



CABINET AGENDA

Monday, 25th June, 2018, at 9.00 am
Darent Room - Sessions House

Ask for: **Denise Fitch**
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: **denise.fitch@kent.gov.uk**

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

Webcasting Notice

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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 26 March 2018 (Pages 3 - 6)
4. Revenue and Capital Budget Outturn 2017-18 (Pages 7 - 54)
5. Revenue and Capital Budget Monitoring Report 2018-19 (Pages 55 - 60)
6. Quarterly Performance Report, Quarter 4, 2017/18 (Pages 61 - 112)
7. Select Committee: The Pupil Premium (Pages 113 - 128)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Friday, 15 June 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 on Monday, 26 March 2018.

PRESENT: Mr P B Carter, CBE, Miss S J Carey, 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, Mr J D Simmonds, MBE and Mr M Whiting

IN ATTENDANCE: Mrs A Beer (Corporate Director Engagement, Organisation Design & Development), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr A Scott-Clark (Director of Public Health), Ms P Southern (Interim Director, Adult Social Care and Health), Mr B Watts (General Counsel) and Mr A Wood (Corporate Director of Finance)

UNRESTRICTED ITEMS

60. Apologies and Substitutions
(Item 2)

There were no apologies from Members.

61. Declaration of Interests by Member in Items on the Agenda for this meeting
(Item 3)

There were no declarations of interest.

62. Minutes of the Meeting held on 5 February 2018
(Item 4)

Resolved that the minutes of the meeting held on 5 February 2018 are correctly recorded and that they be signed by the Chairman.

63. Revenue and Capital Budget Monitoring - January 2018
(Item 5)

- (1) Mr Simmonds (Cabinet Member for Finance) introduced the report which set out the budget monitoring position up to 31 January 2017-18 for both revenue and capital budgets, and an update on key activity data for the highest risk budgets.
- (2) Mr Simmonds said there was a revenue pressure of £3.865 million increasing to £5.479 million when roll-forward requirements were taken into account. This represented a reduction in the forecasted pressure since the previous report but did not include the impact of the recent severe weather. The Emergency Conditions Reserve would be drawn down to cover the cost of

gritting and snow clearance but an additional £2 million would be required early in 2018/19 for pot hole repairs.

- (3) Mr Simmonds said it was anticipated that further funding would be received from the Home Office to offset the pressure on costs associated with asylum. If this funding was received the overall position would reduce from £5.479 million to £2.109 million. He also said that this compared with a residual pressure reflected in the previous monitoring report of £3.759 million and represented an underlying improvement of £1.650 million on this month.
- (4) Mr Simmonds said there was a variance of -£69.238 million on the 2017-18 capital budget (excluding schools and PFI), most of which, related to timing and re-phasing rather than a substantial change to the underlying position.
- (5) He concluded by saying that it had been another difficult year, but he was confident that by the end of March the authority would come in on budget.
- (6) Mr Carter (Leader of the Council) said that Kent MPs lead by Helen Whately (MP for Faversham and Mid-Kent) were lobbying government and making the case that costs associated with asylum should not be borne by local authorities particularly in such austere times. He also said that, as Chairman of the County Councils' Network, he was lobbying for cost recovery for councils that would experience a shortfall arising from asylum services.
- (7) Mr Wood (Corporate Director of Finance and Procurement) said a view on the debtor provision of £3.5 million would be taken based on the progress of negotiations with the Home Office.

(8) CABINET 26 March 2018	
Revenue and Capital Budget Monitoring Report January 2017-2018	
Resolved:	
1.	That the forecast revenue budget monitoring position for 2017-18 and capital budget monitoring position for 2017-18 to 2019-20 be noted;
2.	That the need to eliminate forecast pressure on the revenue budget as the authority moves into the final third of the year be noted;
3.	That an additional £2 million spending on pot-hole repairs in 2018-19, in response to the severe weather event during the week of 26 February, from a draw-down from reserves be approved.
Alternative Options Considered	None.
Conflicts of Interest	None.
Dispensations Granted	None.

64. Quarterly Performance Monitoring Report - Quarter 3

(Item 6)

Richard Fitzgerald (Business Intelligence Manager – Performance) was in attendance for this item

- (1) Cabinet received the quarterly performance report for quarter three providing information about the key areas of performance for the authority.
- (2) Miss Carey (Cabinet Member for Customers, Communications and Performance) introduced the report and said that managing performance was equally as important as managing finances in delivering services. She said the report contained both qualitative and quantitative indicators and provided information about long-term trends.
- (3) Richard Fitzgerald said performance was generally good with most indicators recorded at 'green' (target achieved or exceeded) and that the direction of travel was positive. He went on to draw out important information for Members as follows:
 - i. **Customer Services**
 - a. Good performance had been maintained for caller satisfaction although the percentage of calls to the Contact Point which were answered was slightly below target.
 - ii. **Economic Development & Communities**
 - a. Long term empty domestic properties turned into active use continued to deliver ahead of target.
 - b. Housing delivery, based on energy performing certificates issued, had been sustained at an average of 7,000 new dwellings per year for close to three years.
 - c. Library visits and book issues had been within expectations in the quarter.
 - iii. **Environment and Transport**
 - a. The impact of the recent severe weather was not reflected in performance for this quarter and would be reflected in the next report on performance to the Cabinet.
 - b. The percentage of municipal waste diverted from landfill, 99%, continued to exceed target.
 - iv. **Early Help and Specialist Children's Services**
 - a. Ofsted inspection results for schools and Early Years settings continued to meet the target with year on year improvement.
 - b. Apprenticeship starts for people between aged 16-18 was below target for the last academic year and this reflected trends nationally, however, numbers were increasing for the current academic year.
 - c. The number of young people not in education or training had reduced and had achieved the target set.
 - d. The percentage of child protection plans which were repeat plans remained within target.

- e. The number of children on child protection plans in Kent was above the national average and at its highest level since 2012.
 - f. Demand for Specialist Children's Services continued to increase with 30% more referrals being accepted in the current year compared with last year.
- v. **Adult Social Care**
- a. The number of clients referred to the Enablement Service was on target and the figures now included referrals to an external provider.
 - b. The percentage of delayed transfers of care from hospital where social care was considered to be responsible had reduced and was ahead of the local target of 30%.
- vi. **Public Health**
- a. The number of Health Checks remained ahead of target.
 - b. The number of universal checks delivered by the Health Visiting service had also increased and had moved further ahead of target.
- (5) Mr Fitzgerald concluded by assuring Members that targets not currently being met were all subject to management action and were being closely monitored.
- (6) Mr Gough (Cabinet Member for Children, Young People and Education) said that the completion of Education, Health and Care Plans was below target and had deteriorated over the last few reporting periods. The latest figures were in line with the national average, however, it was likely that the national figure would deteriorate as demand was rising and all authorities were under pressure to convert statements of special educational needs to Education, Health and Care Plans. He said that KCC was on track to convert all statements to Education, Health and Care Plans by the end of March 2018.
- (7) Mr Gough also said that there was an increase in the number of children who would start Year 7 education in 2018; 80% of children had obtained places in their preferred school and 95% obtained one of the four preferences stated on the school admissions form.
- (8) The Leader asked that information about performance across the country be provided for any performance indicators that were 'red-rated'.
- (9) RESOLVED that the report be noted.

65. Chairman's Comments

(Item 7)

Mr Carter (Leader of the Council) thanked Louise Whitaker (Democratic Services Manager - Executive) for her work over the past six years and wished her every success in her new position.

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

To: Cabinet – 25 June 2018

Subject: **REVENUE & CAPITAL BUDGET OUTTURN 2017-18**

Classification: Unrestricted

1. SUMMARY

1.1 This report provides the provisional revenue and capital budget outturn position for 2017-18, including a final 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 and movements since the last financial monitoring report to Cabinet in March;
- Appendix 1 – details of proposed revenue budget roll forwards;
- Appendix 2 – details of capital re-phasing;
- Appendix 3 – details of proposed capital programme cash limit changes;
- Appendix 4 – final activity information for our highest risk budgets for 2017-18;
- Appendix 5 – details of the Asylum service outturn and key activity information;
- Appendix 6 – details of the impact of the provisional outturn on our reserves;
- Appendix 7 – final monitoring of prudential indicators for 2017-18;
- Appendix 8 – final capital receipts position for 2017-18.

2. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the report, including the provisional outturn position for 2017-18 for both the revenue and capital budgets.
- ii) **Agree** that £1,140.8k of the 2017-18 revenue underspending is rolled forward to fund existing commitments, as detailed in section 2 of Appendix 1.
- iii) **Agree** that £3,730.8k of the 2017-18 revenue underspending is rolled forward to fund the re-phasing of existing initiatives, as detailed in section 3 of Appendix 1.
- iv) **Agree** that £50.0k of the 2017-18 revenue underspending is rolled forward to fund the bids detailed in section 4 of Appendix 1.
- v) **Agree** that the £525.1k remainder of the 2017-18 revenue underspending is rolled forward for use on Pot Hole repairs, together with £1,475k from earmarked reserves to give an additional £2m for Pot Hole repairs in 2018-19.
- vi) **Agree** that the £43.052m of capital re-phasing from 2017-18 will be added into the 2018-19 and later years capital budgets, as detailed in Appendix 2.
- vii) **Agree** the proposed capital cash limit changes outlined in Appendix 3.
- viii) **Agree** the contributions to and from reserves as reflected in Appendix 6, which includes all appropriate and previously agreed transfers to and from reserves.

3. SUMMARISED PROVISIONAL REVENUE BUDGET OUTTURN POSITION

3.1 For the 18th consecutive year the Council is able to demonstrate sound financial management, by containing its revenue expenditure within the budgeted level (excluding schools). This is a considerable accomplishment considering the forecast position throughout the year. The provisional outturn against the combined directorate revenue budgets is an underspend of -£5,446.7k (excluding schools). This is an improvement of £9,311.3k compared to the projected £3,864.6k overspend after Corporate Director adjustments reported to Cabinet in March. There may be minor variations to the figures during the final stage of the year end process and the external audit.

3.2 Details of the proposals for the use of the £5,446.7k revenue budget underspending are provided in Appendix 1. This identifies those projects where there is already a commitment or a request to spend in 2018-19, leaving a balance of £525.1k. It is recommended that the remaining £525.1k underspend is rolled forward for use on Pot Hole repairs in 2018-19, together with £1,475k from earmarked reserves to give an additional £2m for Pot Hole repairs in 2018-19.

3.3 The report also provides in Appendix 6 details of the impact of the provisional outturn on our reserves. In addition, the final monitoring of key activity indicators for 2017-18 is detailed in Appendices 4 and 5.

3.4 Table 1a: Directorate **revenue** position – provisional outturn

Directorate	Budget	Provisional Outturn	Net Variance	Variance Per Last Cabinet Report	Movement
	£'000	£'000	£'000	£'000	£'000
Children, Young People & Education - Education & Young People	42,064.0	41,706.6	-357.4	-213.7	-143.7
Children, Young People & Education - Specialist Children's Services	112,940.1	116,948.0	4,007.9	3,838.1	169.8
Children, Young People & Education - Asylum	550.0	1,739.4	1,189.4	3,370.1	-2,180.7
<i>Sub Total Children, Young People & Education</i>	<i>155,554.1</i>	<i>160,394.0</i>	<i>4,839.9</i>	<i>6,994.5</i>	<i>-2,154.6</i>
Adult Social Care & Health - Disabled Children Services	20,753.7	21,648.7	895.0	318.4	576.6
Adult Social Care & Health - Adults	386,764.1	385,635.6	-1,128.5	-565.8	-562.7
<i>Sub Total Adult Social Care & Health</i>	<i>407,517.8</i>	<i>407,284.3</i>	<i>-233.5</i>	<i>-247.4</i>	<i>13.9</i>
Growth, Environment & Transport	166,459.3	164,845.8	-1,613.5	-136.8	-1,476.7
Strategic & Corporate Services - Excluding Public Health	75,241.8	74,783.9	-457.9	850.7	-1,308.6
Strategic & Corporate Services - Public Health	0.2	-32.4	-32.6	0.0	-32.6
<i>Sub Total Strategic & Corporate Services</i>	<i>75,242.0</i>	<i>74,751.5</i>	<i>-490.5</i>	<i>850.7</i>	<i>-1,341.2</i>
Financing Items	133,885.9	125,936.8	-7,949.1	-3,596.4	-4,352.7
TOTAL (excl Schools)	938,659.1	933,212.4	-5,446.7	3,864.6	-9,311.3
<i>Schools (CYP&E Directorate)</i>	<i>0.0</i>	<i>8,325.1</i>	<i>8,325.1</i>	<i>17,397.6</i>	<i>-9,072.5</i>
TOTAL	938,659.1	941,537.5	2,878.4	21,262.2	-18,383.8
Variance from above (excl schools)			-5,446.7	3,864.6	-9,311.3
Roll forwards	- committed		1,140.8	0.0	1,140.8
	- re-phased		3,730.8	1,614.8	2,116.0
	- bids		50.0	0.0	50.0
Total roll forward requirements			4,921.6	1,614.8	3,306.8
Uncommitted balance			-525.1	5,479.4	-6,004.5

