was high at 98% with 'Helpful, proactive and friendly staff' being the most common reason given for satisfaction.

Environment
Year 1 monitoring of the Kent Environment Strategy implementation plan is complete with progress summarised in the 2017 Impact Report.

KCC estate Greenhouse Gas emissions continues to reduce, albeit slightly behind target. There have been continued reductions from corporate buildings, with the business mileage trend remaining flat. We have improved data quality for fleet transport emissions. A major contributor to reductions seen is from the street lighting LED programme which is currently being rolled out across the county.

To date, the Kent Warm Homes scheme has assisted over 2,000 residents and drawn in £2.9m of grants and wider funding to support energy efficiency installations, saving residents an estimated £8.8m.

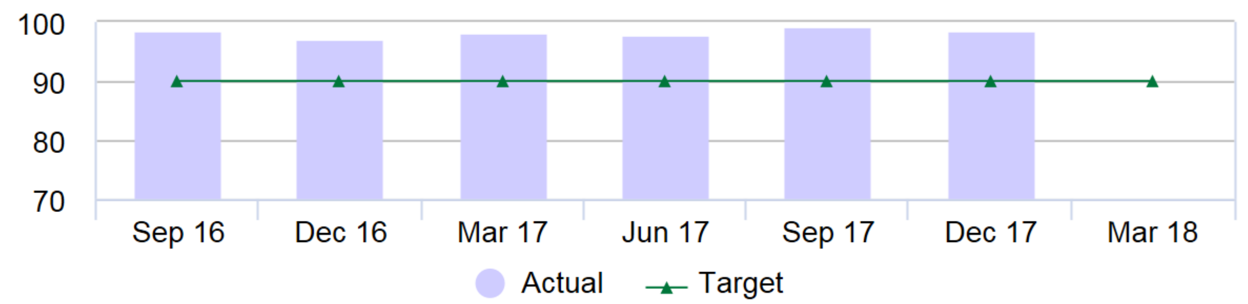
The EU funded LoCASE project has assisted 400 SME's with a total of £2.5m of match funded grants across the South East Local Enterprise Partnership. The project is delivering energy efficiency projects, low carbon sector support and generating an additional £6m of inward investment in the South East.

Kent Downs AONB Unit has secured a Heritage Lottery Fund grant to support a £107k project to celebrate the 50th anniversary of the AONB and 40th anniversary of the North Downs Way National Trail. The funding will be used to engage people to enjoy AONB landscape, so that its future conservation and enhancement is more certain. It will benefit people who live in the AONB and those outside, particularly those who think that the beautiful landscape is not available for them. It will also form an important part of the engagement process for the statutory AONB Management Plan review.

Heritage Conservation
The first stage of the Dover Urban Archaeological Database project has successfully concluded, and Historic England have now commissioned stage two, which will create an archaeological characterisation map and an Archaeological Plan for the town. This will underpin how Dover's rich archaeological resource will be managed by planning authorities in the future, and will form a component in the District's Local Plan.

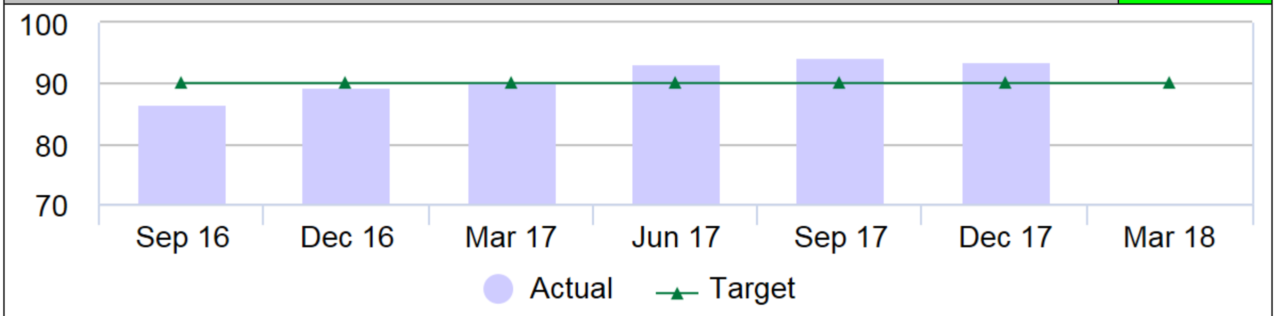
Key Performance Indicators

Percentage of routine pothole repairs within 28 days		GREEN ⇩



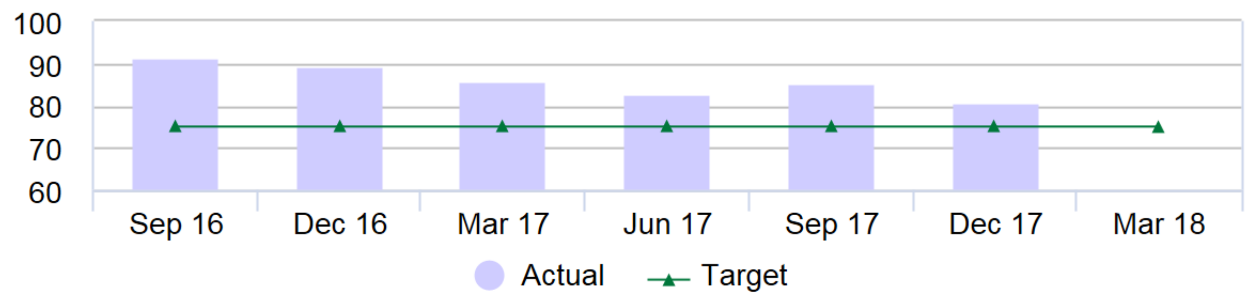
Current: 98%	Target: 90%	Previous: 99%

Percentage of routine highway repairs reported by residents completed within 28 days		GREEN ⇩



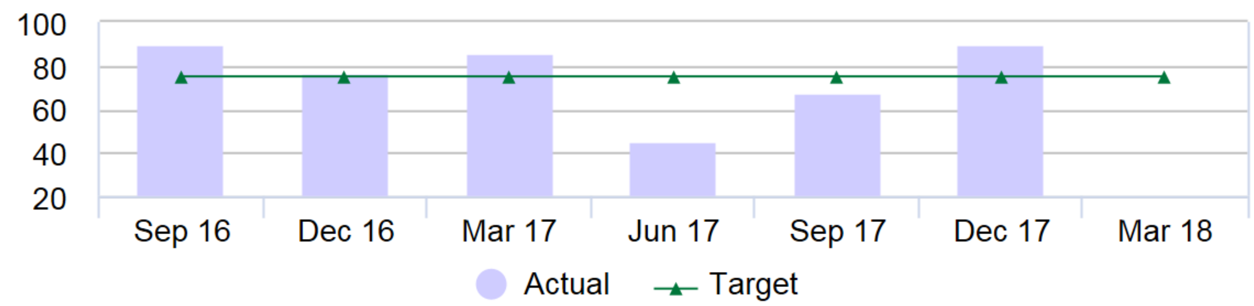
Current: 93%	Target: 90%	Previous: 94%

Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey		GREEN ⇩



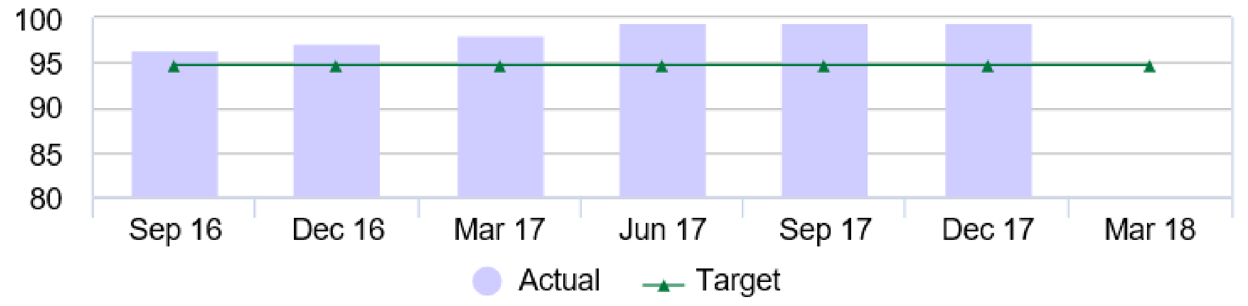
Current: 80%	Target: 75%	Previous: 85%

Resident satisfaction with completed Highways schemes (survey)		GREEN ⇧



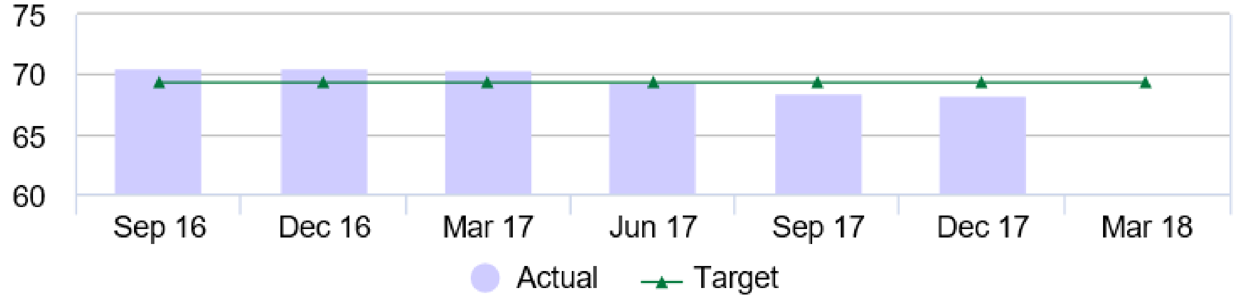
Current: 89%	Target: 75%	Previous: 66%

Percentage of municipal waste recycled or converted to energy and not taken to landfill - rolling 12 months		GREEN ⇔



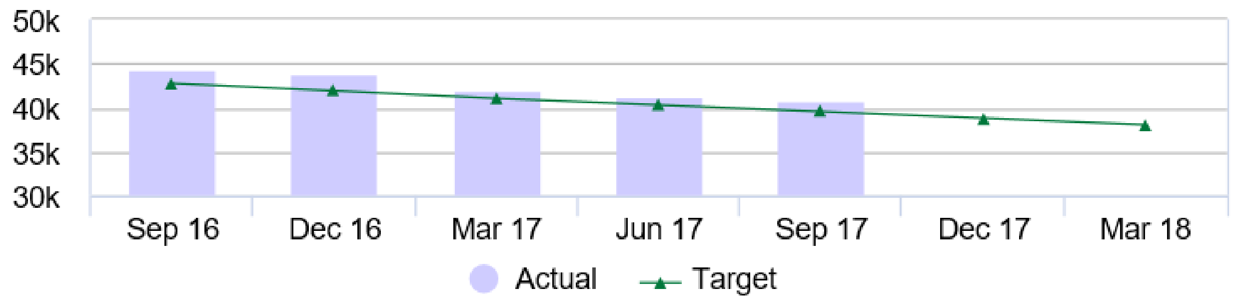
Current: 99.3%	Target: 94.7%	Previous: 99.3%

Percentage of waste recycled and composted at Household Waste Recycling Centres (HWRC) – rolling 12 months		AMBER ⇩



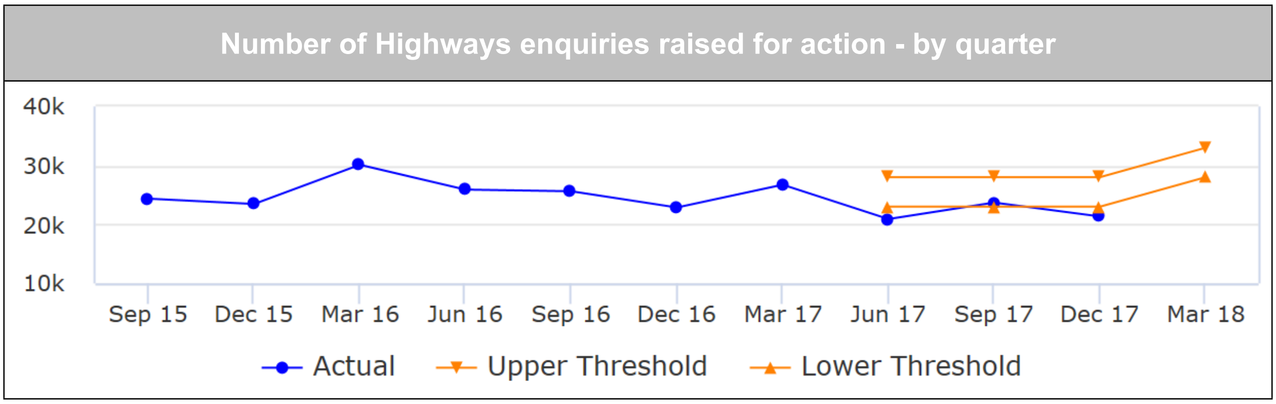
Current: 68.0%	Target: 69.3%	Previous: 68.3%

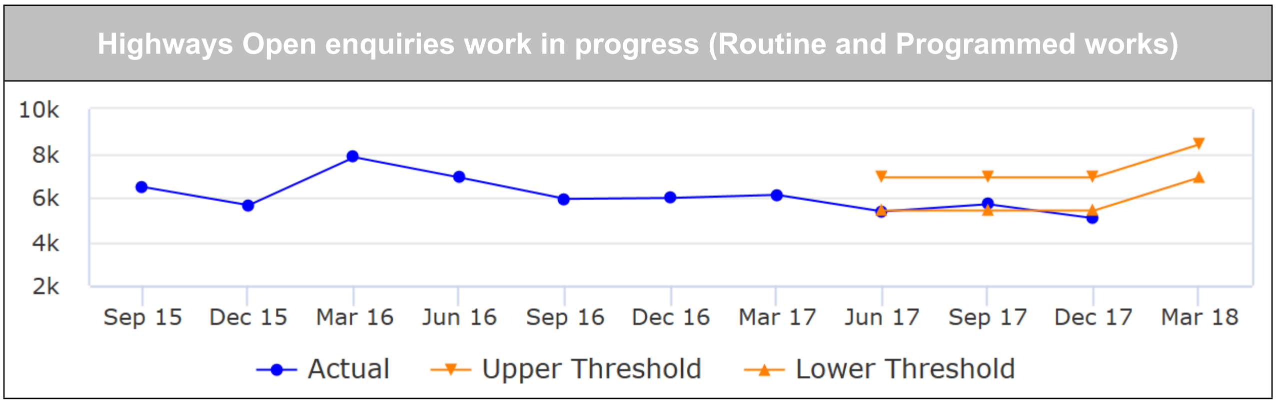
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months		AMBER ⇧