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

Directorate	Variance	Roll Forwards			Revised
	£'000	Committed £'000	Re-phased £'000	Bids £'000	Variance £'000
Children, Young People & Education - Education & Young People	-357.4	6.3	1,712.5		1,361.4
Children, Young People & Education - Specialist Children's Services	4,007.9	53.6			4,061.5
Children, Young People & Education - Asylum	1,189.4				1,189.4
<i>Sub Total Children, Young People & Education</i>	4,839.9	59.9	1,712.5	0.0	6,612.3
Adult Health & Social Care - Disabled Children Services	895.0				895.0
Adult Health & Social Care - Adults	-1,128.5	39.5	4.5		-1,084.5
<i>Sub Total Adult Health & Social Care</i>	-233.5	39.5	4.5	0.0	-189.5
Growth, Environment & Transport	-1,613.5	938.8	59.0	50.0	-565.7
Strategic & Corporate Services - Excluding Public Health	-457.9	70.0	955.2		567.3
Strategic & Corporate Services - Public Health	-32.6	32.6	0.0		0.0
<i>Sub Total Strategic & Corporate Services</i>	-490.5	102.6	955.2	0.0	567.3
Financing Items	-7,949.1		999.6		-6,949.5
TOTAL (excl Schools)	-5,446.7	1,140.8	3,730.8	50.0	-525.1

3.6 The main reasons for the movement since the last report of -£9,311.3k before roll forward requirements, and -£6,004.5 after roll forward requirements, are:

3.6.1 Children, Young People & Education - Education & Young People's Services:

Overall Education & Young People's services ended the financial year with a net pressure of £1,361.4k (after roll forward requirements). The service has requested roll forwards totalling £1,718.8k, mainly relating to the re-phasing of the Troubled Families Programme into 2018-19.

The outturn position is a result of pressures in:

- Early Years Education & Childcare services (£555k), due to shortfall in general service income;
- EYP Management & Support services (£1,216k), due to continued pressures relating to the Edukent Service, directorate savings and additional school security costs;
- And Other School's Related Cost budgets (£1,299k), principally due to additional expenditure on Mobile Moves.

These pressures are offset by underspends within:

- Early Help & Prevention for Children & Families services (-£2,726k), principally due to a delay in the start of a new Emotional Health and Wellbeing contract, along with savings from other contracts;
- Other Services for Young People & School Related Services (-£867k) mainly as result of additional grant income received from the Department of Education.

The overall position for Education & Young People's Services has moved by -£143.7k since the 26 March report to Cabinet. The most significant movements are:

- a) -£451k Other Services for Young People & School Related Services: Mainly due to the reduction in School Improvement (-£224k), resulting from additional income and reduced staffing expenditure. The balance of -£227k is due to a combination of small individual movements across the other services.
- b) -£659k Pupil & Student Transport Services: Predominately due to reduced expenditure on SEN Home to School Transport services. This is as a result of higher than anticipated income received from Other Local Authorities, reallocation monies not spent and lower than anticipated transport costs due to lower hire costs as a result of the snow in March.
- c) +£531k Other Schools' Related Costs: Largely due to additional expenditure for Mobile Moves (£508k), which was previously expected to be capitalised.
- d) +£338k EYP Management & Support Services: due to additional payments to schools and additional school security costs, offset by additional income generated from School Financial Services.

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

The overall provisional outturn position of Specialist Children's Services excluding Asylum is a pressure of +£4,061.5k (after roll forward requirements). The most significant pressures being within Children's Assessment Staffing and Children in Care (Looked after) services budgets.

The Children's Assessment staffing service has reported significant pressures throughout the year due to the high level of agency use to cover a number of vacant posts, along with the use of some additional agency workers above establishment to cope with a post Ofsted rise in workload demand. This is combined with an increase number of referrals within the Central Referral unit.

During the year the pressure in Children in Care (looked after) services has mounted due to the increasing use of the Independent Fostering agencies, Semi-Supported and Residential sector placements rather than a significant increase in the number of children coming into care. This rise has occurred alongside a gradually reducing number of in-house foster placements being made. External placements are costing more, and there is an increasing requirement from providers to pay additional monies to secure 'one to one' or 'two to one' support for young people even before they have arrived, with a view to reviewing the level of need after a fixed time period. These high cost placements are regularly reviewed, however, increasingly we are finding that we are having to place children with higher complex needs whose care is unable to be met by our in-house provision.

In addition to the £4,007.9k pressure, a roll forward is requested of £53.6k for Kent Safeguarding Children's Board, which increases the outturn position to £4,061.5k, as shown in table 1b.

The overall position for Specialist Children's Services excluding Asylum has moved by +£0.169.8m since the 26 March report to Cabinet. The main movements are:

- a) +£808k Children in Care (Looked After) Services – Non-Disabled Children: Continual increase in costs associated with placing children in external provisions whose needs can not be met by our in-house provision. This is combined with a rise in legal expenditure.
- b) -£401k Children's Assessment Staffing – Non-Disabled: Reduction across a number of staffing budgets both within the SCS areas, Business Support and the County Referral Unit, mostly due to a review of agency expenditure and the timing of recruitment to current vacancies across Specialist Children's Services.

- c) -£285k Children's Management & Support Services: Lower than expected costs associated with the roll out of mobile working devices across the service.

3.6.3 Children, Young People and Education – Asylum Services:

The provisional outturn position of the Asylum Service is £1,189.4k, this is a movement of -£2,180.7k since the 26 March report to Cabinet.

This pressure has greatly reduced from earlier months' forecasts due to the final position reflecting the expectation of receiving additional grant from the Home Office, to fund the current shortfall in funding of both the National Transfer Scheme and the current pressures of supporting 16-17 year old unaccompanied asylum seeking children (UASC). This additional funding is only an estimate at this time and negotiations with the Home Office to reach a long-term resolution are ongoing. Therefore, there is a risk that this additional grant funding may not be received in its entirety.

In addition, there has also been a small reduction in the overall pressure in the service as result of:

- lower than expected expenditure on rented accommodation;
- and reduced expenditure on in-house and Independent Fostering agency placement provision for under 18s.

The residual pressure is mainly due to a shortfall in funding for Care Leavers (aged 18+) and ineligible asylum costs. 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.

3.6.4 Adult Social Care and Health:

The draft outturn position for Adult Social Care and Health is a small underspend of -£189.5k. This position includes roll-forward requests into 2018-19 of +£45k. This is a slightly lower underspend than last reported to Cabinet on 26 March 2018 of -£247.4k, a movement of +£58.9k.

The movement of -£562.7k within Adults predominantly relates to lower than anticipated activity than predicted in Domiciliary and Short-Term Residential placements over the final months of the year. This allowed £750k of monies which had been set aside for these pressures to be released. Changes within the service, achieved via the ongoing Transformation Programme throughout the course of 2017/18, has resulted in improved management of the pressures experienced within Older Person's and Physical Disability core services. A further £212k has been transferred into the Transformation Reserve to support future year transformation.

The pressure on Disabled Children Services has increased by +£576.6k since the January monitoring report. The movement is due to +£325k in Residential Care Services, and minor movements across other services, including increases in both Day Care, Direct Payments, Legal and Assessment Services.

The delivery of a small underspend on Adult Social Care is a substantial achievement considering the significant pressures experienced for direct services.

3.6.6 Growth, Environment and Transport:

The final position for the directorate is an impressive underspend of -£1,613.5k given the current economic condition and the pressures faced in-year. This represents a significant improvement of -£1,727k on the position presented to Cabinet in March (before -£250k of Corporate Director adjustments), although it should be noted that £1,047.8k of this has been requested to be rolled forward to offset expenditure to be incurred in 2018-19.

The main movements are:

- a) -£893k reduction in Waste primarily resulting from lower rates of composting due to the spell of very cold weather, as well as a reduction in the cost of residual waste processed through the Allington Waste to Energy plant (waste activity can be seen in Appendices 4.14 and 4.15);
- b) -£319k of underspends on externally funded projects which are requested to be rolled forward (primarily the reason for the reductions in the Environment and Economic Development & Other Community Services lines) given the expenditure will now occur in 2018-19;
- c) -£294k movement in Libraries Registration & Archives due to an increased surplus in a renewals reserve following a successful re-tender process, additional Registration income, as well as -£50k of spend re-phased to 2018-19 (requested as roll-forward), and other small movements;
- d) -£142k reduction in the Young Persons Travel Pass as activity reduced during the spell of adverse weather;
- e) +£151k movement in Public Protection & Enforcement due to increased spend in Coroners regarding temporary body storage and increased histology and post mortem spend;
- f) +£25k increase in Other Highways Maintenance & Management. This had compensating movements of: +£500k Streetlighting maintenance whereby a number of works expected for Q1 in 2018-19 were completed prior to the year-end; -£194k underspend on winter service (requested to be rolled forward) as the cost of gritting and snow clearance in February and March was covered through the Emergency Conditions Reserve. -£261k of additional income (mainly through enforcement and intelligent traffic systems);
- g) +£255k of other smaller movements.

3.6.7 Strategic and Corporate Services:

The final position for the directorate is an underspend of -£457.9k. This shows a significant improvement of -£1,308.6k on the position presented to Cabinet in March, although it should be noted that £955.2k of this has been requested to be rolled forward.

The main movements are:

- a) -£964k reduction in Local Democracy which is mostly accounted for by the underspend on Member grants, which is requested to be rolled forward;
- b) -£212k reduction in Contact Centre Digital Web Services and Gateways due to a number of small variances each less than £50k;
- c) -£172k movement on Commissioning Management & Support Services due to workforce reduction funding not previously forecast and office move costs slipped into new year, together with other minor movements;
- d) -£101k reduction in S&CS Management and Support Services, mostly due to a reduction in the bad debt provision;

- e) +£110k movement in Infrastructure (ICT & property Services) & Business Services Centre due to a number of variances all under £50k;
- f) -£30k of other small movements.

3.6.8 Strategic and Corporate Services – Public Health

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. However, roll forward requests of £32.6k relating to externally funded projects have been requested.

3.6.9 Financing Items:

The overall position for the Financing Items budgets has moved by a net -£4,352.7k since the 26 March report to Cabinet. This is predominately due to the following:

- a) -£1,669k increase in the Insurance Fund underspend and due to the overall financial position of the Authority and the relatively healthy balance in the Insurance Fund Reserve, this will be used to help offset the pressures declared within the Directorates.
- b) -£1,000k underspend relating to the Apprenticeship Levy which will be used to fund apprenticeship training costs during 2018-19 and any unused funds will be required to be written back and treated as a levy. This underspend is included in the roll forward requirements in Appendix 1 of this report.
- c) -£412k increase in relation to our share of the retained business rates levy from the Kent business rates pool.
- d) -£334k which relates to the prices provision held for the exchange impact on ICT contracts, as the majority of this will hit in 2018-19.
- e) -£254k Net Debt Costs which is mainly due to lower interest apportionment on held balances (Insurance Fund and Developer Contributions) offset by lower dividend income from externally managed funds.
- f) -£184k rebate from Invicta Law Ltd in respect of disputed legal costs.
- g) -£131k audit fee to be consistent with the saving reflected in the 2018-20 MTFP
- h) -£130k Carbon Reduction Commitment relating to unused allowances purchased in 2017-18 which will be used in 2018-19.
- i) -£238k minor movements relating to unclaimed income, Medway Pensions, Transparency Grant, Unison Branch Secretary and Commercial Services contribution.

3.7 Schools delegated budgets:

The schools delegated budgets and Central DSG reserves have reduced by £8,325k which is due to:

- +£1,193k as a result of local authority schools converting to academies and taking their accumulated reserves with them
- -£2,337k due to reduction in the value of schools' deficit balances along with increase in schools' surplus balances
- -£854k School Apprenticeship Levy Reserve
- +£5,977k use of central DSG reserve to offset pressures on High Needs budgets
- +£3,838k write off of Pent Valley deficit
- +£1,035k relating to pupil growth
- -£525k various other schools related net underspends
- As a result, schools reserves have reduced from £28.340m to £20.015m

This represents a movement of -£9,072.5k since the last report to Cabinet in March based on the January monitoring, as detailed below:

Use of reserves for:	Provisional Outturn	Last report	Movement
	£'000	£'000	£'000
Academy conversions & movement in school reserves	2,694	10,408	-7,714
Pupil Growth	1,035	1,032	3
Apprenticeship Levy Reserve	-854	0	-854
High Needs	5,977	5,564	413
Various other schools related	-525	393	-918
MOVEMENT IN SCHOOLS RESERVES <i>(a -ve reflects an increase in reserves i.e an underspend transferred to reserves and a +ve reflects a reduction in reserves i.e an overspend met by a drawdown from reserves)</i>	8,327	17,397	-9,070

In addition, we have transferred £10m from the PFI Equalisation earmarked reserve to the Central DSG reserve. **Schools reserves have therefore increased in total by £1.675m to £30.015m.**

3.8 Table 2: Performance of our wholly owned companies

Dividends/Contributions (£m)	Budget	Forecast	From trading surplus	from reserves
Commercial Services	6.800	5.081	5.081	0.000
GEN2	0.620	0.620	0.620	0.000
Invicta Law	1.057	0.000	0.000	0.000

There is a shortfall in the dividend from Commercial Services of £1.719m, which is primarily due to the trading conditions in the Education supplies business, Recruitment business and Landscape business. This represents a slight increase of £0.018m from the £1.737m shortfall reported to Cabinet in March.