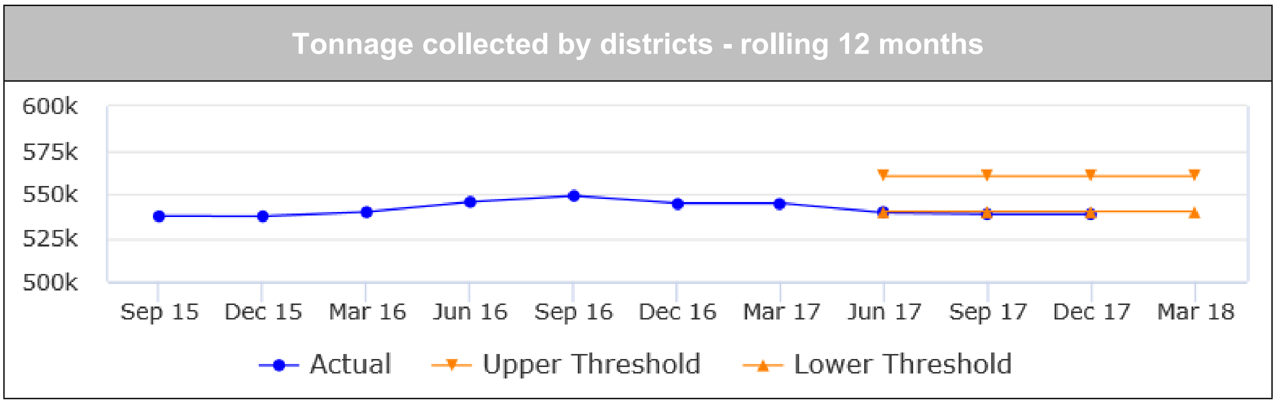


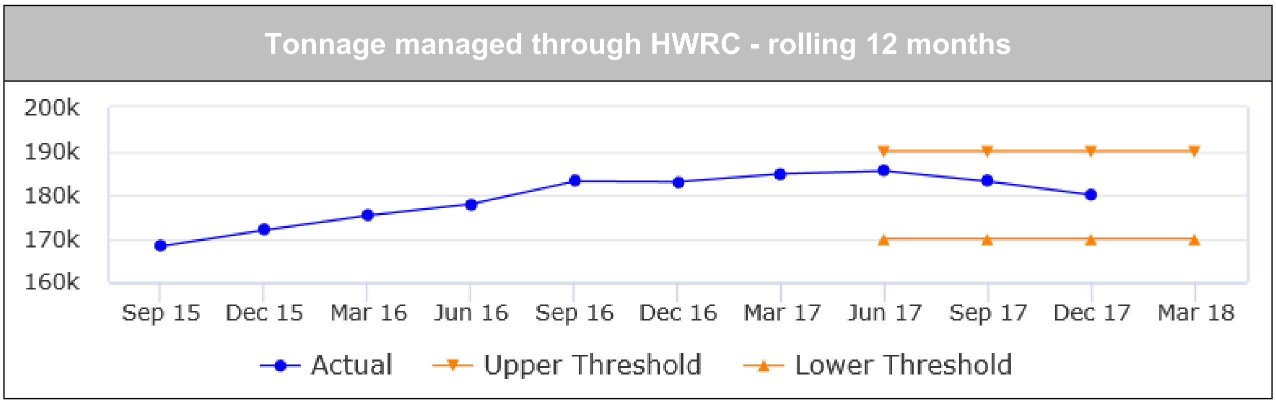
Current: 40,595	Target: 39,550	Previous: 41,113

Activity indicators









Education	
Cabinet Member	Roger Gough
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	4	**0**	**2**	**2**	**2**	**2**

Schools

The results for Primary school attainment outcomes in summer 2017 were above the national average. In the Early Years Foundation Stage 74.2% of children attending a school in Kent achieved a good level of development compared to the emerging national figure of 70.7%. At Key Stage 2, 65% achieved the expected standard compared to the national figure of 61%.

In 2017, pupils sat reformed GCSEs in English language, English literature and mathematics for the first time, graded on a 9-1 scale. The average Attainment 8 score per pupil (which measures the average achievement of pupils in up to 8 qualifications) decreased in comparison to 2016 from 50.3 to 46.3 with this change being in line with the national figure for state funded schools, and as expected due to the changes in GCSE examinations.

In December 2017, 502 of the 549 schools in Kent with a current inspection were good or outstanding. This means in Kent 92.0% of pupils were attending good or outstanding schools compared to 87.7% at the same time last year, an increase of 12,776 children receiving a better education. Kent has 22% of schools judged to be outstanding compared to the national figure of 21%.

The percentage of Primary schools judged by Ofsted as good or outstanding was 92%. The proportion of Secondary schools that are good or outstanding was also 92%. In December 2017 91% of Special schools were good or outstanding.

We remain determined, working in partnership with schools to continue the positive trajectory seen in Kent. Improving outcomes and reducing the performance gaps are at the forefront of our work. One of the priorities moving forward is to increase the number of schools graded as outstanding and moving those who require improvement to become good as quickly as possible. We remain on track for our long term target that 95% of schools will be good or outstanding by August 2018.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding in December was 97%, equal to the target. Sustaining this standard whilst also increasing the amount of outstanding provision remains a key priority for the Early Years and Childcare Service. Other priorities include the ongoing delivery of 30 Hours of Free Childcare, 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. The take-up for the free childcare entitlement for eligible two years olds in Autumn 2017 increased to 73%.

Skills and Employability
Significant progress continues to be made to increase the number of young people known to be in education, employment or training. The number of young people where this information is not known is at the lowest level in 4 years. An increasing number of districts have met the monthly targets for reducing young people not in education, employment or training (NEET) and in the other districts the number of NEETs has remained relatively stable due to effective partnerships being established with schools, colleges and employers. Targeted work with Further Education Colleges is beginning to impact on the year 13 not known figures. We are increasingly able to work with at risk students before they leave the college.

New Early Help commissioning arrangements for NEET support started in December 2016, with CXK being the provider for this more bespoke support for the more challenging NEET cases. They are working with young people in the Year 12 and 13 age groups who are NEET and who need more specialist support and guidance to ensure they can move into a positive destination that meets their individual needs. Regular contract management meetings are held to review performance, referral pathways and the capacity of the service to support a greater number of NEETs.

The percentage of 16 to 18 year olds who started an apprenticeship in the last academic year was 4.8% which was below the target, and reflected a national trend for a reduction in apprenticeship starts. With the introduction of the Apprenticeship Levy in April 2017 we expect to see an increase in the number of apprentice starts during the current academic year and The Made in Kent campaign has resulted in an increase in the number of applicants for apprenticeships made through the Apprenticeship Kent website.

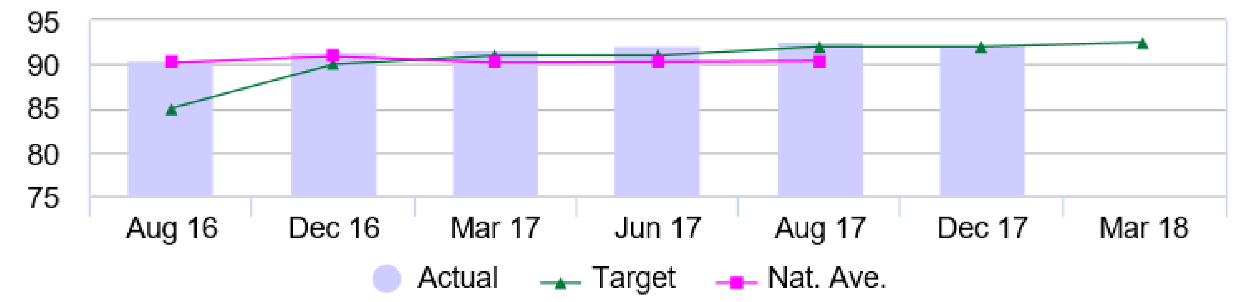
SEND
The percentage of Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 59% (835 out of 1,410) against a target of 85%. Although this performance is in line with the national figure for 2016 (which is 58.6%), it is the lowest level since the implementation of the Children and Families Act in September 2014. It reflects the significant increase in demand for SEN assessments seen in 2016 and greater demand seen in 2017, with over 1,400 statutory assessments completed compared with 880 in 2014. This is in addition to managing 4,650 existing pupils transitioning to new Education Health and Care Plans. Results for this quarter also include the impact of whole service implementation of Synergy, a new pupil database system supporting statutory assessment processes.

School Places and Admissions
For admissions in September 2017 over 80% of parents secured their first preference Secondary school and 89% of families secured their first preference school for Primary schools places. An additional 240 Reception year places and 488 Year 7 places were provided in September 2017.

For 2016/17 across Kent as a whole, the target of maintaining at least 5% surplus capacity has been met at Secondary phase but not at Primary phase. For primary school places, there are seven districts with less than 5.0% surplus capacity compared to six districts last year. For reception year, four districts do not have at least 5% surplus capacity, up from three last year. For secondary schools, eleven out of twelve districts met the 5% surplus capacity target and for Year 7, five districts do not have at least 5% surplus capacity, up from four last year.

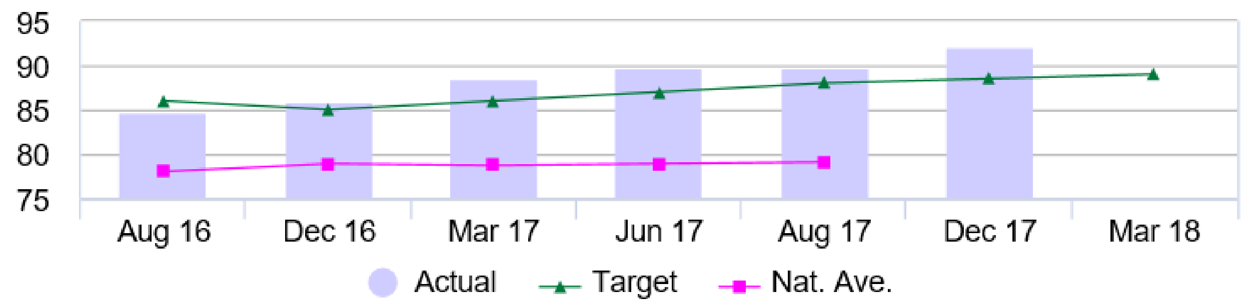
Key Performance Indicators

Percentage of Primary schools with Good or Outstanding Ofsted inspection judgements	GREEN ⇔



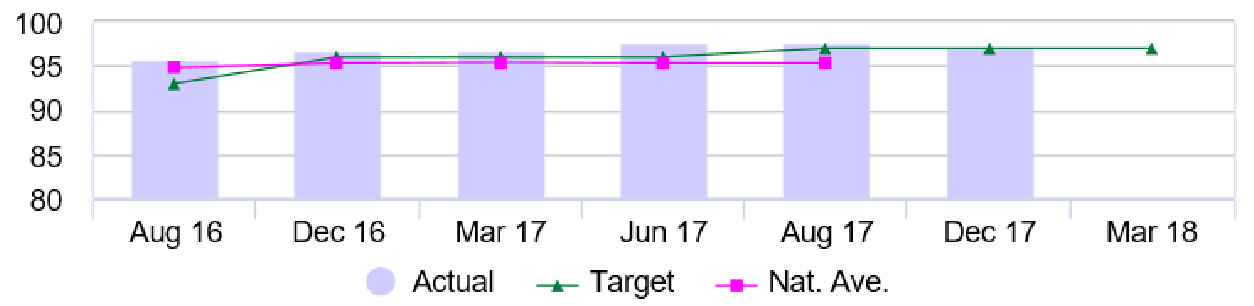
Current: 92%	Target: 92%	Previous: 92%

Percentage of Secondary schools with Good or Outstanding Ofsted inspection judgements	GREEN ⇧



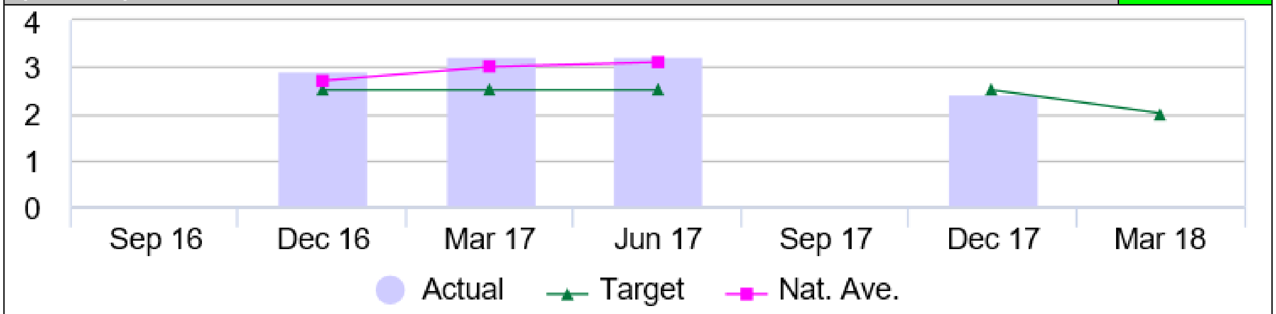
Current: 92%	Target: 88.5%	Previous: 90%

Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)	GREEN ⇔



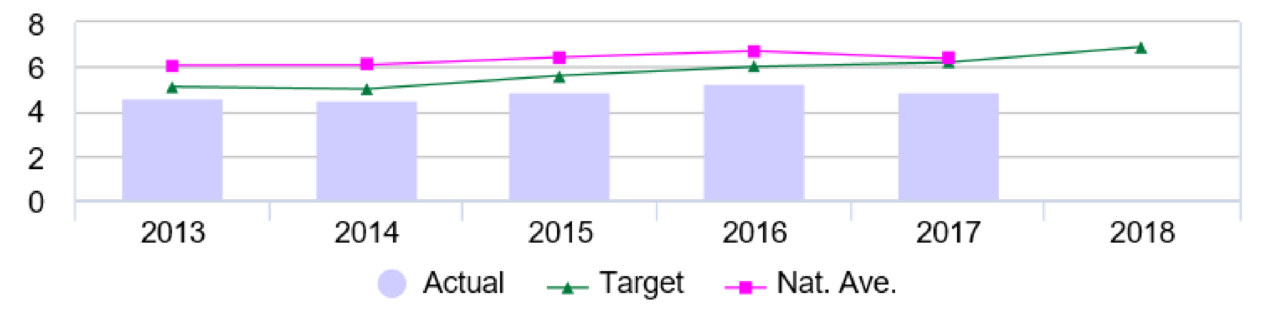
Current: 97%	Target: 97%	Previous: 97%

Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs)	GREEN ⇧



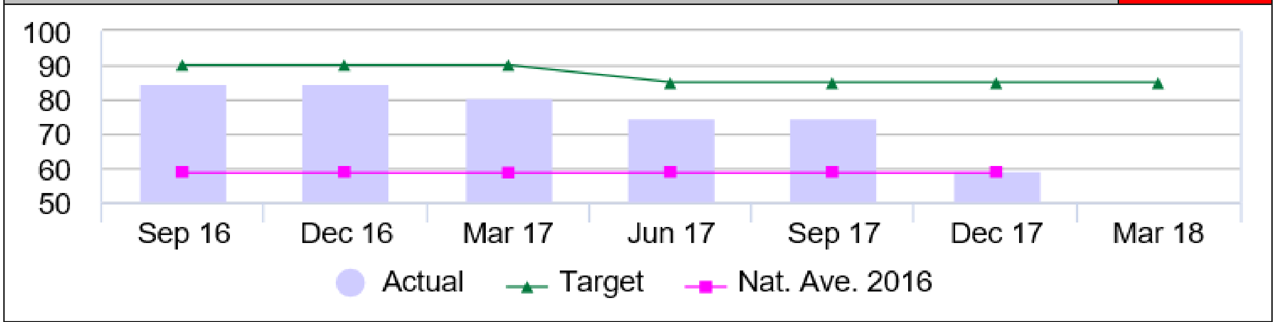
Current: 2.4%	Target: 2.5%	Previous: 3.2%

Percentage of 16-18 year olds who start an apprenticeship — **RED ⇩**



Current: 4.8%	Target: 6.2%	Previous: 5.2%

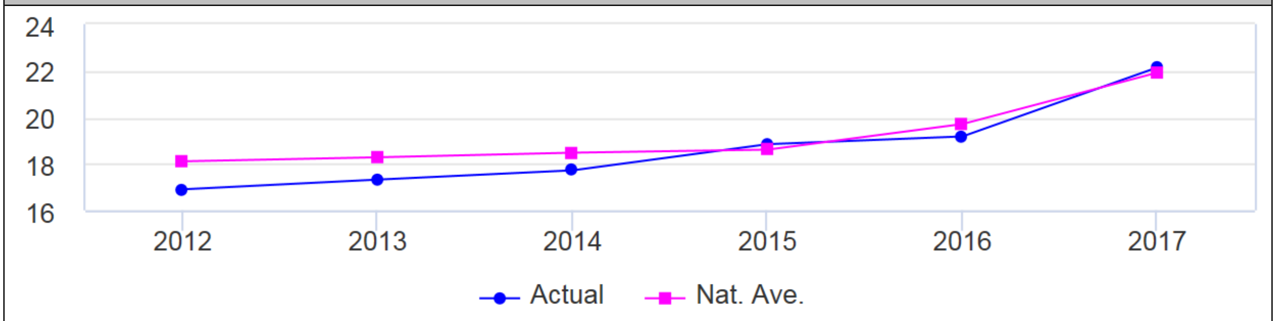
Percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks — **RED ⇩**



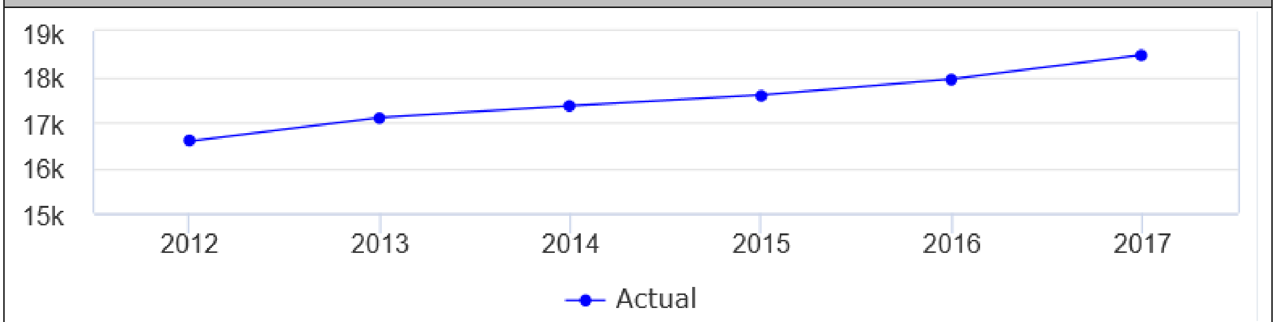
Current: 59%	Target: 85%	Previous: 74%

Activity indicators

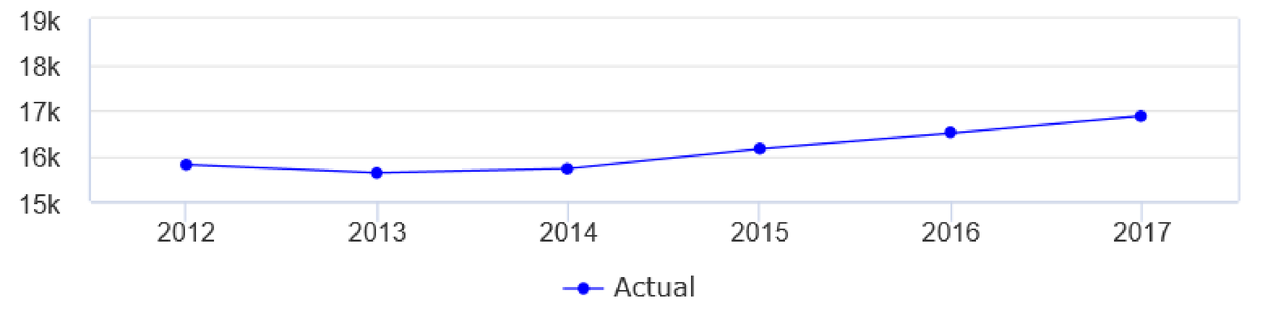
Young people with SEN Statements or EHCPs per 1,000 population aged 0 to 19



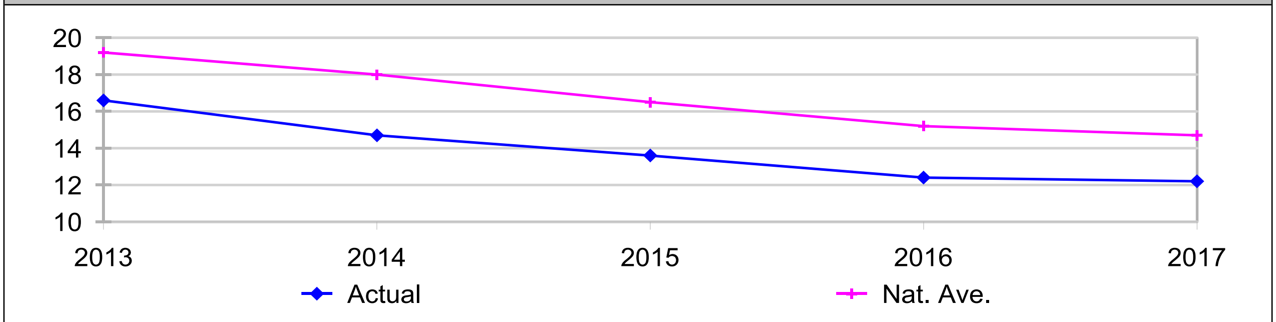
Number of pupils in Reception year (Kent state funded schools)



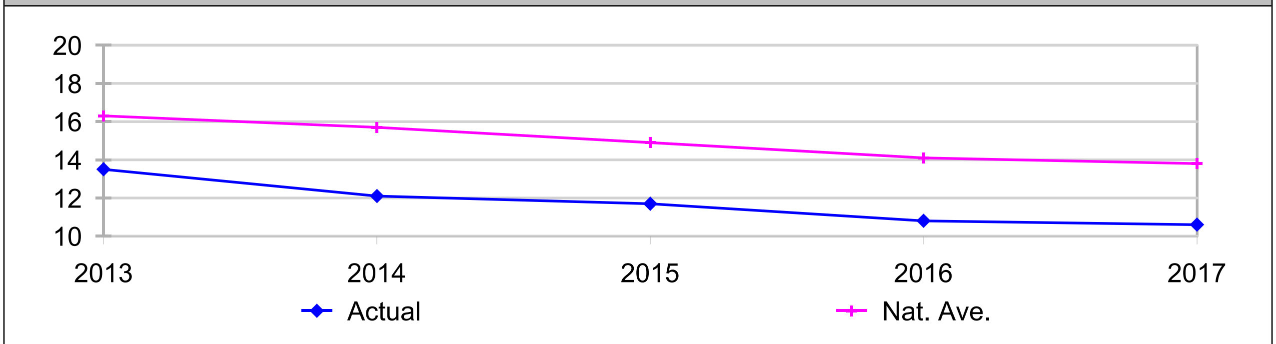
Number of pupils in Year 7 (Kent state funded schools)



Percentage of Primary school children eligible for Free School Meals



Percentage of Secondary school children eligible for Free School Meals



Early Help and Specialist Children’s Services	
Cabinet Member	Roger Gough
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	9	**1**	**0**	**6**	**2**	**2**

Service Integration
The Children and Young People’s Services Integration Programme has been set up to further align and integrate services for children and young people provided by Early Help and Specialist Children’s Services. A series of pilot projects are underway across the county to test new ways of working and integration for these services.

Work in also underway to design a new integrated Front Door combining the Specialist Children Services Central Duty Team and Early the Help Triage team. This will provide a single route into support services at intensive level or higher, with a single ‘request for services’ form for schools and other agencies to complete. To drive this work forward appointments to key management posts were made in October 2017.

Early Help
There were 2,274 cases open to Early Help units, which equates to support for 5,074 children and young people aged 0 to 17.

The percentage of Early Help cases closed with outcomes achieved increased by two percentage points in the quarter and the target of 80% was meet. There is a higher volume of Domestic Abuse Notifications from the Police prior to consent being gained, and a significant proportion of these families do not wish to engage with services, so the cases are closed due to disengagement. However, for Early Help unit cases initiated via an Early Help Notification 86% of cases are closed with outcomes achieved, which is above the 80% service standard.

For permanent exclusions, the rolling 12 months total stands at 55, equating to 0.02% of the school population being excluded which is better than the target of 0.03%. Of the 55 pupils excluded 17 were from primary schools and 38 from secondary schools. This compares to 58 pupils excluded in in the previous 12 months (January 2016 to December 2016).

The number of first time entrants to the Youth Justice system at 309 in the last 12 months was better than the target of 330, with numbers continuing to reduce each year.

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. Audit performance has shown good progress across casework, outcomes and impact, and a new audit tool is providing a stronger focus on evidencing impact. Core casework audits are supported by a programme of thematic audits.

Specialist Children's Services
The service was subject to an Ofsted inspection in March 2017 with Kent receiving a rating of 'Good' for the categories of: Children looked after and achieving permanence; the experience and progress of care leavers; adoption performance; and leadership and management and governance. Services for children in need of help and protection were judged as 'requires improvement'. A comprehensive Plan was put in place to address the Ofsted recommendations and progress against these actions is tracked and reported to the Children's, Young People and Education Cabinet Committee.

Staffing and Quality of Practice
The percentage of case holding social worker posts held by permanent qualified social workers increased by 1.5% in the last quarter and for December 2017 was 82.1%. This was a result of the recruitment of thirty-seven Newly Qualified Social Workers (NQSWs) who started in the quarter. In the second round of recruitment, offers were made to a further 17 NQSWs and their employment will commence in the next quarter. There was no change in the percentage of Social Worker posts being filled by Agency Social Workers which remained at 14%.

The percentage of case files rated good shows an increase in performance, from 71% to 79% in the quarter. A revised version of the on-line audit tool was put in place for 2017/18, moving the focus of the audit away from that of compliance to one in which the focus is on the quality of practice and the quality of intervention for the child/young person. In addition to the on-line audits, the Safeguarding and Quality Assurance Unit routinely undertake a programme of targeted, thematic audits which arise from the service's self-scrutiny. Information gathered from both audit programmes are used to drive continuous service improvement.

Demand and Caseloads
Referral figures this year have increased significantly compared to last year up by 30%. The rate of referrals per 10,000 child population on a rolling 12 months basis has moved to above national average. This is part due to a change in practice in the Central Duty Team, which has led to a higher conversion rate of contacts to referrals. There has also been an increase in the number of referrals from Kent Police, following a restructure which has led to a greater focus on vulnerability. With the integration of services at the front door the possibility of routing a greater proportion of the work to Early Help Services is being explored.