There is no dividend from Invicta Law Ltd, primarily due to lack of new business being generated, compared to the business plan.

4. REVENUE BUDGET VIREMENTS/CHANGES TO BUDGETS

- 4.1 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.

5. SUMMARISED CAPITAL MONITORING POSITION

5.1 There is a reported variance of -£93.719m on the 2017-18 capital budget (excluding schools and PFI). This is a movement of -£16.291m from the previously reported position and is made up of -£4.708m real variance and -£89.011m rephasing.

5.2 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	-36.337	-6.083	-30.254	-0.214	-27.619	-5.869	-2.635
Adult, Social Care & Health	8.383	-7.352	-2.393	-4.959	-2.375	-4.302	-0.018	-0.657
Growth, Environment & Transport	130.655	-42.392	-1.258	-41.134	4.342	-37.558	-5.600	-3.576
Strategic & Corporate Services	22.040	-7.638	5.026	-12.664	1.610	-11.312	3.416	-1.352
TOTAL	276.208	-93.719	-4.708	-89.011	3.363	-80.791	-8.071	-8.220

5.3 The 2018-19 Capital Programme will now be revised to reflect the re-phasing and other variations arising from the 2017-18 outturn. £45.959m of rephasing has already been effected as part of the 2018-21 budget build process, so only “new” rephasing totalling £43.052m will be actioned. Details of the capital re-phasing are provided in Appendix 2, and further proposed cash limit changes are provided in Appendix 3. Final prudential indicators for 2017-18 are shown in Appendix 7, and the capital receipts position is shown at Appendix 8.

5.4 SCHOOLS DEVOLVED CAPITAL

Capital expenditure incurred directly by schools in 2016-17 was £10.008m. As at 31 March 2018 schools’ capital reserves are in deficit by £0.007m. This has increased from the £0.695m held by schools as at 31 March 2017.

5.5 Capital budget monitoring headlines

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

5.5.1 Children, Young People & Education

- Annual Planned Enhancement Programme: Real movement of -£5.266m. £4.668m of this was previously reported as rephasing but is now badged as an underspend which is required to top up an expected deficit in grant in future years. The remaining real movement is due to funding being redirected to a basic need project.
- Basic Need: Real movement of +£0.250m and rephasing movement of -£4.249m. The real movement is due to funding being redirected from/to other lines within the CYPE capital programme. The rephasing movement is due to requirements for secondary expansions not able to be delivered within the available budget, which has impacted on progressing with schemes.
- Special Schools Review Phase 2: Rephasing movement of -£1.312m. Delays in construction works at Portal House have led to delivery of the sports block being completed in 2018-19. Anticipated contractor costs at Ridge View were not received in 2017-18.

- Grammar School Annex at Sevenoaks: Rephasing movement of -£1.972m. Negotiations are ongoing with the ESFA to agree the payment due.
- Early Years Capital Fund: Real movement of -£0.239m. One project is no longer progressing, and the remaining project in New Romney is forecast to underspend.
- Priority School Build Programme: Real movement of -£0.500m. This project was previously forecasting an overspend, but additional grant has now been allocated from the ESFA which has negated this.

5.5.2 Adults, Social Care & Health

There are no movements above the thresholds for reporting.

5.5.3 Growth, Environment & Transport

Highways, Transportation & Waste

- Highways Major Maintenance: Rephasing movement of -£1.445m. Road surface treatments have several large schemes that have been delayed until early 2018-19 due to the snow and icy conditions. Highways Operations have lower than budgeted overhead costs, some of which was deemed as revenue spend and therefore transferred to revenue at year end, with the remainder of this budget being rolled forward to cover pothole costs in 2018-19. Street Lighting has a roll forward to cover late invoicing and delays due to icy conditions.
- Integrated Transport Schemes: Real movement of -£0.181, due to externally funded schemes being rephased into 2018-19, which has reduced the funded overspend in 17-18 and increased the rephasing.
- Gillingham Northern Relief Road: Real movement of -£0.240m, due to an unrealised creditor for land compulsory purchase provision which is no longer required.
- LED Conversion: Rephasing movement of -£1.695m. Lanterns were not able to be replaced in the snow or icy conditions, and figures for any compensation events on the contract were not received by the year end.
- A28 Chart Road, Ashford: Real movement of -£3.369m and rephasing movement of +£3.074m. The majority of the overall variance has now been badged as real rather than rephasing, due to the project having undergone value engineering to reduce the cost.
- A28 Sturry Road Rural Integrated Transport Package: Real movement of -£0.103m due to an award of Kent Lane Rental Funds in 2018-19 which has reduced the required developer contributions in 2017-18.
- Maidstone Gyratory Bypass: Real movement of -£0.161m. Additional works are still to be completed in 2018-19, when cash limits will be adjusted to reflect additional funding to be received.

Environment, Planning and Enforcement and Libraries, Registration and Archives

- Jasmin Vardimon: Movement of -£3.119m has been re-categorised as a real movement rather than a rephasing movement, to reflect the 2018-21 budget book.

Economic Development

- Broadband Contract 1: Rephasing movement of -£3.463m. These funds are planned to be used for a Kent Voucher Scheme, which is expected to launch in September 2018.
- Kent & Medway Business Fund: Real movement of +£1.589m and rephasing movement of -£1.483m. The real movement is to reflect the expected loan repayments. The rephasing movement is to reflect the decisions made at the Investment Advisory Board on 21st February. The variance is due to applications that were either not approved, or only partially approved and therefore defrayment of funds will be carried forward to 2018-19.

5.5.4 Strategic & Corporate Services

- Corporate Property Strategic Capital: Real movement of -£0.544m, due to no other eligible spend available to be badged against the DFE grant funding.
- Business Services Centre (BSC) Company: Real movement of +£0.317m, due to set up costs for the new BSC company, funded from revenue.
- LAN Refresh: Real movement of +£3.639m, due to eligible capitalisation of TRP purchases and buy out of leases, funded by revenue.

6. CONCLUSIONS

- 6.1 For the 18th consecutive year the Council is able to demonstrate sound financial management by containing its revenue expenditure within the budgeted level (excluding schools). In the context of a savings requirement of around £73m in 2017-18 and on the back of delivering approximately £515m of savings across the previous six years, together with the continued high demand for social care services, both Children's and Adults', an overall underspending position is a considerable achievement. However, despite an increase of £19.8m in the 2018-19 budget, with demand for services increasing, a budget gap for 2019-20 and budget savings being more and more difficult to achieve as the easier options have already been taken, we must not be complacent, hence the recommendation to put the uncommitted underspend from 2017-18 into reserves pending future budget decisions.

7. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the report, including the provisional outturn position for 2017-18 for both the revenue and capital budgets.
- ii) **Agree** that £1,140.8k of the 2017-18 revenue underspending is rolled forward to fund existing commitments, as detailed in section 2 of Appendix 1.
- iii) **Agree** that £3,730.8k of the 2017-18 revenue underspending is rolled forward to fund the re-phasing of existing initiatives, as detailed in section 3 of Appendix 1.

- iv) **Agree** that £50k of the 2017-18 revenue underspending is rolled forward to fund the bids detailed in section 4 of Appendix 1.
- v) **Agree** that the £525.1k remainder of the 2017-18 revenue underspending is rolled forward for use on Pot Hole repairs, together with £1,475k from earmarked reserves to give an additional £2m for Pot Hole repairs in 2018-19.
- vi) **Agree** that the £43.052m of capital re-phasing from 2017-18 outturn will be added into the 2018-19 and later years capital budgets, as detailed in Appendix 2.
- vii) **Agree** the proposed capital cash limit changes outlined in Appendix 3.
- viii) **Agree** the contributions to and from reserves as reflected in Appendix 6, which includes all appropriate and previously agreed transfers to and from reserves.

8. BACKGROUND DOCUMENTS

None

9. CONTACT DETAILS

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2017-18 REVENUE BUDGET ROLL FORWARD PROPOSALS

		£'000	£'000
1.	2017-18 provisional underspend		-5,446.7
2.	Details of committed projects where we have a legal obligation:		
a)	Children, Young People & Education Directorate		
	<p>i) <i>Re-phasing of Kent Safeguarding Children Board (KSCB) into 2018-19</i> 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.</p>	53.6	
	<p>ii) <i>Inclusion for Newcomers – ERASMUS</i> This represents committed match-funding for on-going project delivery.</p>	6.3	
b)	Adult Social Care and Health Directorate		
	<p>i) <i>Re-phasing of Kent & Medway Safeguarding Vulnerable Adults Committee into 2018-19</i> This represents KCC's share of the underspend of the Kent & Medway Safeguarding Vulnerable Adults Committee. Under the terms of the inter-agency agreement, KCC has an obligation to provide this funding to the Committee. The underspending relating to partners contributions is held in a Fund.</p>	25.9	
	<p>ii) <i>TICC -INTEREGG VA 2 SEAS PROJECT</i> This represents committed match-funding for on-going project delivery.</p>	13.6	
c)	Growth, Environment & Transport Directorate		
	<p>i) <i>Various externally funded projects</i> This represents funds required to fulfil our obligation to the partnership agreements in relation to various externally funded projects.</p>	319.0	
	<p>ii) <i>Winter Services</i> Key decision (16/00076) following Cabinet Committee recommendation that any future winter service budget underspend be treated as a roll forward, so that additional funding is available in the following financial year for the pressures a mild winter places on highway soft landscaping maintenance.</p>	274.3	
	<p>iii) <i>Spring Clean</i> Cabinet are committed to providing an unfunded KCC contribution of £150k to the Keep Kent Clean campaign in 2018-19.</p>	150.0	
	<p>iv) <i>50 Gibson Drive</i> Vacant commercial unit where no core budget as income funded. Difficulty in finding a suitable tenant to cover costs which we are legally committed to (rates are payable even though the building is empty).</p>	129.0	

		£'000	£'000
	v) <i>Transport for Southeast</i> The continued development of the Subnational Transport Board for the Southeast (TfSE) is critical if we are to attract Government funding to our major strategic transport priorities. This work presents a new resource pressure, and KCC has agreed with all partners to make a contribution to this work on an annual basis. This contribution is £58k for 2018-19 and would otherwise have to be absorbed by the service which could be used more effectively in moving forward the development of specific infrastructure priorities for Kent and Medway.	58.0	
	vi) <i>Domestic Homicide Partnership</i> KCCs unspent contribution to Partnership.	8.5	
d)	Strategic & Corporate Services Directorate		
	i) <i>Strategic Commissioning Office Move</i> This represents the funds required to cover the office moves following the Strategic Commissioning restructure	70.0	
	ii) <i>Various Public Health externally funded projects</i> This represents funds required to fulfil our obligation to the partnership agreements in relation to various externally funded projects.	32.6	
			1140.8
3.	Details of re-phasing required to continue/complete an initiative where we are not yet legally committed:		
a)	Children, Young People & Education Directorate		
	i) <i>Re-phasing of Kent tackling Troubled Families Programme into 2018-19</i> The underspend is due to projects supporting families spanning financial years. Roll forward is requested in order to continue supporting families as part of the Tackling Troubled Families government initiative.	1592.5	
	ii) <i>Kent tackling Troubled Families Programme</i> Implementation of single system now due to be delivered in 2018-19.	120.0	
b)	Adult Social Care and Health Directorate		
	i) <i>S75 Learning Disability</i> The Learning Disability s75 Agreement was signed by KCC and the seven Kent CCGs (not including Medway) within Health in March/April 2016. Income from KCC and the CCGs is paid into the S75 pooled arrangement and is used to fund the costs agreed by the partners in line with the agreement. The S75 agreement provides that any surplus generated as a result of the partner's contributions exceeding actual costs is carried forward to the following year (unless it is agreed by all partners at the year-end to distribute the surplus). The £4.5k is KCC's share of the surplus in 2017-18 to be carried forward to 2018-19.	4.5	
c)	Growth, Environment & Transport Directorate		
	i) <i>Archives digitalisation ICT project</i> ICT-led digital storage solution project delayed into 2018-19.	30.0	

		£'000	£'000
	Linked to MTFP income target around digitalisation.		
	ii) <i>Libraries Furniture</i> Libraries furniture for Projects: Furniture order delayed significantly and now not due for delivery until 2018-19 so funding needs to be re-phased.	20.0	
	iii) <i>Sustainable Communities</i> A delay in the Gen2 led project means an additional in-year underspend will be generated and funds need to be secured in 2018-19 when the works will now be undertaken.	9.0	
d)	Strategic & Corporate Services		
	i) <i>Re-phasing of Local Member Grants</i> Each Member is provided with £20k to provide grants to schemes within their local area to enhance the community. This represents the value of grants which have been approved in 2017-18 for projects internal to KCC, but where the work was not completed by 31 March 2018.	955.2	
e)	Financing Items		
	i) <i>Apprenticeship Levy</i> The digital account which the apprenticeship levy is a paid into is a 24 month rolling fund. The unspent levy needs to be rolled forward to meet apprenticeship training costs for the next 12 months or to fund the write back of unused levy.	999.6	
			3730.8
4.	Bids for Roll Forward:		
a)	Growth, Environment & Transport Directorate		
	i) <i>Customer Services Programme</i> To fund project resource for the coming year, as an unfunded commitment that is enabling channel shift and helping to deliver savings. Without funding, the programme cannot continue.	50.0	
			50.0
5.	Remaining uncommitted balance of underspending		-525.1

CAPITAL RE-PHASING

The 2018-19 and future years capital programme will be adjusted to reflect the total re-phasing of £43.052m as follows:

CYPE	2017-18	2018-19	2019-20	Future years	Total
	£'000	£'000	£'000	£'000	£'000
Modernisation Prog	-3,075	3,075			0
Pupil Referral Units	-688	688			0
Basic Need	-19,014	17,866	1,148		0
Special Schools Review	-1,077	1,077			0
Sevenoaks Grammar School	-1,972	1,972			0
Sevenoaks Free School	-127	127			0
John Wallis Academy	-423	423			0
Nursery Provision for 2 year olds	-318	318			0
Early Years Capital Fund	-94	94			0
Priority School Build Programme	-2,743	2,658	85		0
EYPS Single System	-425	425			0
Vocational Education Programme	-98	98			0
Academy Unit Costs	-51	51			0
Skinner's Academy	-149	149			0
TOTAL REPHASING	-30,254	29,021	1,233	0	0
Rephasing already actioned through Budget Build	-10,905	14,171	-3,266	0	0
Remaining rephasing to action from outturn	-19,349	14,850	4,499	0	0
ASCH	2017-18	2018-19	2019-20	Future years	Total
	£'000	£'000	£'000	£'000	£'000
OP Strategy - Lowfield Street	-241	241			0
OP Strategy - Specialist Care Facilities	-1,000	1,000			0
Learning Disability Good Day Programme	-1,610	1,610			0
SWIFT Enhancements	-69	69			0
Adult Social Care Case Management	-1,065	-1,400	2,465		0
Developer Funded Community Schemes	-155	155			0
Housing and Technology Fund	-525	525			0
Community Sexual Health Services	-294	294			0
TOTAL REPHASING	-4,959	2,494	2,465	0	0
Rephasing already actioned through Budget Build	-3,131	666	2,465	0	0
Remaining rephasing to action from outturn	-1,828	1,828	0	0	0

	2017-18	2018-19	2019-20	Future years	Total
GET - Highways, Transportation & Waste	£'000	£'000	£'000	£'000	£'000
Major Schemes - Preliminary Design Fees	-614	208	186	220	0
Highway Major Maintenance	-2,255	2,255			0
Integrated Transport Scheme	-166	166			0
Non Grant Supported Land, Part 1 Compensation Claims	-62	53	9		0
National Productivity Investment Fund (Kent Medical Campus)	-5,311	5,274	37		0
Sittingbourne Northern Relief Road	-352	257	95		0
East Kent Access Phase 2	-427	327	100		0
Rushenden Link Rd	-33	-30	63		0
Victoria Way	-65	31	34		0
Drovers Roundabout	-80	80			0
Kent Thameside Strategic Transport Programme	-83	3,995	-336	-3,576	0
A226 St Clements Way	-468	468			0
Rathmore Road Link	-385	291	94		0
Westwood Relief Strategy - Poorhole Lane Improvement	-24	24			0
A28 Chart Road	-783	783	0	0	0
Thanet Parkway Railway Station	-412	1,711	-9,519	8,220	0
North Farm Development, Longfield Road	-34	19	4	11	0
LED Conversion	-4,090	4,090			0
A26 London Road Junction Improvements	-1,117	1,117			0
Sturry Link Road	-616	449	-2,667	2,834	0
A28 Sturry Road Integrated Transport Package	-364	364			0
Tonbridge Town Centre Regeneration	-75	75			0
Kent Sustainable Interventions Programme for Growth	-158	158			0
Maidstone Integrated Transport	-1,921	1,921			0
Dartford Town Centre	-1,094	190	177	727	0
A2500 Lower Road Improvements	-88	-11	32	67	0
A2 Off Slip Wincheap	-753	1,152		-399	0
Leigh (Medway) Flood Storage Areas		350	540	-890	0
Street Lighting Column Replacement - New Bid	62	-62			0
Open Golf	8	-8			0
Energy & Water Investment Funds - 4K07	-8	8			0
Energy & Water Investment Funds - 4K15	-18	18			0
Sturry Rd Landfill Site	-78	78			0
M20 Junction 4	74	-43	-31		0
West Kent Local Sustainable Transport	-486	486			0
Kent Strategic Congestion Management Prog Across Growth Areas	-246	246			0
Kent Thameside LSTF Integrated Door to Door Journeys	-149	149			0
TOTAL REPHASING	-22,671	26,639	-11,182	7,214	0
Rephasing already actioned through Budget Build	-12,127	8,834	-14,411	17,704	0
Remaining rephasing to action from outturn	-10,544	17,805	3,229	-10,490	0

GET - Environment, Planning & Enforcement and Libraries, Registration and Archives	2017-18	2018-19	2019-20	Future years	Total
	£'000	£'000	£'000	£'000	£'000
Public Rights of Way	-137	137			0
Country Parks	-135	135			0
Village Halls	-62	62			0
Public Sports	-51	51			0
LCMS	-19	19			0
Sustainable Access to Education & Employment	-202	202			0
Radio Frequency ID	-150	150			0
Coroners Phase 1	-66				-66
Coroners Phase 2		66			66
Tunbridge Wells Cultural Hub	-56	56			0
Herne Bay Library Plus	-248	248			0
Southborough Hub					0
TOTAL REPHASING	-1,126	1,126	0	0	0
Rephasing already actioned through Budget Build	-310	310	0	0	0
Remaining rephasing to action from outturn	-816	816	0	0	0
GET - Economic Development	2017-18	2018-19	2019-20	Future years	Total
	£'000	£'000	£'000	£'000	£'000
Broadband Contract 1	-3,463	3,463			0
Broadband Contract 2	-961	961			0
Marsh Million	-282	235	7	40	0
Empty Property Initiative	-1,981	4,271	1,514	-3,804	0
Folkestone Heritage Quarter	-156	156			0
Innovation Investment Loan (I3)	338	1,662	-1,000	-1,000	0
Kent and Medway Business Fund	-10,273	6,929	-23	3,367	0
No Use Empty - Affordable Homes Extension	-159	159			0
Turner	-225	225			0
Workspace Kent	-175	175			0
TOTAL REPHASING	-17,337	18,236	498	-1,397	0
Rephasing already actioned through Budget Build	-10,445	10,638	2,323	-2,516	0
Remaining rephasing to action from outturn	-6,892	7,598	-1,825	1,119	0

	2017-18	2018-19	2019-20	Future years	Total
SCS	£'000	£'000	£'000	£'000	£'000
Modernisation of Assets	-512	1,512	-1,000		0
LIVE Margate	-1,563	-956	2,519		0
Property Investment Fund	-3,370	3,370			0
Dover Discovery Centre	-4,306	2,086	2,220		0
Invicta Car Park	-943	943			0
Business Intelligence Tool	-1,034	1,034			0
HR System Development	-5	5			0
New Ways of Working	-878	428	450		0
Rendezvous Hotel		-15,750		15,750	0
Innovative Schemes Fund	-53	53			0
TOTAL REPHASING	-12,664	-7,275	4,189	15,750	0
Rephasing already actioned through Budget Build	-9,041	-8,228	1,519	15,750	0
Remaining rephasing to action from outturn	-3,623	953	2,670	0	0
TOTAL REPHASING ALREADY ACTIONED THROUGH BUDGET BUILD	-45,959	26,391	-11,370	30,938	0
TOTAL REMAINING REPHASING TO ACTION FROM OUTTURN	-43,052	43,850	8,573	-9,371	0

SUMMARY OF PROPOSED CAPITAL PROGRAMME CASH LIMIT CHANGES

	2018-19	2019-20	Future Years	Total	
CYPE	£'000	£'000	£'000		
Youth - Modernisation of Assets	-14	0	0	-14	Underspend used for Whitstable Youth Hub
Annual Planned Enhancement	494	0	0	494	Additional external funding
SSR Phase 2	-22	0	0	-22	Adjustment of funding available
Priority School Build Prog	150	0	0	150	Funding from Basic Need
EYPS Single System	8	0	0	8	Balance repaid from Early Help Module
ePEP - Professional Portal	14	0	0	14	Revenue contribution
Total Other Cash Limit Changes	630	0	0	630	
	2018-19	2019-20	Future Years	Total	
ASCH	£'000	£'000	£'000		
Developer Funded Community Schemes	109	0	0	109	Additional developer contributions
Total Other Cash Limit Changes	109	0	0	109	
	2018-19	2019-20	Future Years	Total	
GET - Highways, Transportation & Waste	£'000	£'000	£'000		
Highway Major Maintenance & Street Light Timing	2,558	0	0	2,558	Additional grant funding
Integrated Transport Scheme	46	0	0	46	Reallocation of DFT grant
Maidstone Gyrotory Bypass	160	0	0	160	Additional external funding
Sturry Link Road	0	0	1,000	1,000	Additional dev conts
Energy & Water Investment Funds - 4K07	81	57	270	408	Reflects latest repayments schedule
Energy & Water Investment Funds - 4K15	18	16	150	184	Reflects latest repayments schedule
Total Other Cash Limit Changes	2,863	73	1,420	4,356	
	2018-19	2019-20	Future Years	Total	
GET - Environment, Planning & Enforcement and Libraries, Registration and Archives	£'000	£'000	£'000		
Public Rights of Way	-215	0	0	-215	Cash limit reduction per DFT allocation
Total Other Cash Limit Changes	-215	0	0	-215	
	2018-19	2019-20	Future Years	Total	
GET - Economic Development	£'000	£'000	£'000		
None	0	0	0	0	
Total Other Cash Limit Changes	0	0	0	0	
	2018-19	2019-20	Future Years	Total	
SCS	£'000	£'000	£'000		
None	0	0	0	0	
Total Other Cash Limit Changes	0	0	0	0	