The overall caseload numbers for Specialist Children's Services have been above national average since the start of the year but decreased slightly in the quarter.

Child Protection
The number of children starting a child protection plan in the quarter at 463 was the highest number seen in over 4 years, with the rate per 10,000 child population now above national average for this first time in since 2012. There were 1,509 children with child protection plans at the end of December 2017, an increase of 116 over the quarter.

The percentage of children becoming subject to a child protection plan for a second or subsequent time remained at 18%, which is in line with the last published rate for England of 19% (for 2016/17). Plans for those children who have previously been subject to a Child Protection Plan are regularly reviewed by the Safeguarding and Quality Assurance Unit.

Children in Care

The number of indigenous children in care remained broadly stable during that last year, close to 1,400. The number placed with Independent Fostering Agencies increased in the quarter to 172 up from 160 at the end of the previous quarter. The stability of children in care who have been in the same placement for the last two years remains above the target with performance for December 2017 at 70%. Whilst showing a slight decrease in the quarter, at 85% the percentage of indigenous children placed in KCC foster care or with family/friends has remained at the target level.

The number of children in care placed in Kent by other Local Authorities at the end of December 2017 was 1,337, up from 1,300 at the end of 2016. During the quarter all other local authorities who have children placed in Kent were contacted to confirm the information Kent holds is correct. Additionally, this quarter, all providers in Kent are being asked to validate the information held.

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 351 days, which was an increase of 16 days from the previous quarter. Kent continues to exceed the nationally set target of 426 days.

Voice of the Child
Since April 2017 the Service has increased its use of 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 the services they receive, and about their care plan. Young people report that the App is easy to use, and they like using it.

Adolescents
The housing needs for young people across Kent continue to be promoted and a Joint Housing Protocol between KCC and the twelve Local Housing Authorities for those young people aged 16 and 17 was signed off in October 2017. The official launch of the new protocol took place in February 2018, and this will be followed by the provision of joint training.

The protocol embeds partnership working when carrying out joint assessments under the Southwark Judgement ruling. There is a clear commitment for bed and breakfast accommodation not to be used for young people and we are working with providers to ensure that a sufficient level of supported emergency accommodation is available for homeless young people.

Care Leavers
The number of Care Leavers increased from 1,457 in September to 1,524 in December 2017, with an increase in the number of Unaccompanied Asylum Seeking Children who became Care Leavers by 72, bringing the total to 884. The performance measure for Care Leavers who the Authority is in touch with who are in suitable accommodation has remained at 93% which is above the 90% target. The numbers of Care Leavers in Employment, Education and Training has continued to improve and for December 2017 was 66%, above the target of 65%.

Unaccompanied Asylum Seeking Children (UASC)
The number of UASC in care at the end of December 2017 was 322, which is a reduction of 29 from September 2017. As at the 19th December 2017, 269 young people had been transferred to the responsibility of Other Local Authorities under the National Transfer Scheme for UASC which was launched in July 2016.

Our Children in Care (including Unaccompanied Asylum Seeking Children)

Age Profile

Age Group	Mar 17	Jun 17	Sep 17	Dec 17
0 to 4	187	182	186	194
5 to 9	253	252	251	240
10 to 15	750	717	718	734
16 to 17	703	650	599	577
Total	**1,893**	**1,801**	**1,754**	**1,745**

Gender

	Mar 17	Jun 17	Sep 17	Dec 17
Male	1,249	1,163	1,112	1,114
Female	644	638	642	631

Ethnicity

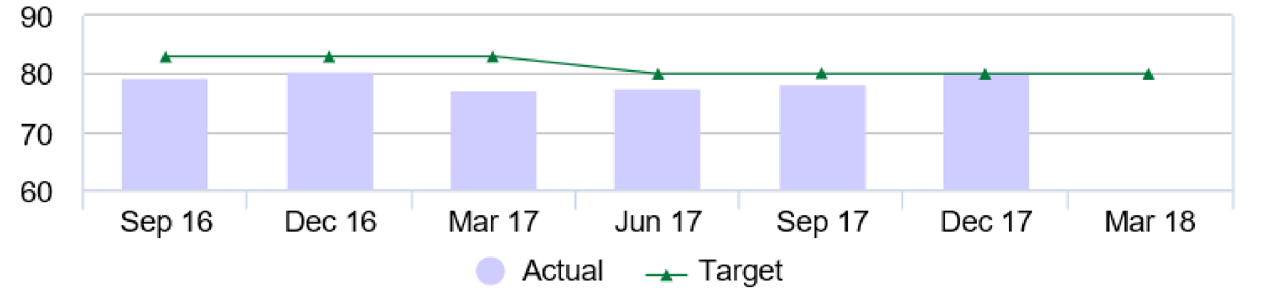
	Mar 17	Jun 17	Sep 17	Dec 17
White	1,309	1,288	1,293	1,306
Mixed	87	90	92	87
Asian	48	47	38	48
Black	196	158	123	107
Other	253	218	208	197

Kent and Unaccompanied Asylum Seekers (UASC)

Status	Mar 17	Jun 17	Sep 17	Dec 17
Kent Indigenous	1,412	1,398	1,403	1,423
UASC	481	403	351	322

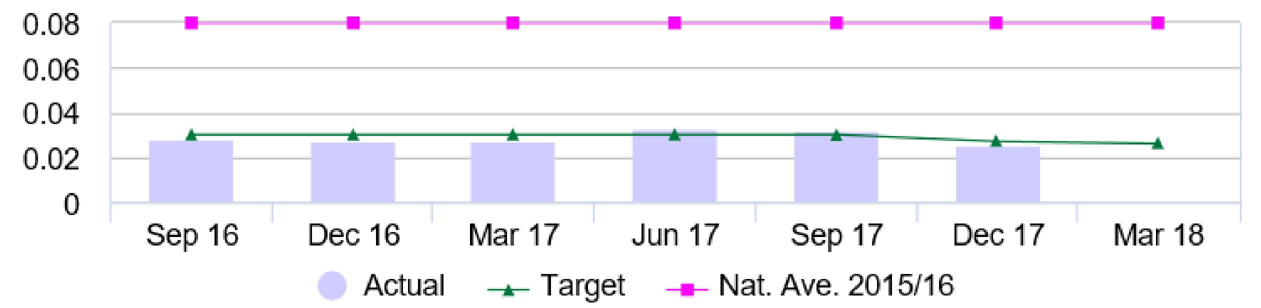
Key Performance Indicators

Percentage of cases closed by Early Help Units with outcomes achieved		GREEN ⇧



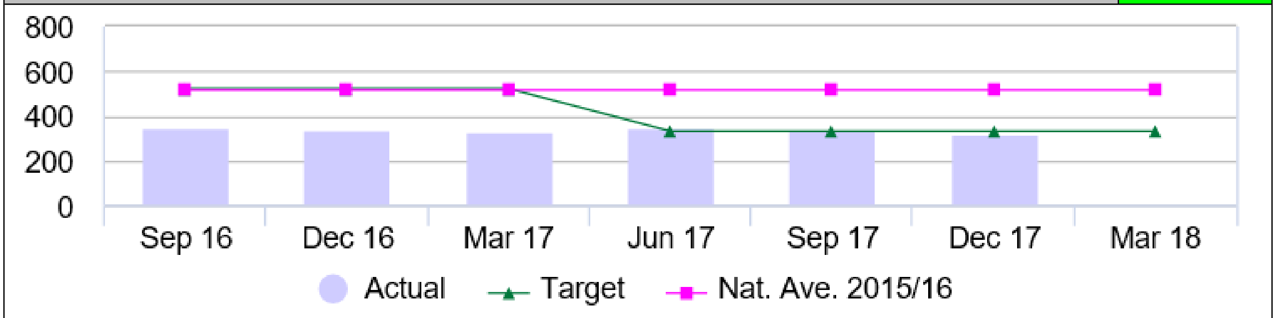
Current: 80%	Target: 80%	Previous: 78%

Percentage of pupils permanently excluded from school - rolling 12 months		GREEN ⇧



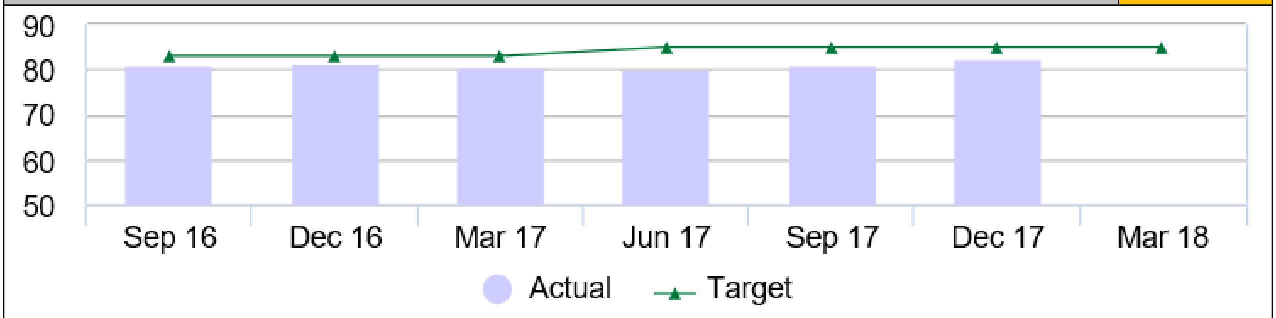
Current: 0.02%	Target: 0.03%	Previous: 0.03%

Number of first time entrants to youth justice system - rolling 12 months		GREEN ⇧



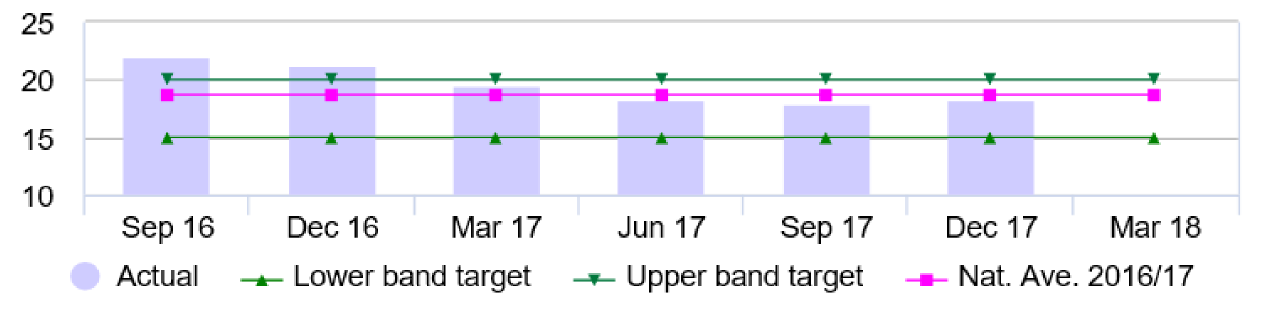
Current: 309	Target: 330	Previous: 334

Percentage of case holding posts filled by permanent qualified social workers		AMBER ⇧



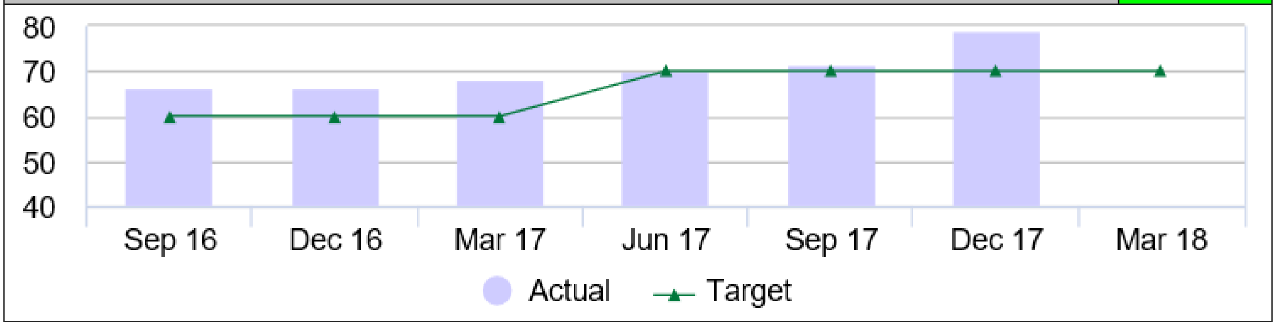
Current: 82%	Target: 85%	Previous: 81%

Percentage of children becoming subject to a child protection plan for the second or subsequent time - rolling 12 months	GREEN ⇔



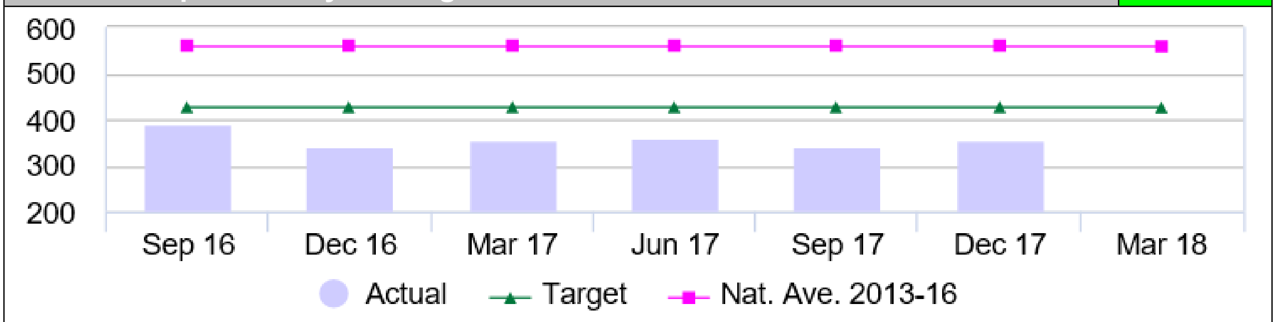
Current: 18%	Target: 15 - 20%	Previous: 18%