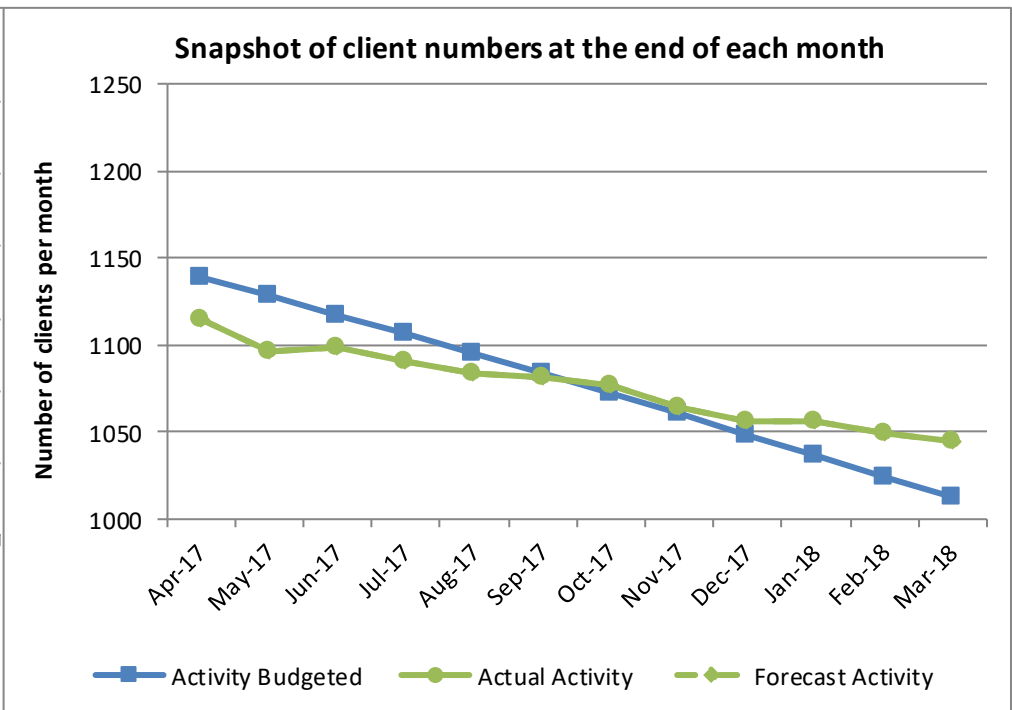
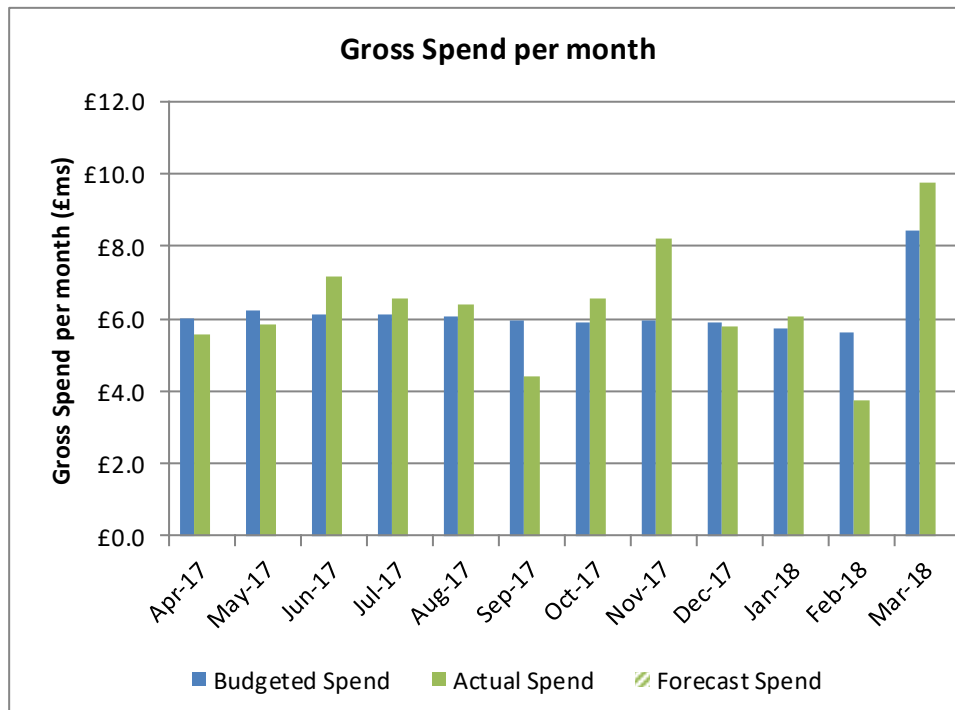
Appendix 4.1: Nursing & Residential Care - Learning Disability (aged 18+)

2017-18	Gross	Income	Net	Client Number
Outturn	£m	£m	£m	as at 31/03/2018
Budget	£74.1	-£5.9	£68.2	1,012
Outturn	£75.9	-£6.1	£69.8	0
Variance	£1.9	-£0.2	£1.7	-1,012

Position as at 31st March 2018	Gross	Client Number
	£m	as at 31/03/2018
Budget: Spend/Activity Year to Date	£74.1	1,012
Actual: Spend/Activity Year to Date	£75.9	1,044
Variance as at 31st March 2018	£1.9	32

MAIN REASONS FOR VARIANCE:

The gross outturn of +£1.9m is due to higher than anticipated demand (+£2.6m) and and lower unit cost (-£0.7m). This pressure is partly offset by greater than expected income of -£0.2m. This leads to a net outturn of +£1.7m.



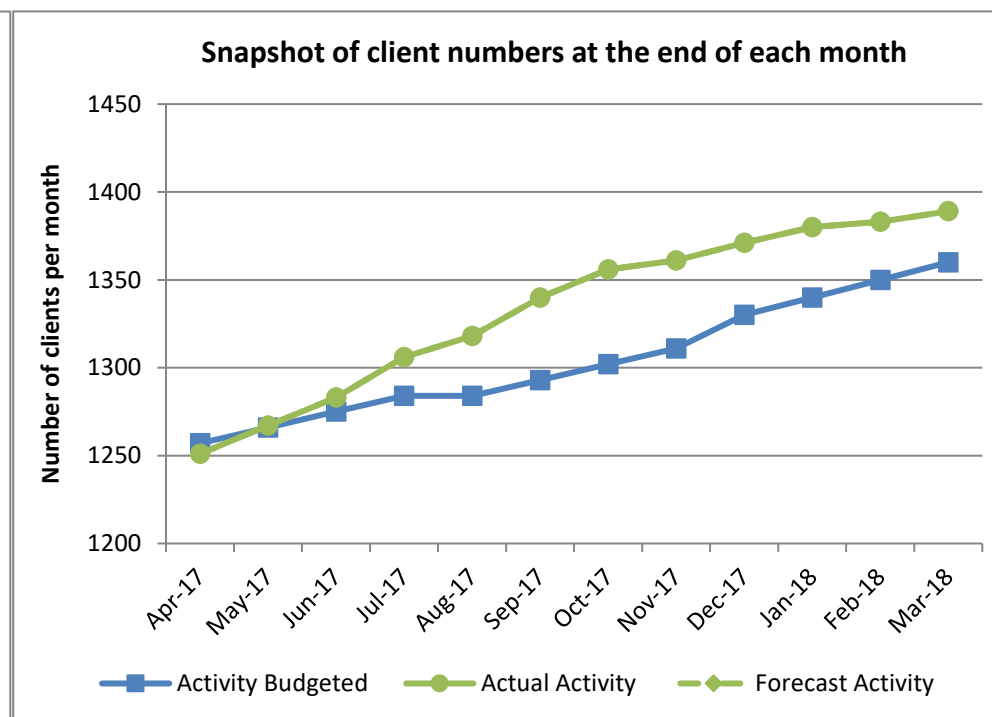
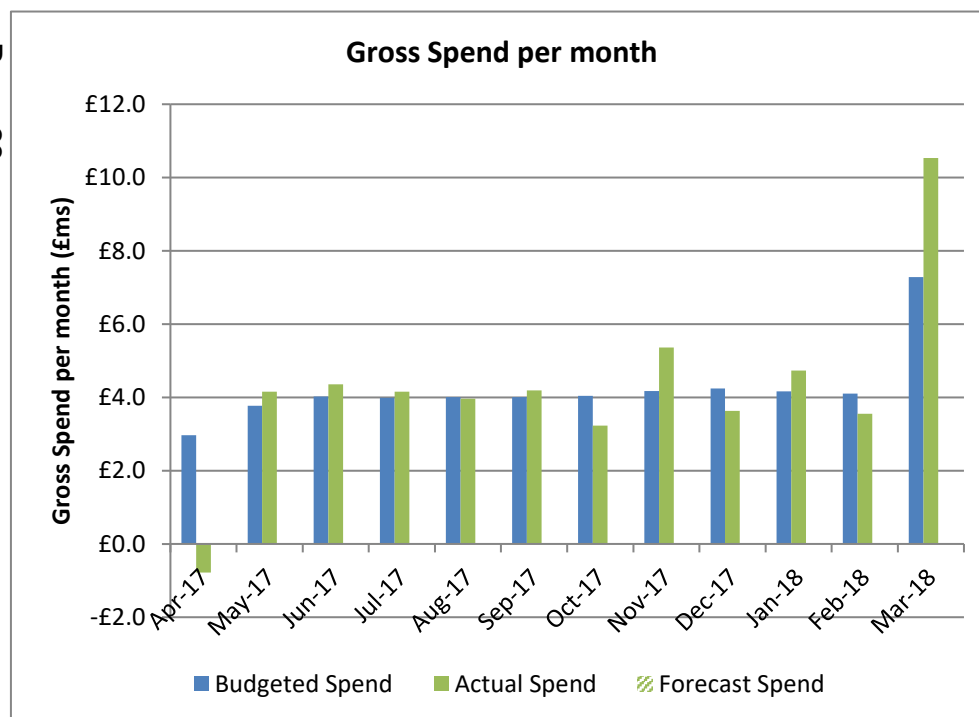
Appendix 4.2: Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

2017-18 Outturn	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£50.8	-£0.2	£50.6	1,360
Outturn	£51.1	-£0.2	£50.9	1,389
Variance	£0.3	-£0.0	£0.3	29

Position as at 31st March 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£50.8	1,360
Actual: Spend/Activity Year to Date	£51.1	1,389
Variance as at 31st March 2018	£0.3	29

MAIN REASONS FOR VARIANCE:

The gross outturn pressure of +£0.3m is due to higher than anticipated demand in hours (+£3.3m) and lower unit cost (-£2.3m), along with an additional variance of -£0.7m predominately due to the release of unrealised creditors. This leads to a net outturn of +£0.3m.



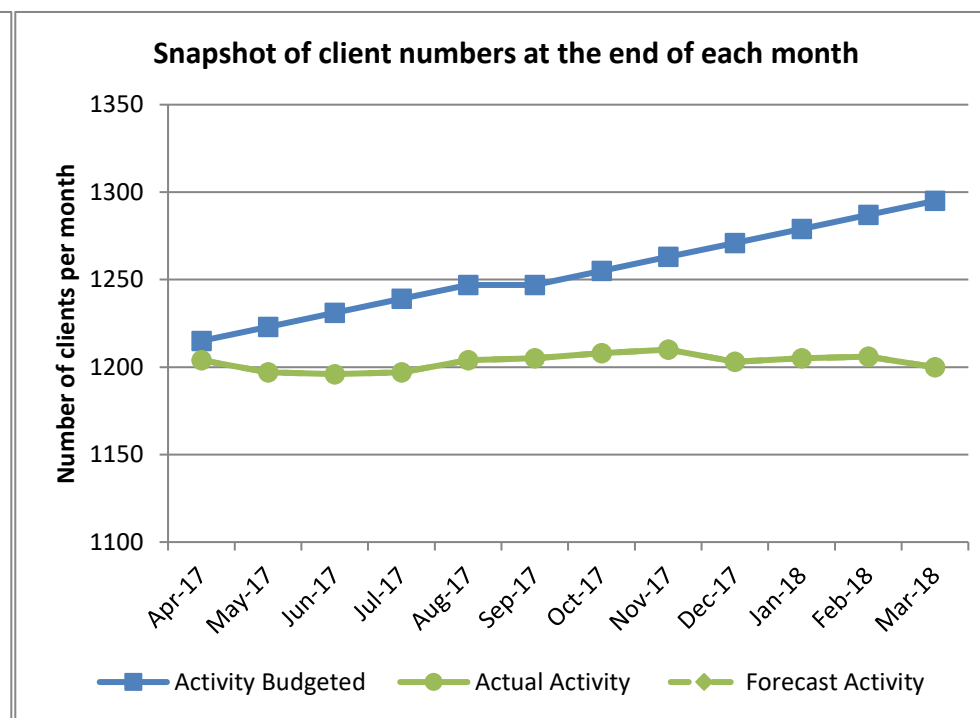
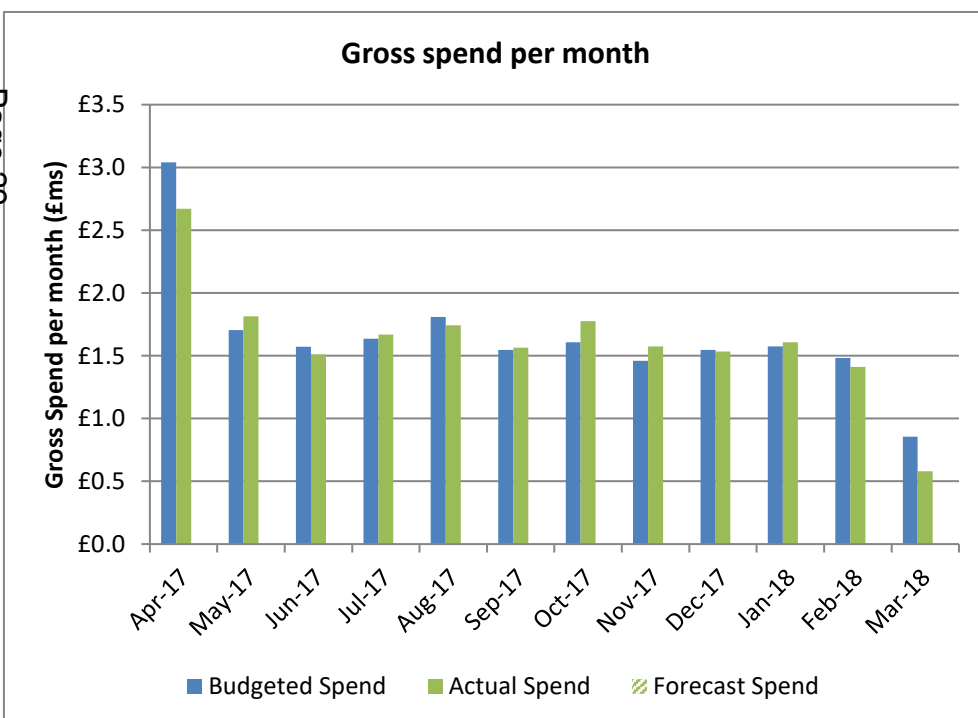
Appendix 4.3: Direct Payments - Learning Disability (aged 18+)