Percentage of on-line Case File Audits rated as Good - rolling 12 months	GREEN ⇧



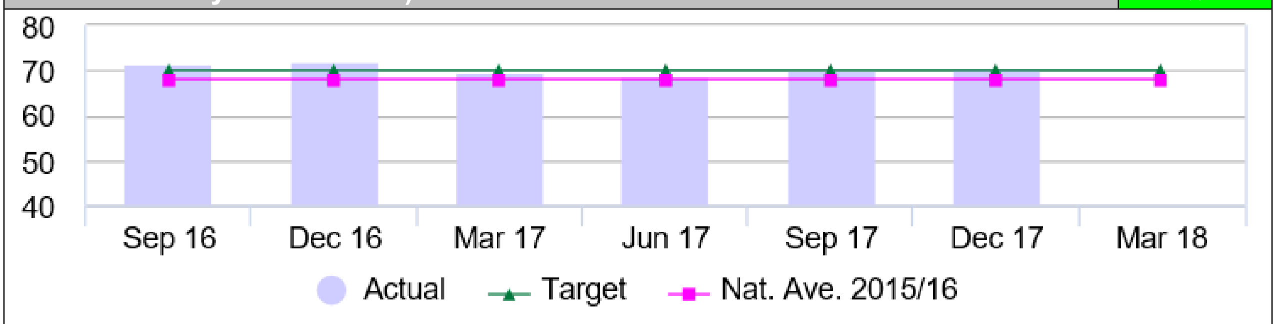
Current: 79%	Target: 70%	Previous: 71%

Average number of days between becoming a child in care and moving in with an adoptive family - rolling 12 months	GREEN ⇩



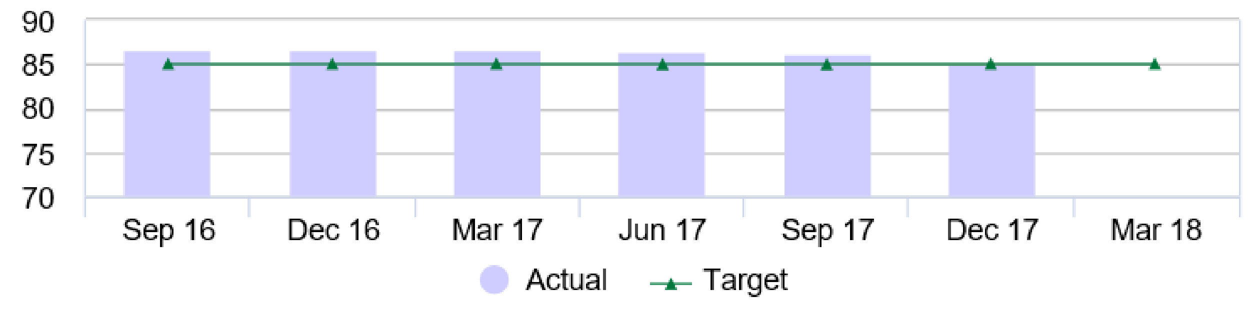
Current:351	Target: 426	Previous: 335

Children in Care in same placement for the last 2 last years (for those in care for 2 and half years or more)	GREEN ⇔



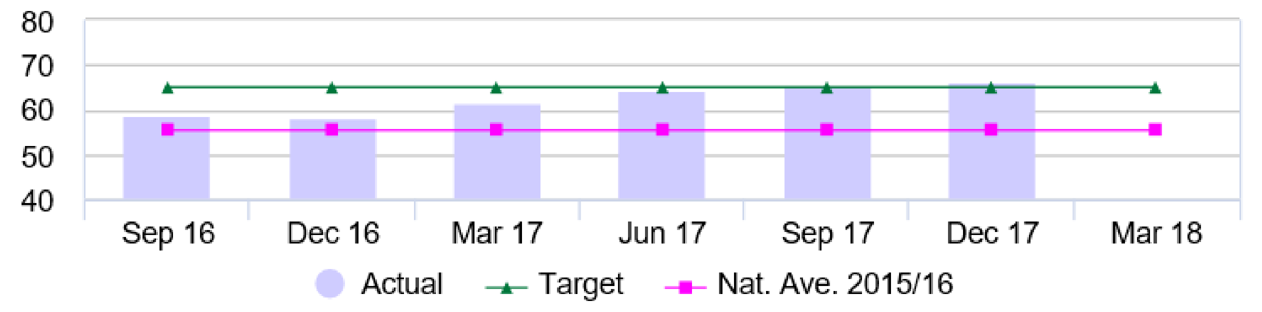
Current: 70%	Target: 70%	Previous: 70%

Percentage of indigenous children in foster care placed in house or with family and friends (excludes care leaving service) GREEN ⇩



Current: 85%	Target: 85%	Previous: 86%

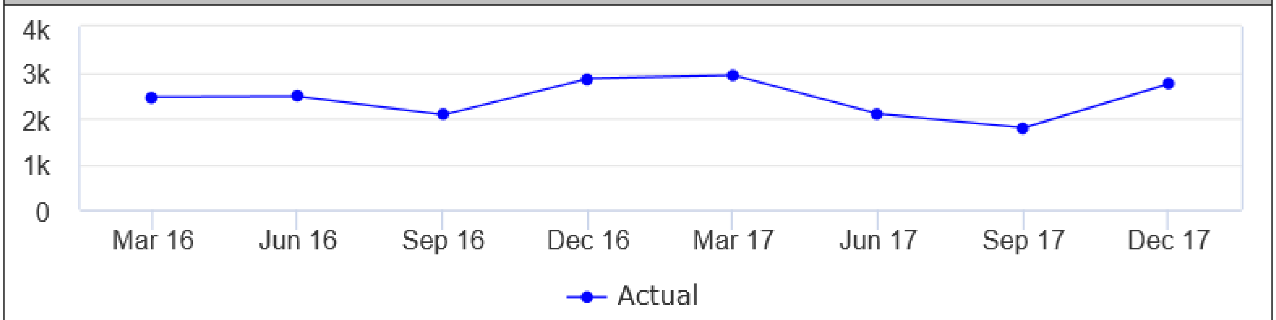
Percentage of care leavers in education, employment or training (of those KCC is in touch with) GREEN ⇧



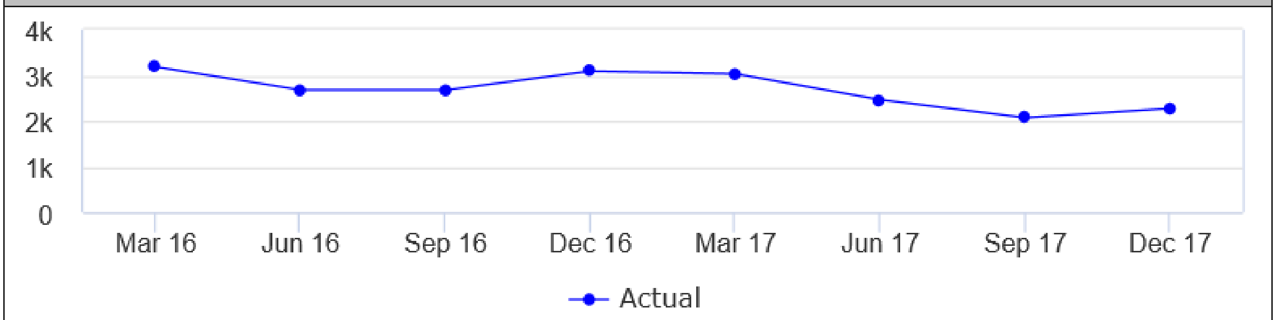
Current: 66%	Target: 65%	Previous: 65%

Activity indicators

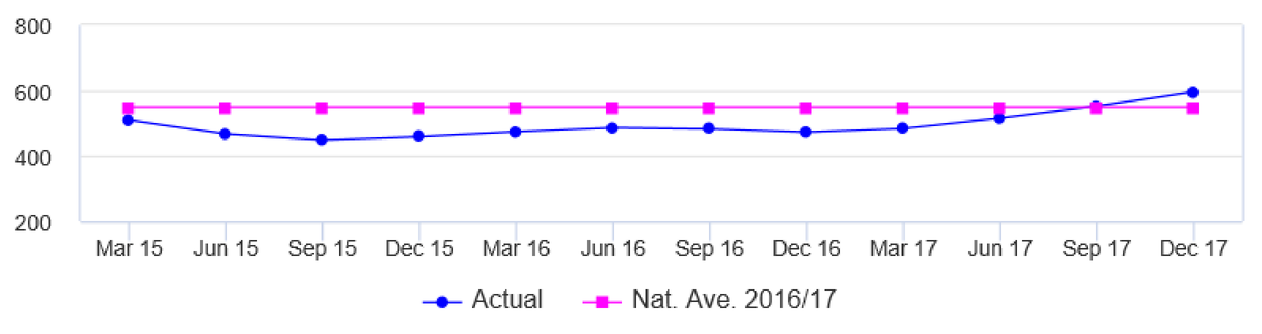
Number of Early Help notifications processed by Triage



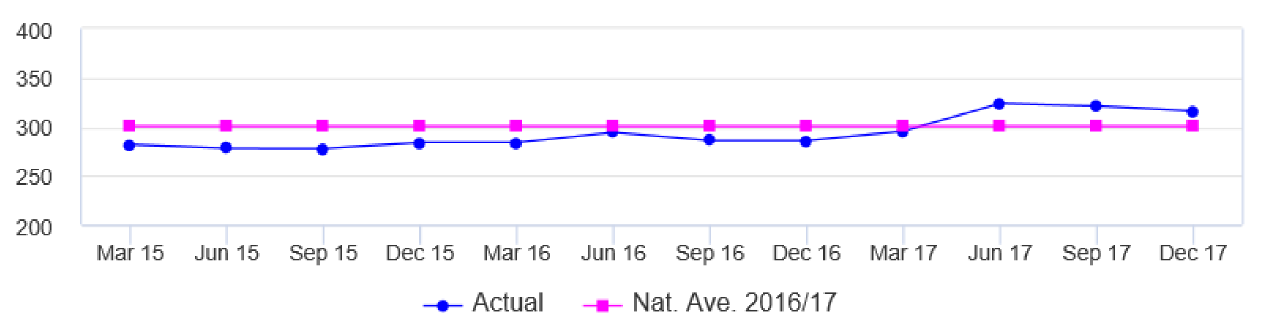
Number of open Early Help cases managed by Units



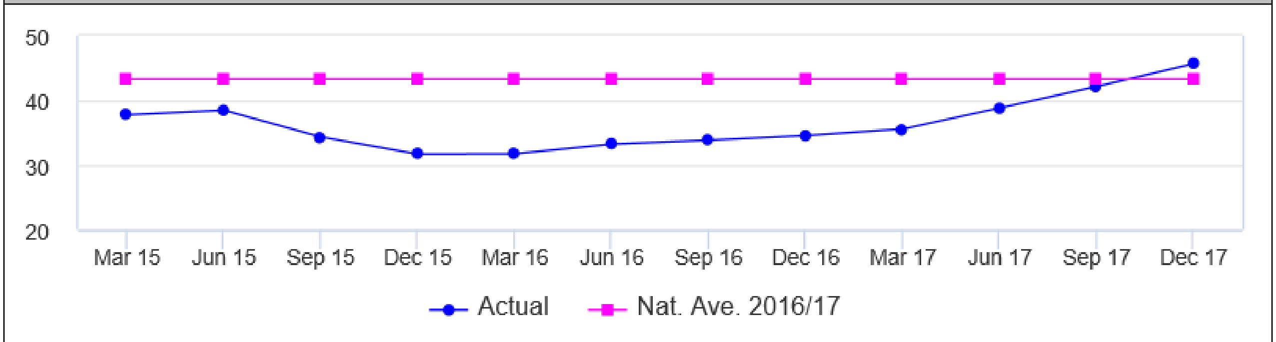
Rate of Referrals per 10,000 population aged under 18 – rolling 12 months



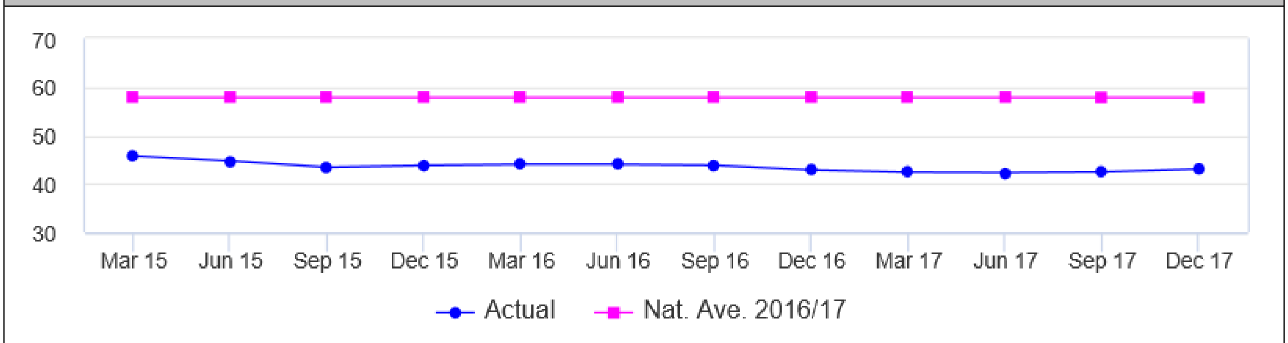
Caseload –rate of Children in Need per 10,000 child population – snapshot at quarter end



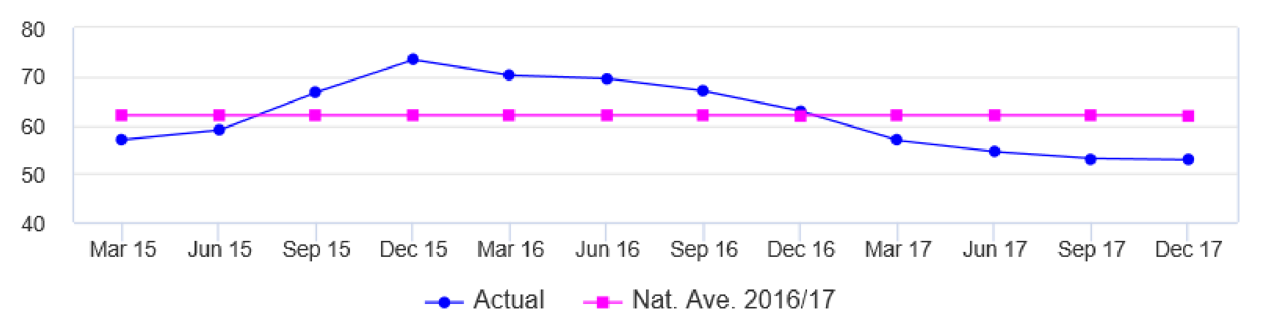
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



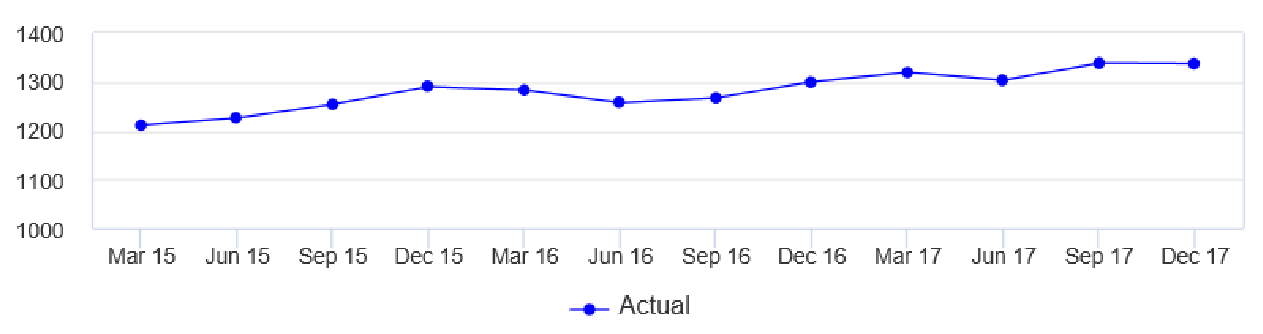
Rate of indigenous Children in Care per 10,000 child population – snapshot at quarter end



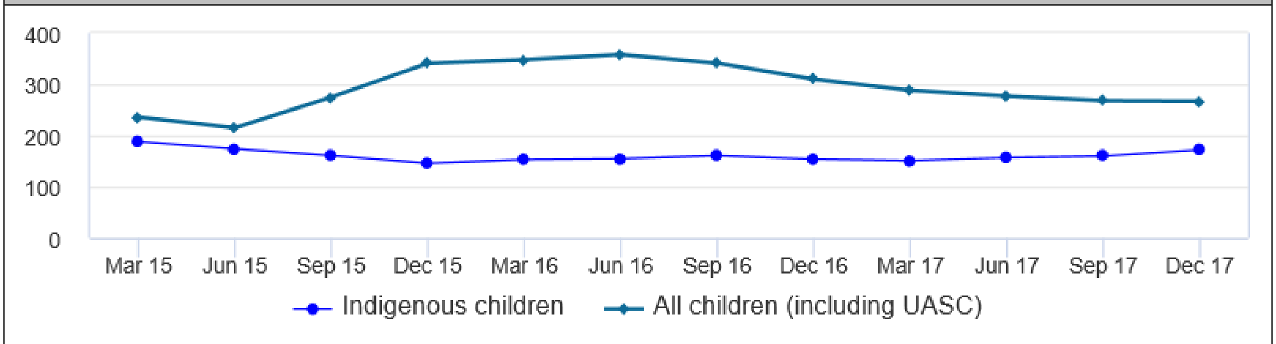
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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



Number of children in care placed with independent fostering agency – as a quarter end



Adult Social Care	
Cabinet Member	Graham Gibbens
Corporate Director	Anu Singh

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	3	**3**	**0**	**5**	**0**	**1**

Your life, your well-being

Our vision is to help people to improve or maintain their wellbeing and to live as independently as possible. 'Your life, your wellbeing' details Kent County Council's vision for the future of adult social care over the next 5 years. As the demand for adult social care is increasing and finances are under pressure, expectations of adult social care are changing. Adult social care in Kent needs to continue to respond to these challenges, and the new strategy sets out how we will do this. The Strategy 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.

Preparations for implementation of the Strategy are currently underway through a number of business process workshops. These workshops should lead to the following outcomes:

- Understanding of the new client pathways and how they interact with each other
- New drafted business processes, with a documented understanding of any changes.

Performance Indicators

The percentage of contacts resolved at first point of contact increased in the quarter and was ahead of target at 78%.

The number of referrals to enablement increased in the quarter. With an average of 215 starts per week during the quarter, activity was 1.3% ahead of target. Referrals to the newly commissioned external provider Hilton are now available, and are included within the referrals to enablement indicator.

The overall picture of people being supported through the full range of enabling services is now quite positive with a number of schemes commissioned by KCC, and the NHS such as Home First, Hilton's Discharge to Assess, and Virgin Care. These schemes are delivering intermediate care and enabling services, and have added additional capacity on top of the KCC in-house Kent Enablement at Home (KEaH) service.

Problems remain with the availability of home care in some parts of the county, particularly in North Kent, which is impacting on the capacity of KEaH to accept new referrals. Our in-house 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. As a result through-put of clients is not optimal, which impacts on the capacity within KEaH to accept new referrals.

The percentage of clients still independent after enablement was close to target. The introduction of Occupational Therapists within KEaH has resulted in more people receiving either a smaller package of care or no care following their completion of enablement. Currently the average ongoing care package hours for clients following enablement is just above target at 0.54 hours per week for those supported by KCC.

The number of clients receiving a Telecare service continues to increase and was 7,064 at the end of the quarter.

The number of admissions of older people aged 65 and over into residential and nursing home decreased slightly this quarter but remains higher than target. Within this residential care starts are slightly lower than expected with nursing care starts being higher than expected.

The proportion of delayed discharges from hospital where KCC was responsible in the last quarter was ahead of the 30% target at 22.4%. The overall numbers of people experiencing delayed transfers has been reducing each quarter this year with positive progress being made.

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.

Service User Feedback
All local authorities carry out surveys of adult social care service users on an annual basis, as set out by Department of Health guidance. The survey results is used, along with other feedback gathered, to understand how we can make improvements to services. Results of some of the key survey questions areas are shown below, with national averages shown in brackets.

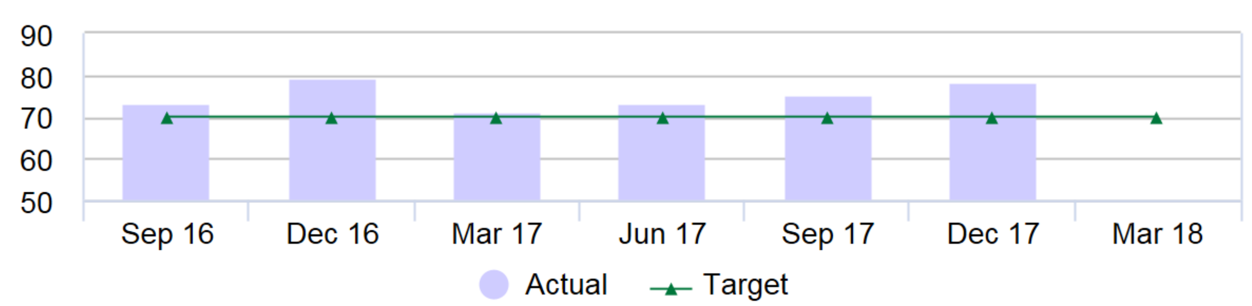
	2014/15	**2015/16**	**2016/17**
Service users who are extremely or very satisfied with their care and support	70% (62%)	66% (64%)	66% (65%)
Carers who are extremely or very satisfied with their care and support	41% (41%)	N/A*	35% (39%)
Service users who have adequate or better control over their daily life	84% (77%)	80% (77%)	82% (78%)
Service users who find it easy to find information about services	78% (74%)	75% (74%)	75% (74%)
The proportion of carers who find it easy to find information about support	62% (66%)	N/A*	66% (64%)
Service users who say they feel safe as they want	73% (69%)	71% (69%)	74% (70%)
Service users who say that the services they receive help them feel safe and secure	84% (85%)	85% (85%)	82% (86%)

* The Carers survey is undertaken every other year

Key Performance Indicators

Percentage of initial contacts resolved at first point of contact

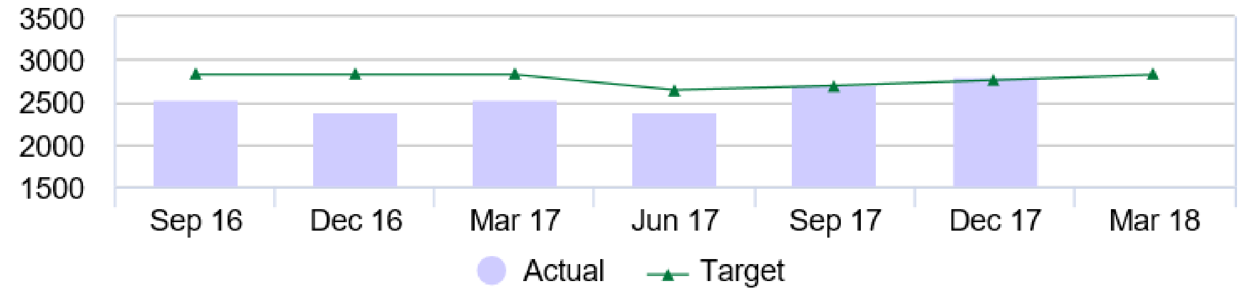
GREEN ⇧



Current: 78%	Target: 70%	Previous: 75%

Number of new clients referred to an enablement service

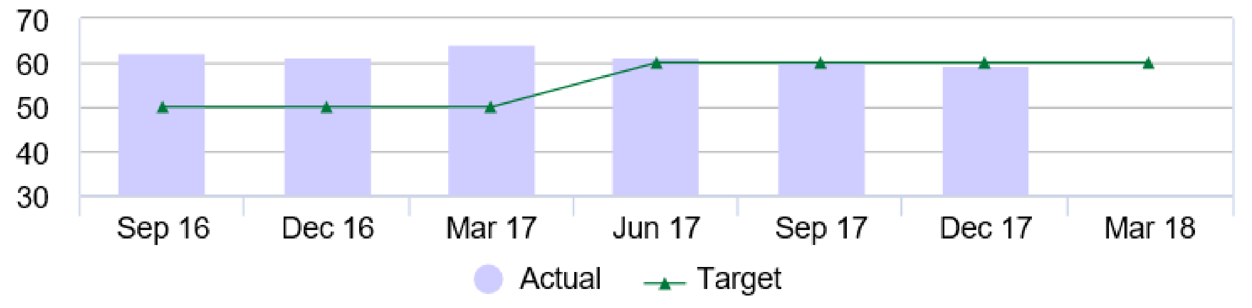
GREEN ⇧



Current: 2,792	Target: 2,756	Previous: 2,690

Percentage of clients still independent after receiving an enablement service (Kent Enablement at Home)

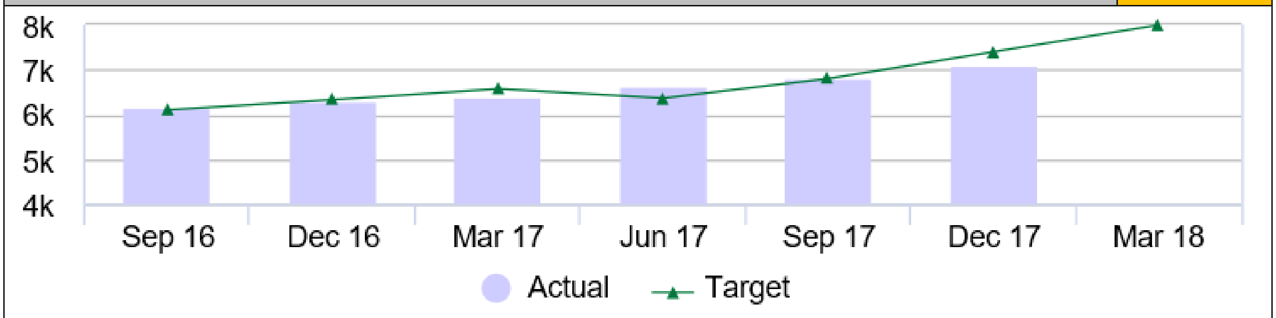
AMBER ⇩



Current: 59%	Target: 60%	Previous: 60%

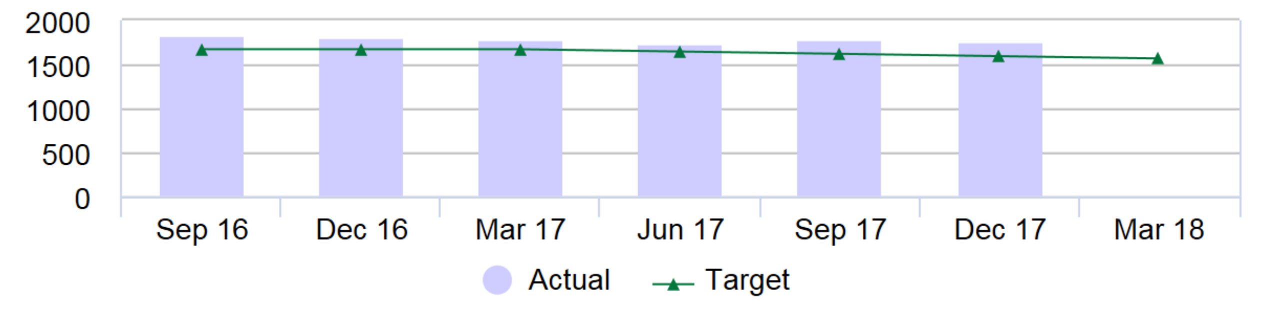
Number of clients receiving a Telecare service