2017-18 Outturn	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£19.8	-£0.8	£19.0	1,200
Actuals	£19.5	-£0.8	£18.6	1,295
Variance	-£0.4	£0.0	-£0.4	95

Position as at 31st March 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£19.8	1,295
Actual: Spend/Activity Year to Date	£19.5	1,200
Outturn as at 31st March 2018	-£0.4	-95

MAIN REASONS FOR VARIANCE:

The gross underspend of -£0.4m is due to lower than anticipated demand (-£0.6m) and a higher unit cost (+£0.2m)



Appendix 4.4: Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service

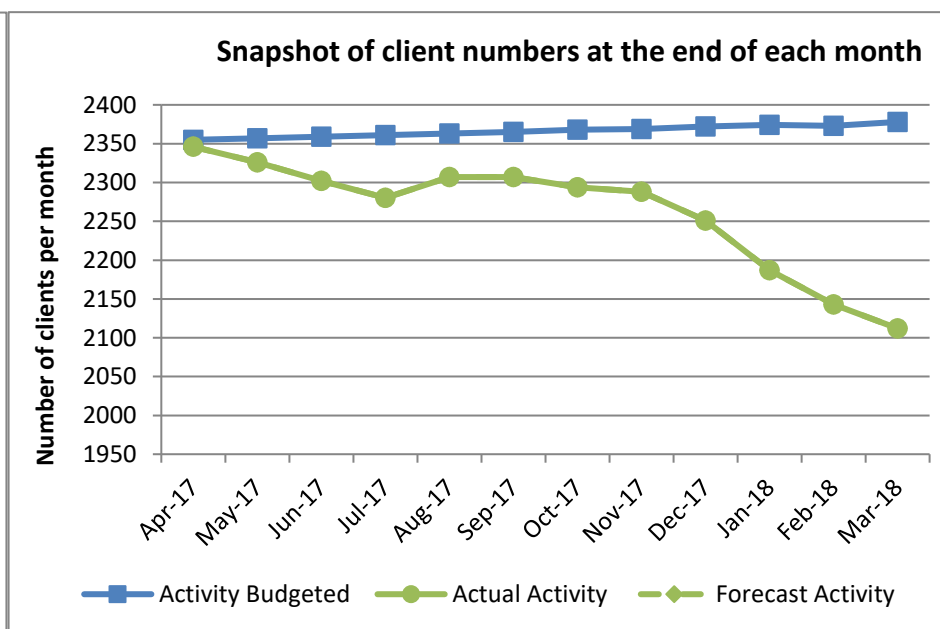
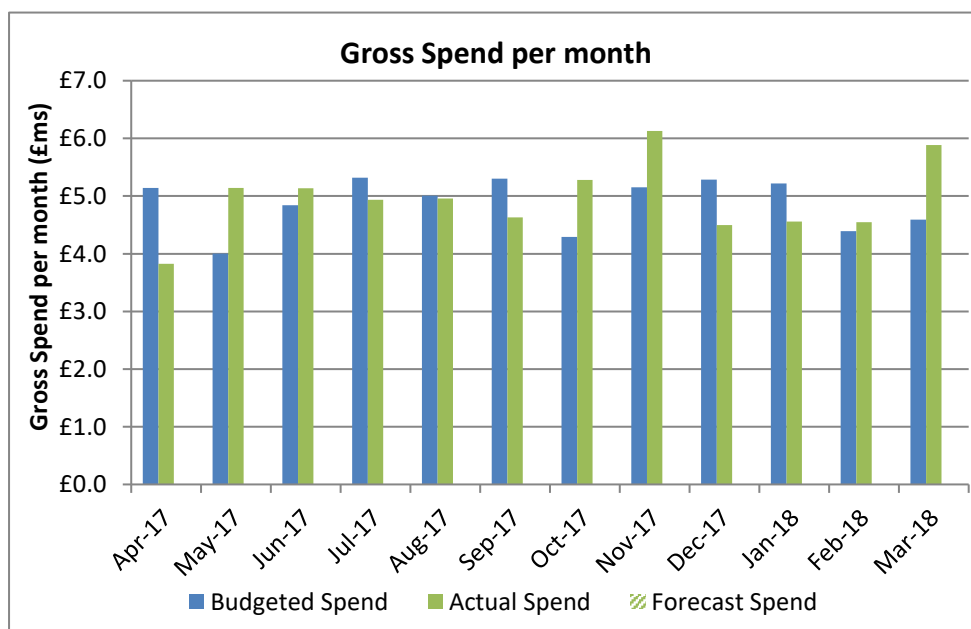
	Gross	Income	Net	Client Number
2017-18 Forecast	£m	£m	£m	as at 31/03/2018
Budget	£58.5	-£35.2	£23.4	2,378
Outturn	£59.5	-£34.2	£25.3	2,112
Variance	£1.0	£1.0	£2.0	-266

	Gross	Client Number
Position as at 31st Mar 2018	£m	as at 31/03/2018
Budget: Spend/Activity Year to Date	£58.5	2,378
Actual: Spend/Activity Year to Date	£59.5	2,112
Variance as at 31st January 2018	£1.0	-266

MAIN REASONS FOR FORECAST VARIANCE:

The gross outturn pressure of +£1.0m is due to lower than anticipated demand (-£1.7m) and a higher unit cost (+£2.3m), along with an additional variance of +£0.4m predominately due to net old year spend, partly offset by an increase in the provision for bad and doubtful debts. This pressure is further increased by lower than expected income of +£1.0m due to shortfall in service user contributions linked to the lower demand (+£0.8m) and a lower average contribution per service user (+£0.3m). This leads to a net outturn of +£2.0m. 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 outturn client count and the previous month's actual client count shown below.

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Appendix 4.5: Nursing & Residential Care - Older People (aged 65+) - Nursing

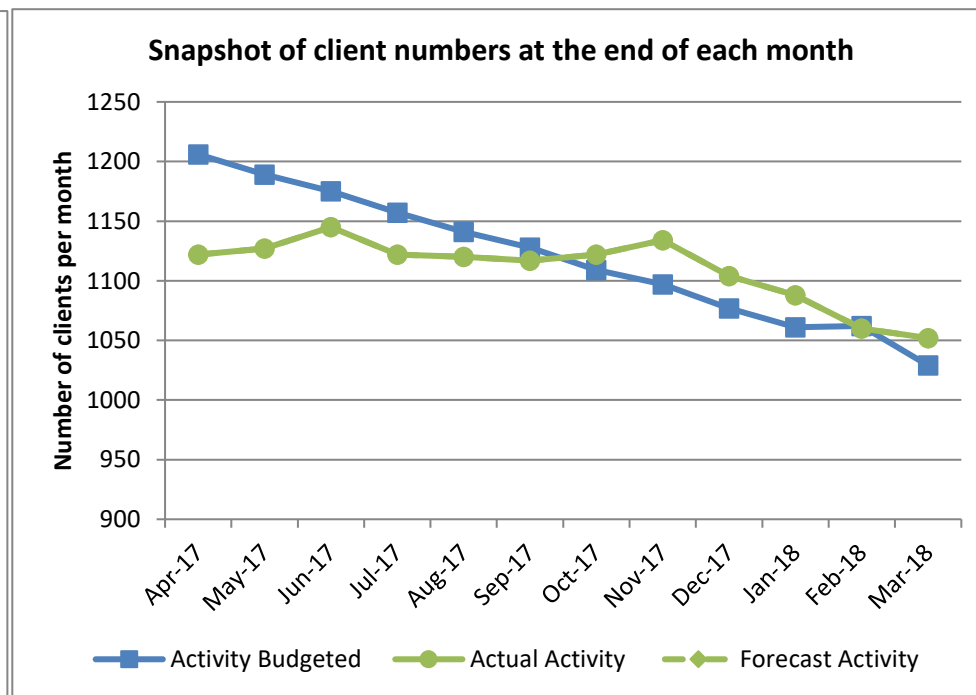
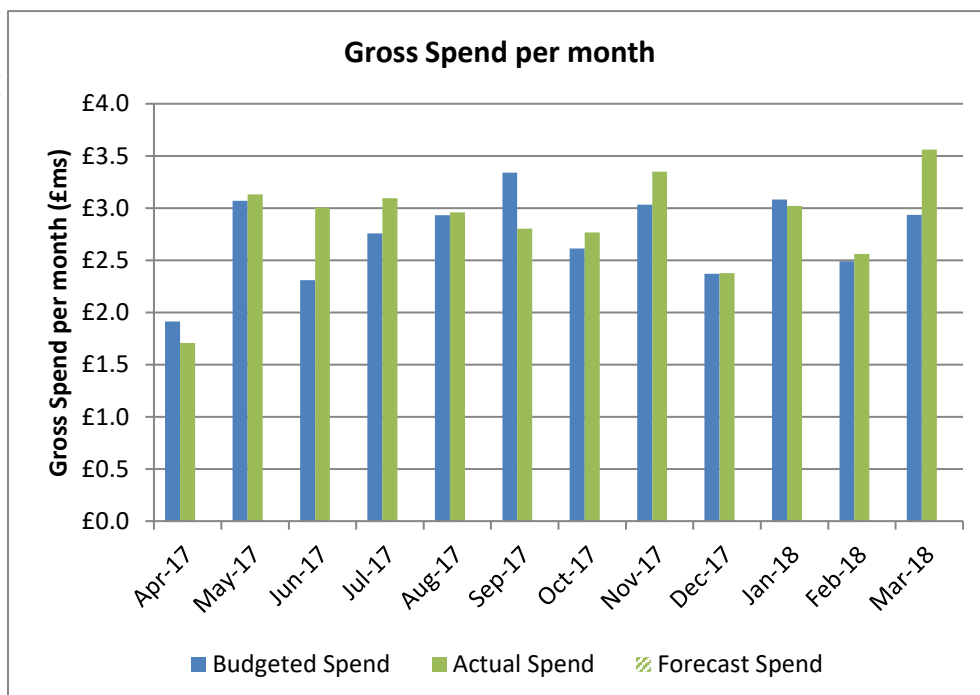
2017-18 Forecast	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£32.8	-£17.4	£15.4	1,029
Outturn	£34.3	-£18.1	£16.2	1,052
Variance	£1.5	-£0.7	£0.8	23

Position as at 31st Mar 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£32.8	1,029
Actual: Spend/Activity Year to Date	£34.3	1,052
Variance as at 31st January 2018	£1.5	23

MAIN REASONS FOR FORECAST VARIANCE:

The gross outturn of +£1.5m is due to higher than anticipated demand (+£0.1m) and higher unit cost (+£1.6m), along with an additional variance of -£0.1m predominately due to net old year spend. This is partly offset by greater than expected income of -£0.7m primarily due to shortfall in service user contributions linked to a higher average contribution per service user (-£0.7m). This leads to a net outturn pressure of +£0.8m.