AMBER ⇧



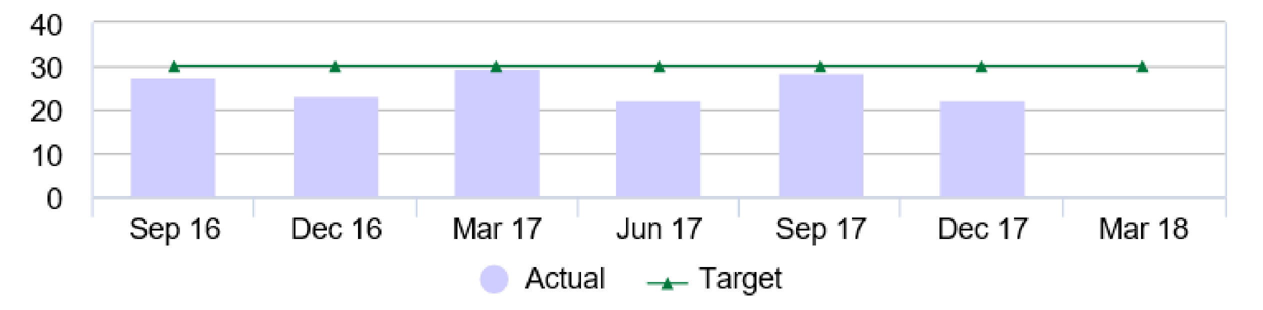
Current: 7,064	Target: 7,400	Previous: 6,769

Number of admissions to permanent residential and nursing care for older people - rolling 12 months	AMBER ⇧



Current: 1,727	Target: 1,591	Previous: 1,761

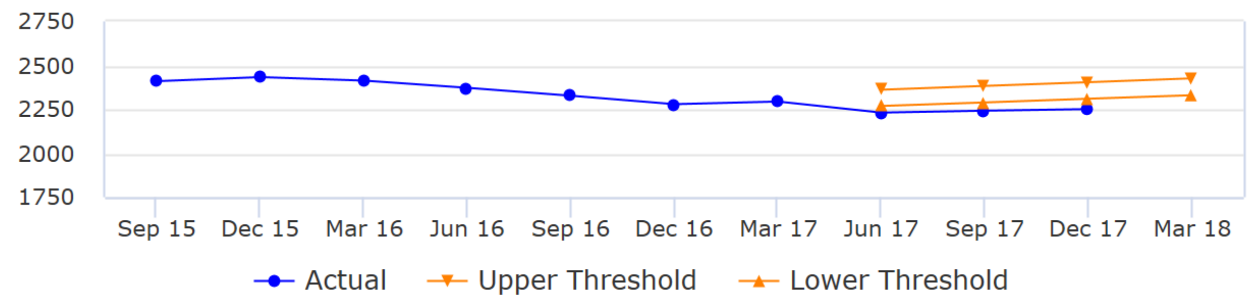
Percentage of Delayed Discharges from hospital with Adult Social Care responsible - weekly average (local data)	GREEN ⇧



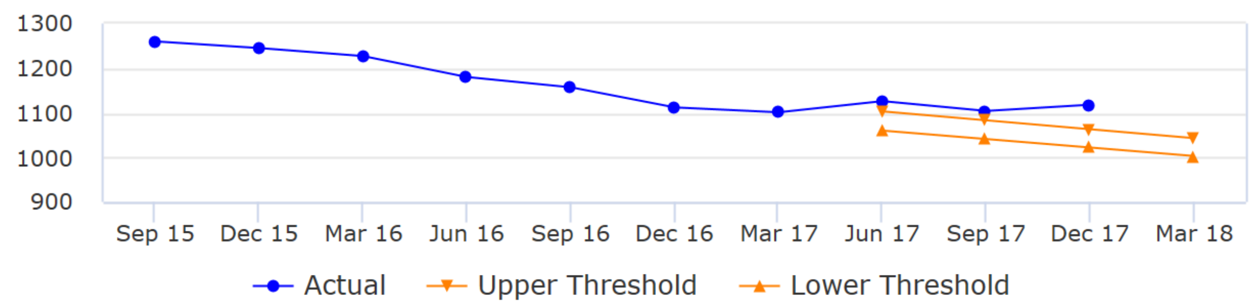
Current: 22%	Target: 30%	Previous: 28%

Activity indicators

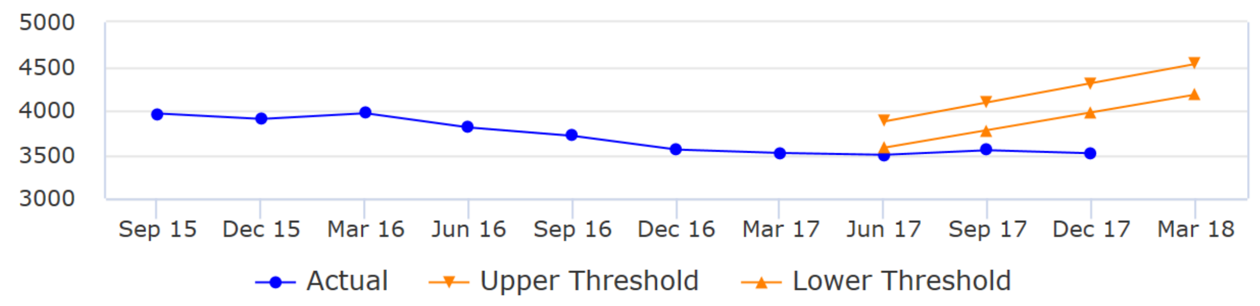
Number of older people supported in permanent residential care



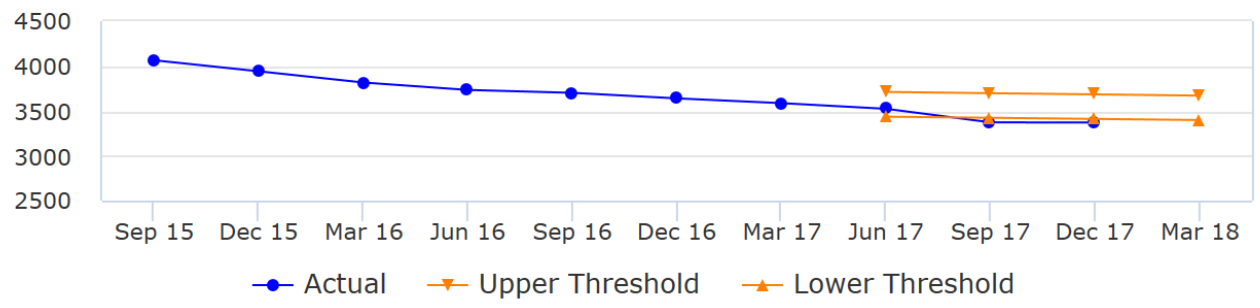
Number of older people supported in permanent nursing care



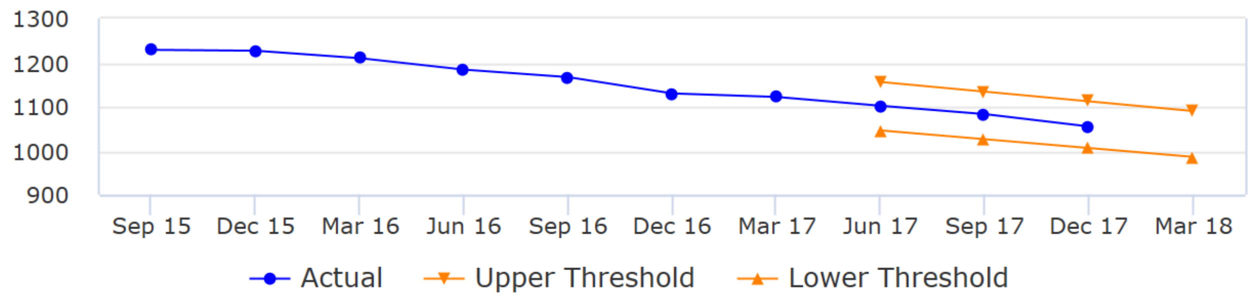
Number of older people who receive domiciliary care



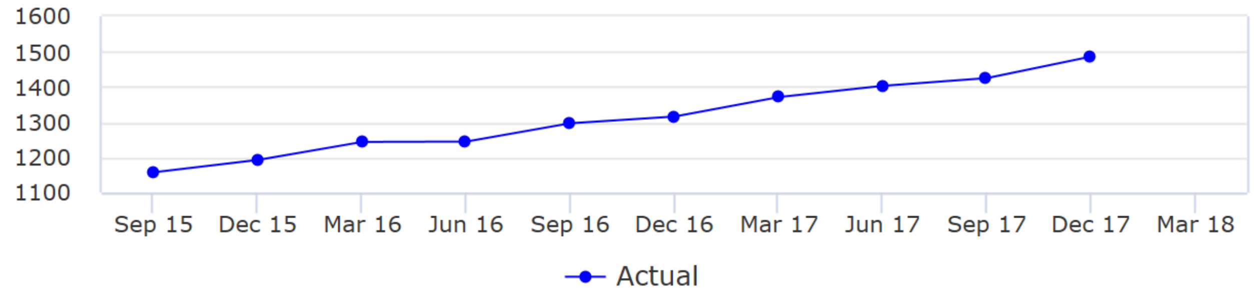
Number of social care clients receiving a direct payment



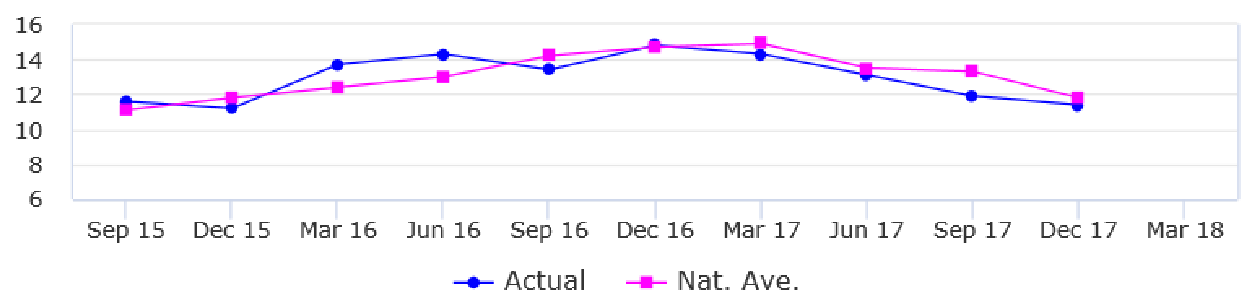
Number of learning disability clients in residential care



Number of learning disability clients in supported living arrangements



Number of delayed transfers of care per 100,000 population age 18+, average per day (national data)



Public Health	
Cabinet Member	Peter Oakford
Director	Andrew Scott-Clark

KPI Summary	GREEN	AMBER	RED	⇧	⇔	⇩
	3	**1**		**1**	**1**	**2**

The NHS Health Check programme continued to meet its target with over 33,000 checks delivered in the first 9 months of 2017/18, and is on track to meet the full year target of 41,600. There was a low uptake in December due to winter demands on GP practices, and the provider has plans in place to make this up in the remaining 3 months of the financial year.

The Health Visiting service provided by Kent Community Health NHS Foundation Trust (KCHFT), delivered more than 70,000 mandated reviews in the twelve months to December 2017. This increase reflects the work between KCC and KCHFT to develop the service, including strengthening the relationships with Early Help and Specialist Children's Services. The current contract for the Health Visiting Service ends in March 2018, at which point the service will be incorporated into a new overarching Partnership Agreement between KCC and KCHFT.

There were more than 18,000 attendances at sexual health clinics in Kent during the quarter. Services have recorded more diagnoses of sexually transmitted infections (STIs) in recent months. Despite these challenges on increasing diagnosis and fluctuations in demand during the quarter, Kent sexual health services have maintained and ensured rapid access for cases requiring an urgent genito-urinary medicine (GUM) appointment.

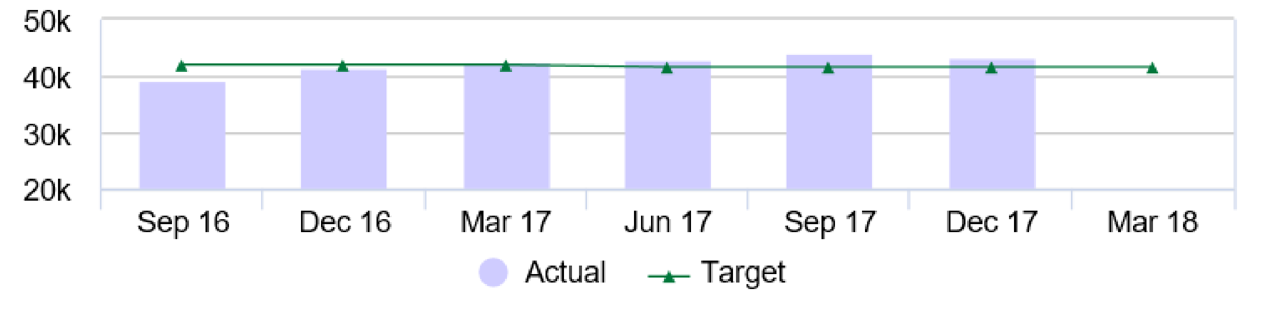
The proportion of people accessing drug and alcohol services who successfully complete treatment remains slightly below target. The reducing numbers in treatment reflect a national trend, with fewer people attending for alcohol services in particular. The new provider in East Kent, (Forward Trust), has now completed the design of the new operational model. We are working with the provider in West Kent (CGL), to model demand and capacity for the service to ensure resources are prioritised to delivery continuing improvement of the service.

The *One You* Campaign continued with over 25,000 visitors to www.oneyoukent.org.uk There were over 9,500 'How Are You' health quiz completions, over 9,900 visits to the alcohol pages, with more than 5,000 people taking an online Audit C test.