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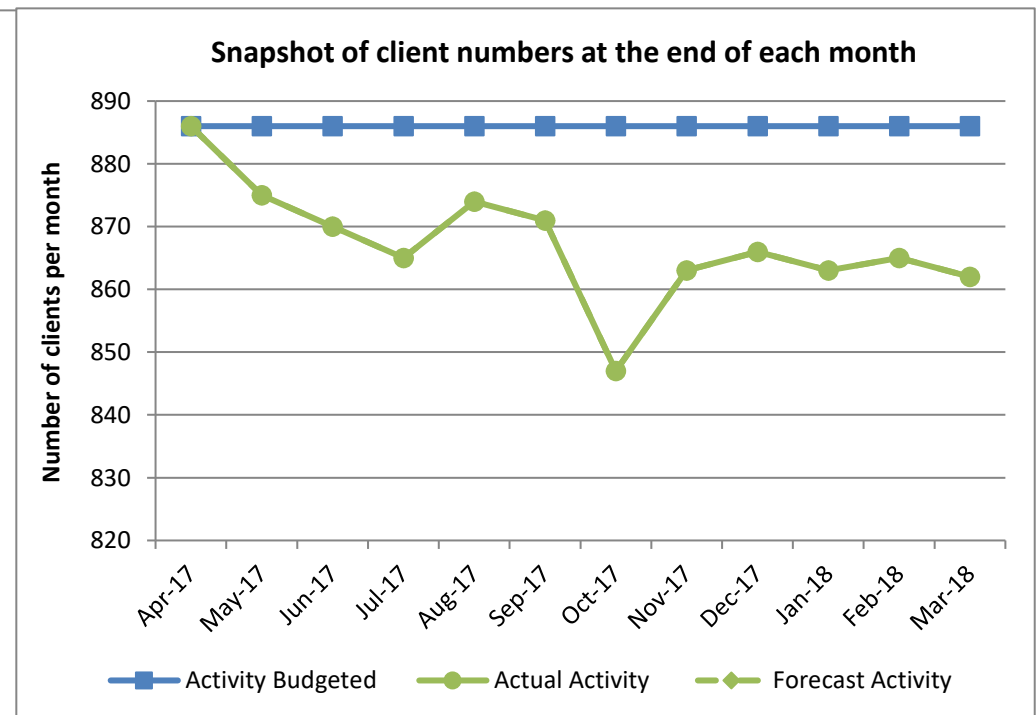
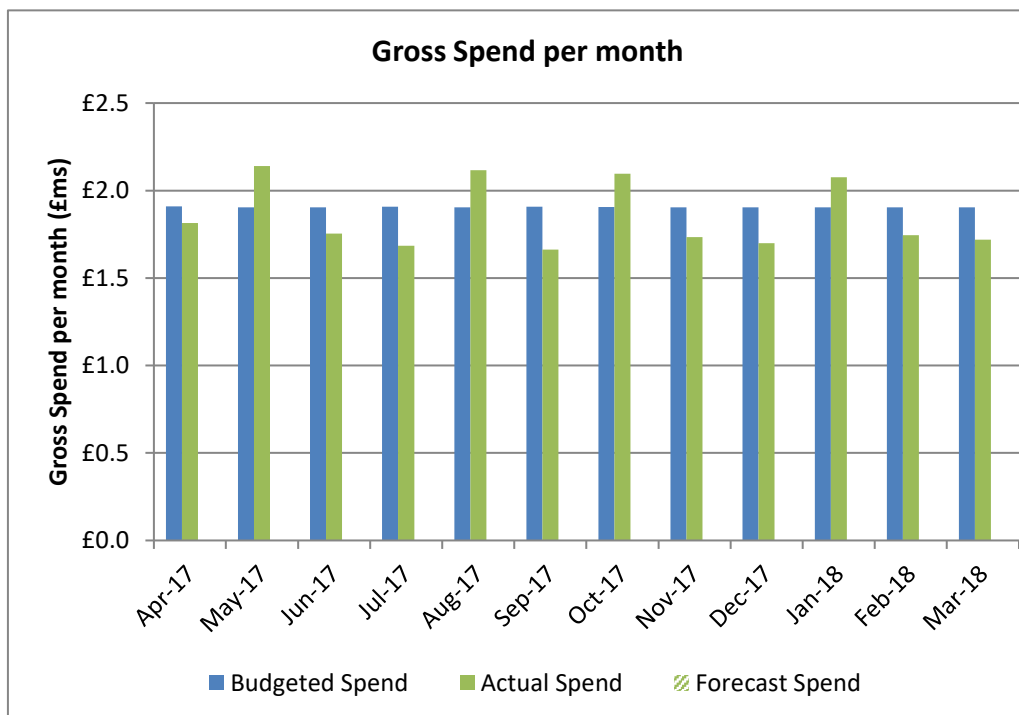
Appendix 4.7: Children in Care (Looked After) - Fostering - In house service

2017-18 Outturn	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£22.8	-£0.3	£22.6	886
Actual	£22.2	-£0.2	£22.1	862
Variance	-£0.6	£0.1	-£0.5	-24

Position as at 31st March 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£22.9	886
Actual: Spend/Activity Year to Date	£22.2	862
Variance as at 31st March 2018	-£0.6	-24

MAIN REASONS FOR VARIANCE:

The gross underspend of -£0.6m is due to a combination of lower than anticipated demand (-£0.3m) and lower unit cost (-£0.3m). This is combined with lower than expected income of +£0.1m to produce a net underspend of -£0.5m.



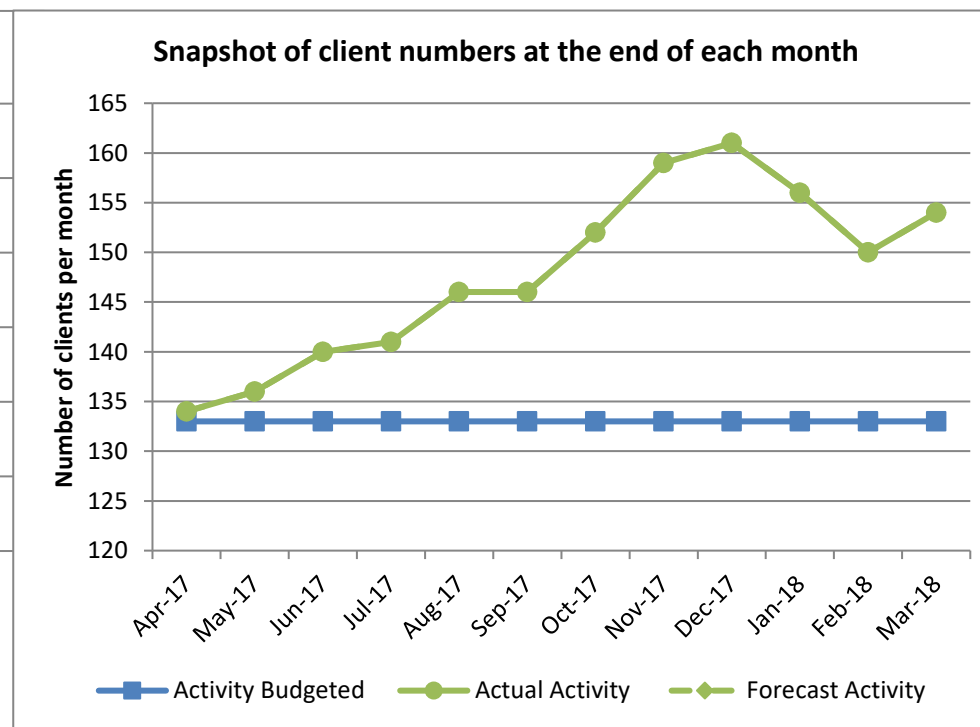
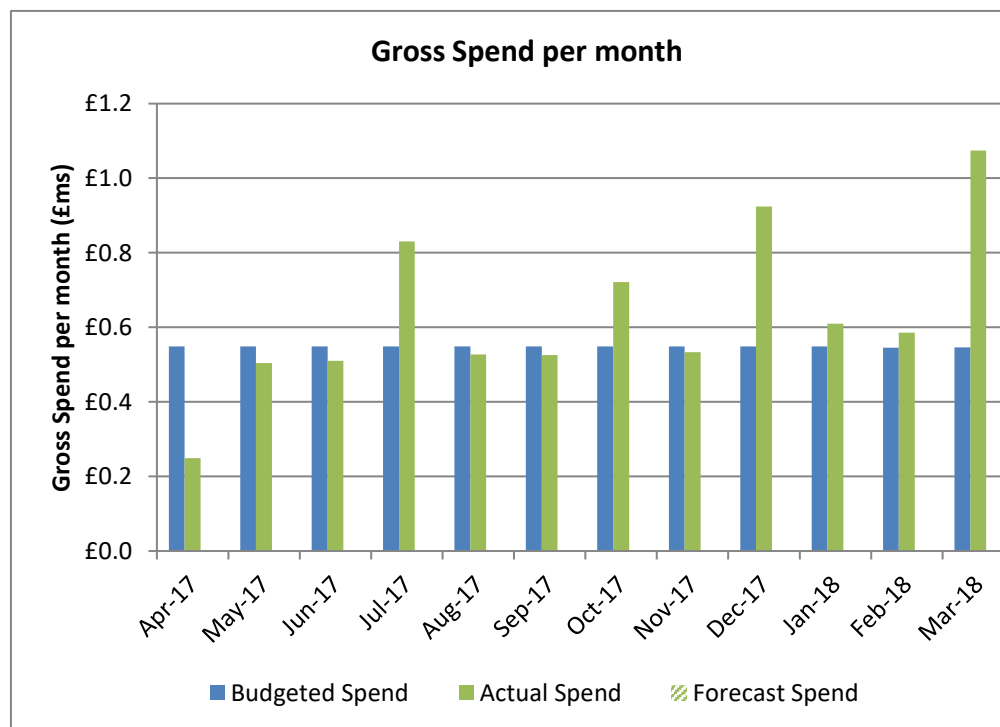
Appendix 4.8: Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

2017-18 Outturn	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£6.6	£0.0	£6.6	133
Actual	£7.6	£0.0	£7.6	154
Variance	£1.0	£0.0	£1.0	21

Position as at 31st March 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£6.6	133
Actual: Spend/Activity Year to Date	£7.6	154
Variance as at 31st March 2018	£1.0	21

MAIN REASONS FOR VARIANCE:

The gross pressure of +£1.0m is due to higher than anticipated demand (+£0.9m) and higher unit cost (+£0.1m).



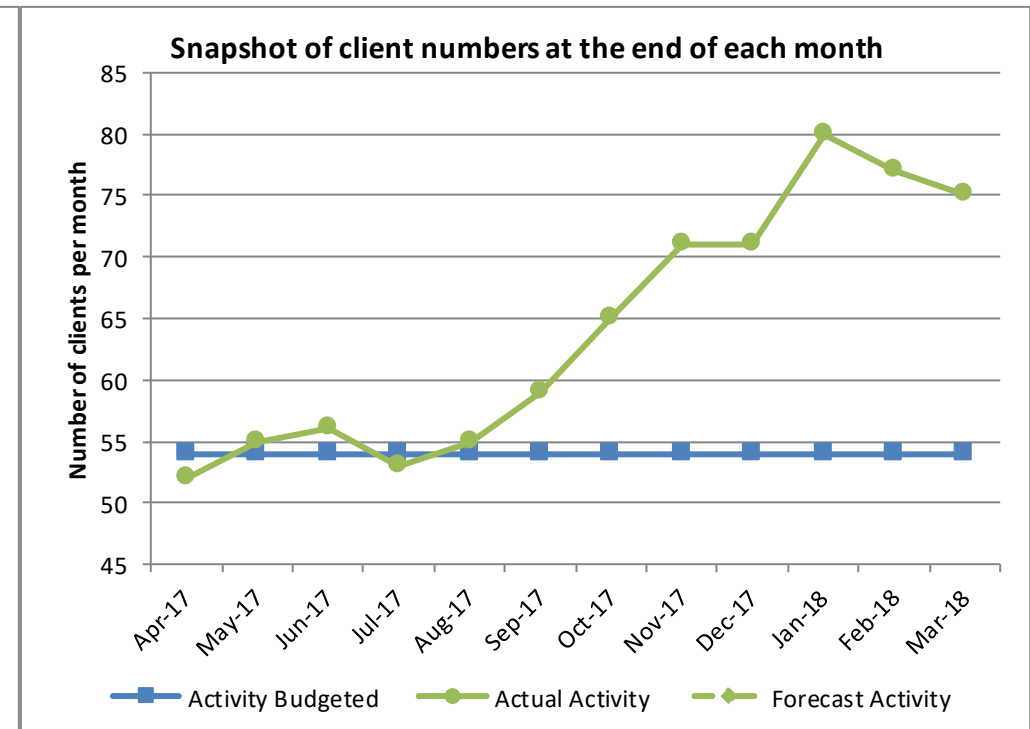
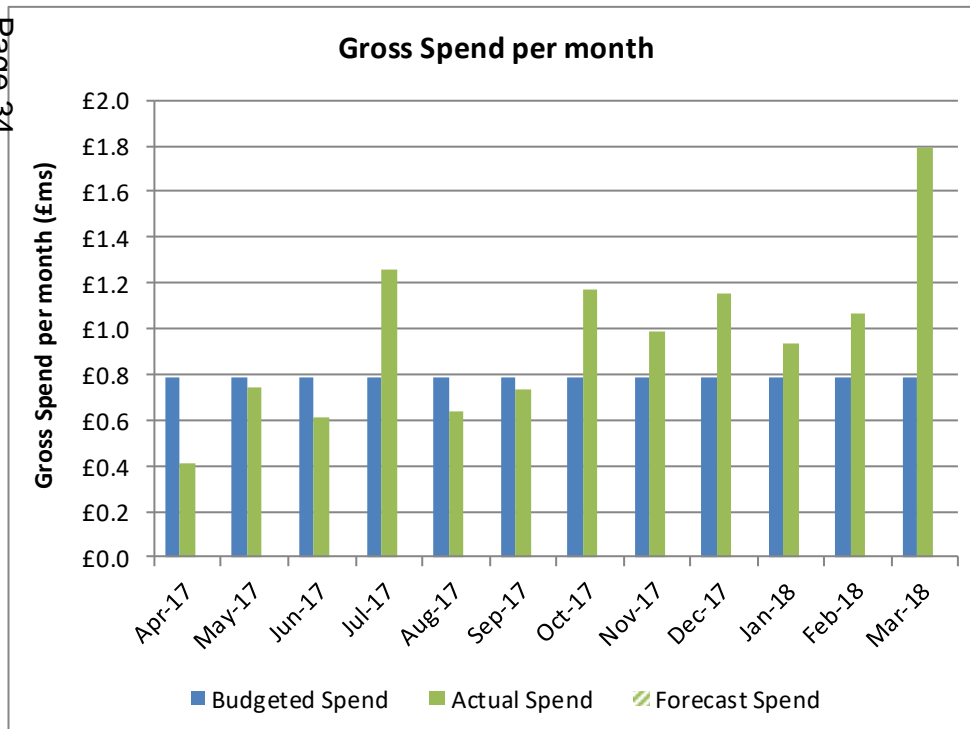
Appendix 4.9: Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

2017-18 Outturn	Gross £m	Income £m	Net £m	Client Number as at 31/03/2018
Budget	£9.4	-£0.6	£8.8	54
Actual	£11.5	-£0.9	£10.6	75
Variance	£2.1	-£0.3	£1.8	21

Position as at 31st March 2018	Gross £m	Client Number as at 31/03/2018
Budget: Spend/Activity Year to Date	£9.4	54
Actual: Spend/Activity Year to Date	£11.5	75
Variance as at 31st March 2018	£2.1	21

MAIN REASONS FOR VARIANCE:

The gross pressure of +£2.1m is due to a combination of higher unit cost (+£0.4m) and greater than anticipated demand (+£1.3m), along with greater than anticipated placements in Secure Accommodation (+0.3m). This pressure is partly offset by greater than expected income of -£0.3m, primarily due to greater contributions for care costs from Health & Education. This leads to a net overspend of £1.8m.