The Release the Pressure campaign, entered a new phase with the introduction of 'always on' advertising on google search. Whenever one of 200 terms (e.g. How to kill myself) is searched in Kent, then the Release the Pressure advert will be promoted on the web page. During November these terms were searched approximately 25,000 times in Kent, rising to almost 75,000 searches in December. This approach will help enable people to find the service at a point of distress. There were over 20,000 visits to the Release the Pressure web pages in this period.

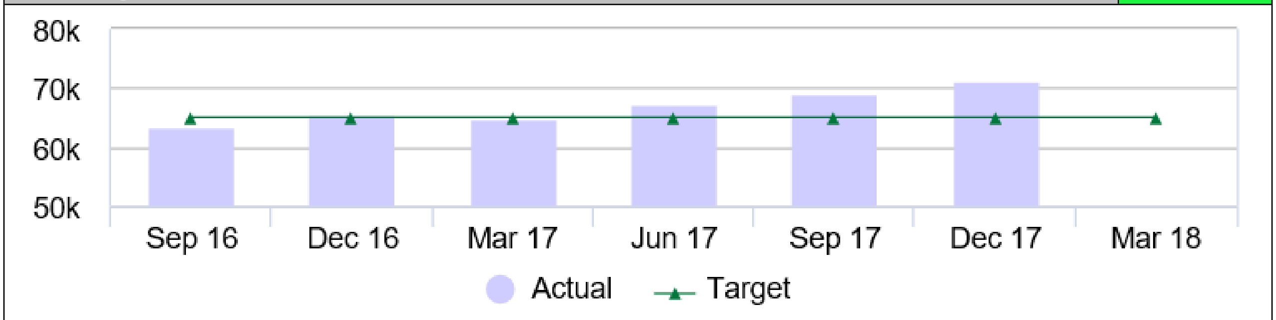
Key Performance Indicators

Number of eligible population receiving an NHS Health Check - rolling 12 months	GREEN ⇩



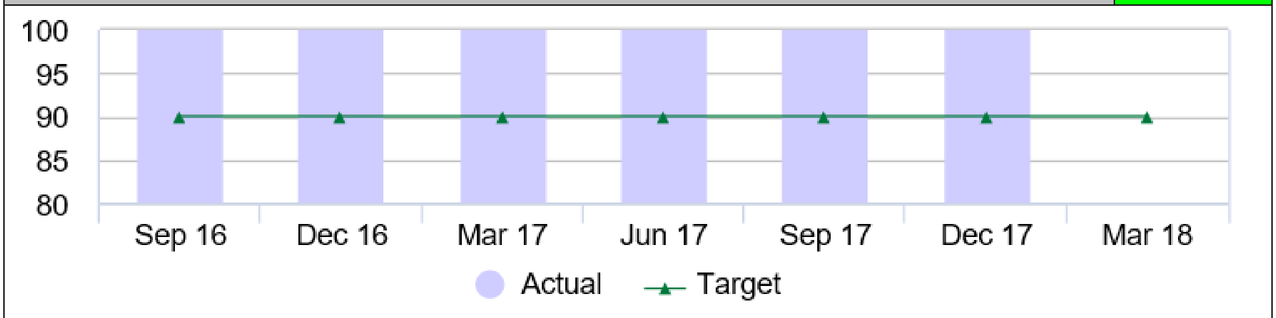
Current: 42,943	Target: 41,600	Previous: 43,677

Number of mandated universal checks delivered by the health visiting service – rolling 12 months	GREEN ⇧



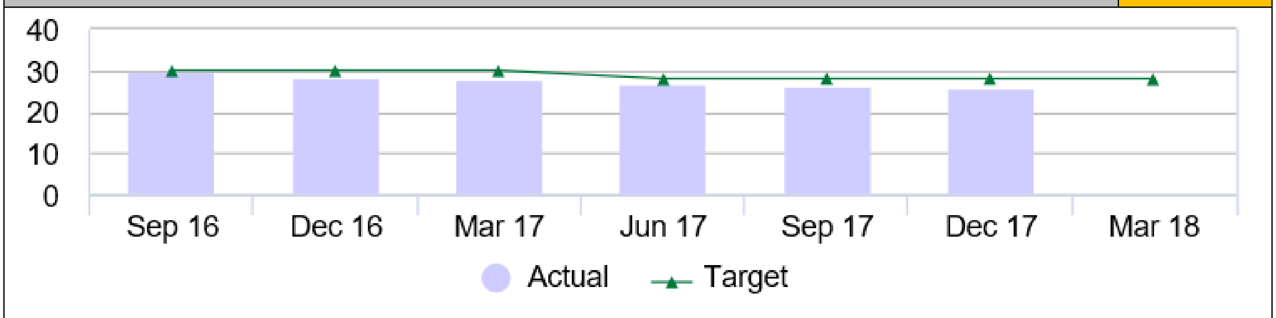
Current: 70,886	Target: 65,000	Previous: 68,837

Proportion of clients accessing GUM offered an appointment to be seen within 48 hours	GREEN ⇔



Current: 100%	Target: 90%	Previous: 100%

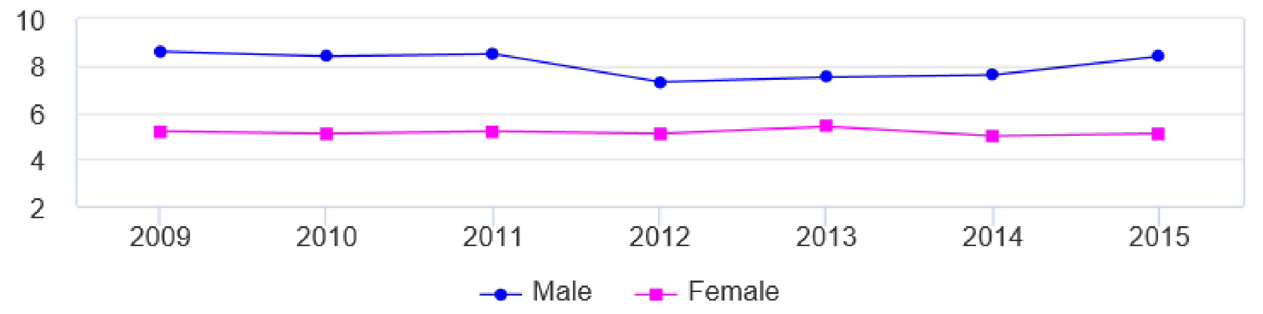
Successful completion of drug and alcohol treatment – rolling 12 months	AMBER ⇩



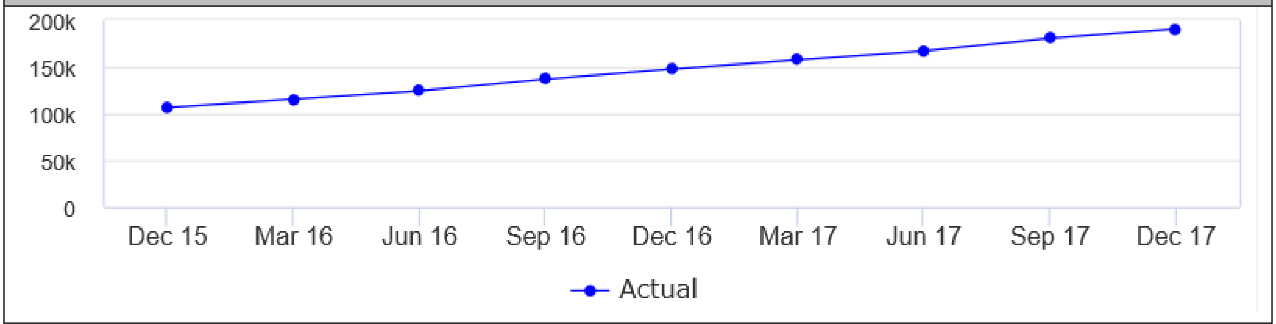
Current: 25%	Target: 28%	Previous: 26%

Activity indicators

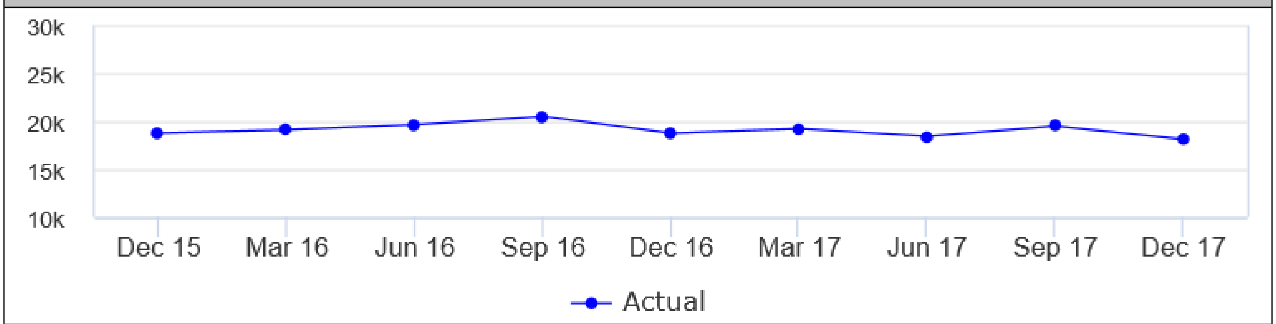
Life expectancy gap in years between least and most deprived areas



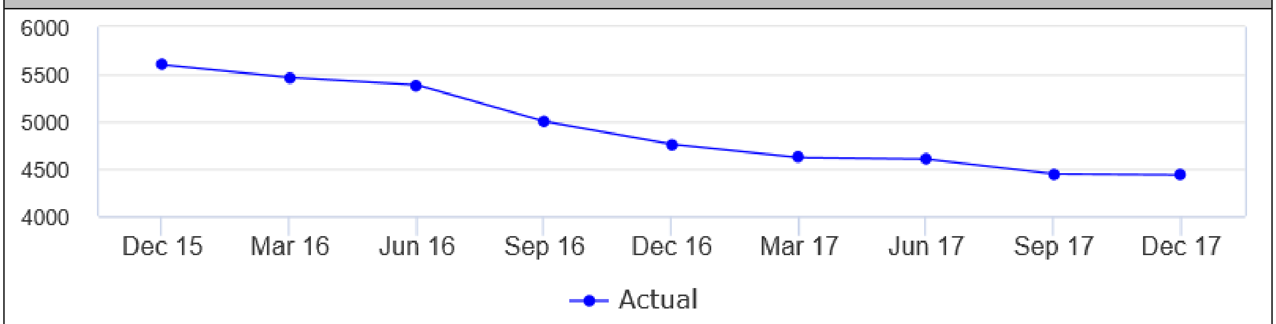
Number receiving a NHS Health Check over the 5-year programme (2013/14 to 2017/18)



Number of attendances at KCC commissioned Sexual Health Clinics



Number of adults accessing structured Substance Misuse Treatment Services



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 last quarter, no new risks have been added or removed, although a number of mitigating actions have been progressing (see below).

	Low Risk	Medium Risk	High Risk
Current risk level	1	7	9
Target risk level	3	14	0

Mitigating Actions

Updates have been provided for 5 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of December 2017, together with updates for 11 actions due for completion or review by March 2018, which are summarised below.

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
December 2017	1	1	3
January 2018 and beyond	2	7	2

CHANGES TO RISK RATINGS

CRR0013 – Delivery of in-year savings within agreed budgets:

The risk rating has reduced from a score of 16 (red) to 3 (green), as the forecast overspend is reducing leaving the unfunded asylum costs as our biggest remaining in-year financial risk.

CRR0040 – Opportunities and risks associated with alternative service delivery models (ASDMs):

The risk rating has been raised from its initial score of 9, to 12 (still remaining amber), reflecting the challenge for new ASDMs to achieve target financial dividends as they ‘start up’.

More details of these risks and associated mitigating actions are detailed within Kent County Council’s Corporate Risk Register.

Mitigating actions during this period are summarised below:

Safeguarding – protecting vulnerable children
Work to ensure detailed understanding of requirements for Joint Targeted Area Inspections is now complete. Children Young People and Education (CYPE) senior officers and senior regional leads from Ofsted met in early February 2018 where Ofsted were satisfied with the measures that have been put in place to deal with the recommendations made in the inspection report last year.

Access to resources to aid economic growth and enabling infrastructure - The update of the Growth and Infrastructure Framework is nearing completion subject to reporting via the Cabinet Committee process before final approval.

Civil Contingencies and Resilience – Directorate Resilience Groups have now been established in support of the new approach to Business Continuity Governance arrangements. From the 1st April 2018 a formal on-call Tactical Manager duty rota will be operational. An Emergency Response Team recruitment drive will be undertaken in the new financial year.

Kent & Medway Sustainability and Transformation Partnership (STP) – A paper has been approved by County Council that provides a decision-making framework for KCC engagement in the STP and assurances around future decision-making relating to STP issues. An internal STP Board and Group have been established supported by the establishment of the STP Programme Management Office. The Leader is chairing the Local Care Group / Board within the STP to progress work on Local Care workstream at pace.

Potential implications associated with significant migration into Kent – KCC is establishing a dialogue with the largest placing London Boroughs to establish key working principles, refresh the Advice Note relating to placements, and agree key points of contact to ensure sustainability of front line services.

Future financial and operating environment for local government – 100% business rate pilots are being undertaken providing the opportunity to maximise the share of business rates growth to support financial sustainability of Kent and Medway authorities. A working group has been established between authorities involving KCC Financial Strategy, District revenues and benefits functions and Chief Accountants. KCC continues to attend the national working group.

Cyber-attack threats – We are continuing to engage with the market to source additional specialist support in the event of a serious breach to ensure the appropriate service is available as required by both KCC and our partners.

Information Governance - Outstanding actions from the Information Commissioner's Office audit are being considered by the Senior Information Risk Owner. A review of the council's processes and procedures in relation to both Freedom of Information and Data Protection requests will commence later in the year to establish whether any changes can or should be made. With the imminent implementation of the General Data Protection Regulations, resources and expertise are currently being applied to that.

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