Appendix 4.10: Assessment Services - Children's Social Care (CSC) staffing

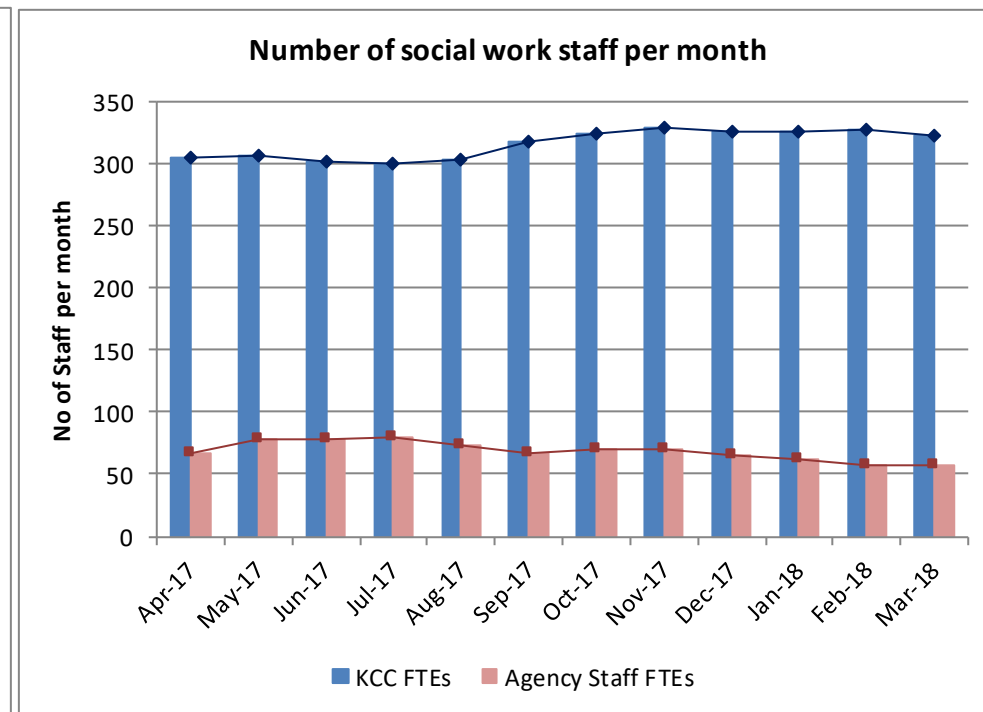
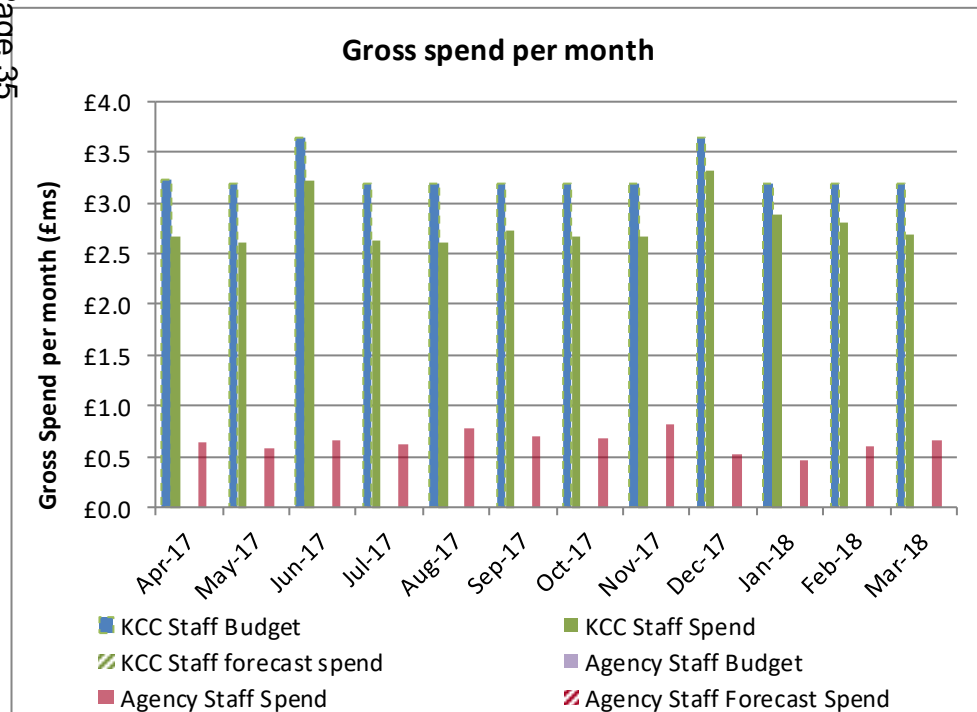
2017-18	KCC	Agency	Gross
Outturn	£m	£m	£m
Budget	£39.2	£0.0	£39.2
Actual	£33.5	£7.7	£41.2
Variance	-£5.8	£7.7	£2.0

as at 31/03/18	KCC	Agency	Gross
	£m	£m	£m
YTD Budget	£39.2	£0.0	£39.2
YTD Spend	£33.5	£7.7	£41.2
YTD Variance	-£5.8	£7.7	£2.0

Staff numbers	KCC	Agency
	FTEs	Nos
as at 31/03/17	307.0	65.4
as at 31/03/18	322.4	57.0
YTD Movement	15.5	-8.4

MAIN REASONS FOR 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 £0.9m net pressure reported against Children's Assessment staffing. The £2.0m staffing pressure identified above is net against -£0.8m additional income, predominately relating to the recharging of the Duty Asylum team to the Asylum service, and a minor underspend on non-staffing -£0.3m to produce the overall £0.9m pressure reported.



Appendix 4.10: Assessment Services - Children's Social Care (CSC) staffing

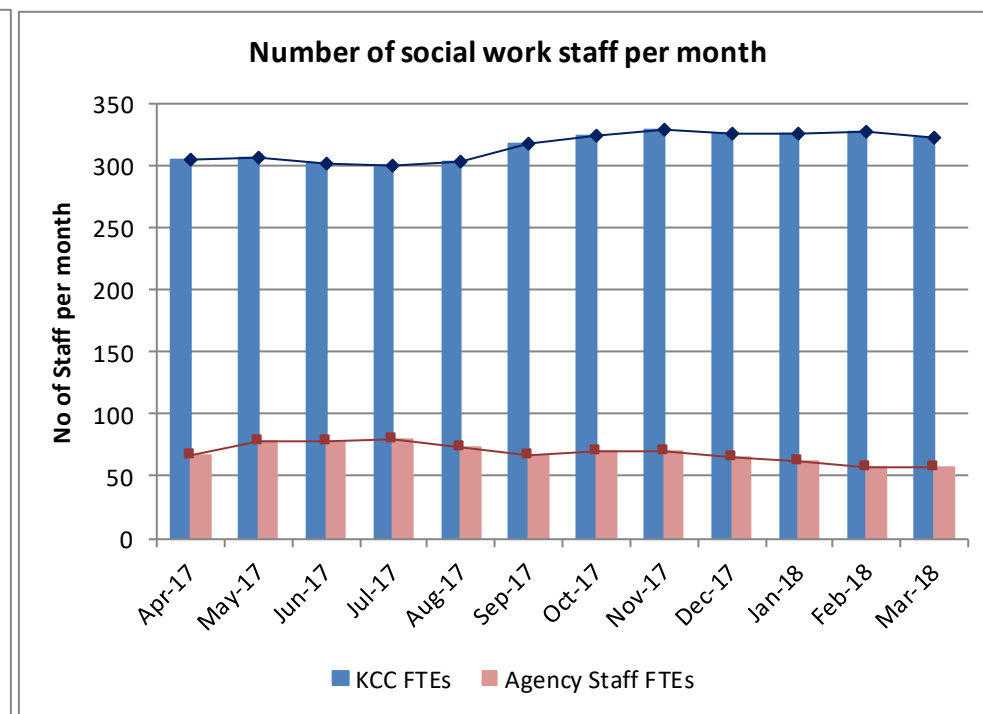
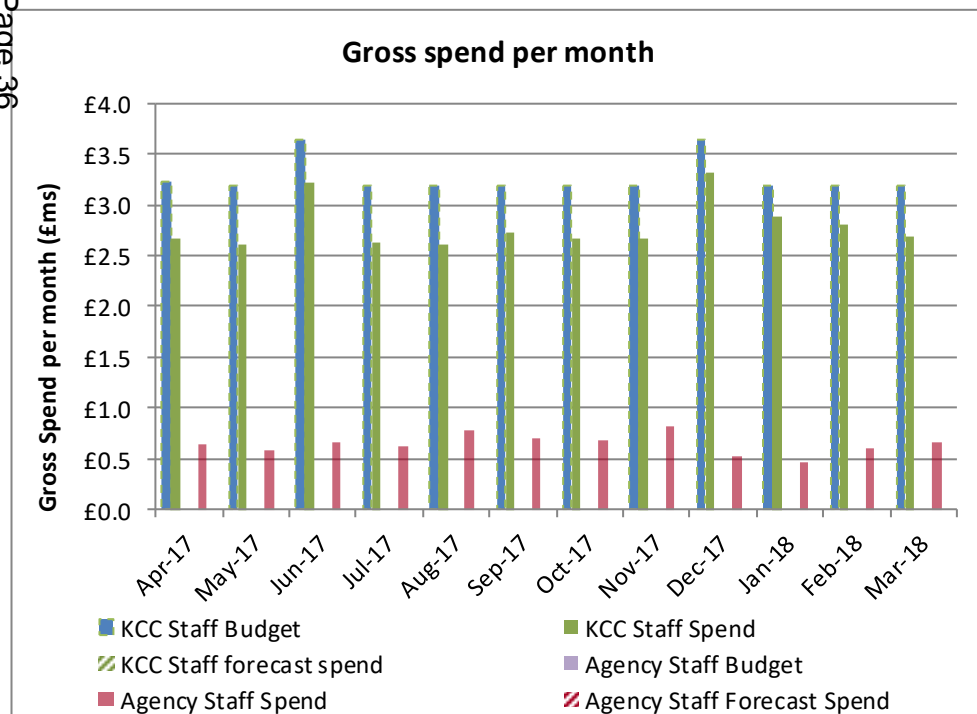
2017-18 Outturn	KCC £m	Agency £m	Gross £m
Budget	£39.2	£0.0	£39.2
Actual	£33.5	£7.7	£41.2
Variance	-£5.8	£7.7	£2.0

as at 31/03/18	KCC £m	Agency £m	Gross £m
YTD Budget	£39.2	£0.0	£39.2
YTD Spend	£33.5	£7.7	£41.2
YTD Variance	-£5.8	£7.7	£2.0

Staff numbers	KCC FTEs	Agency Nos
as at 31/03/17	307.0	65.4
as at 31/03/18	322.4	57.0
YTD Movement	15.5	-8.4

MAIN REASONS FOR 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 £0.9m net pressure reported against Children's Assessment staffing in Appendix 1. The £2.0m staffing pressure identified above is net against -£0.8m additional income, predominately relating to the recharging of the Duty Asylum team to the Asylum service, and a minor underspend on non-staffing -£0.3m to produce the overall £0.9m pressure reported.

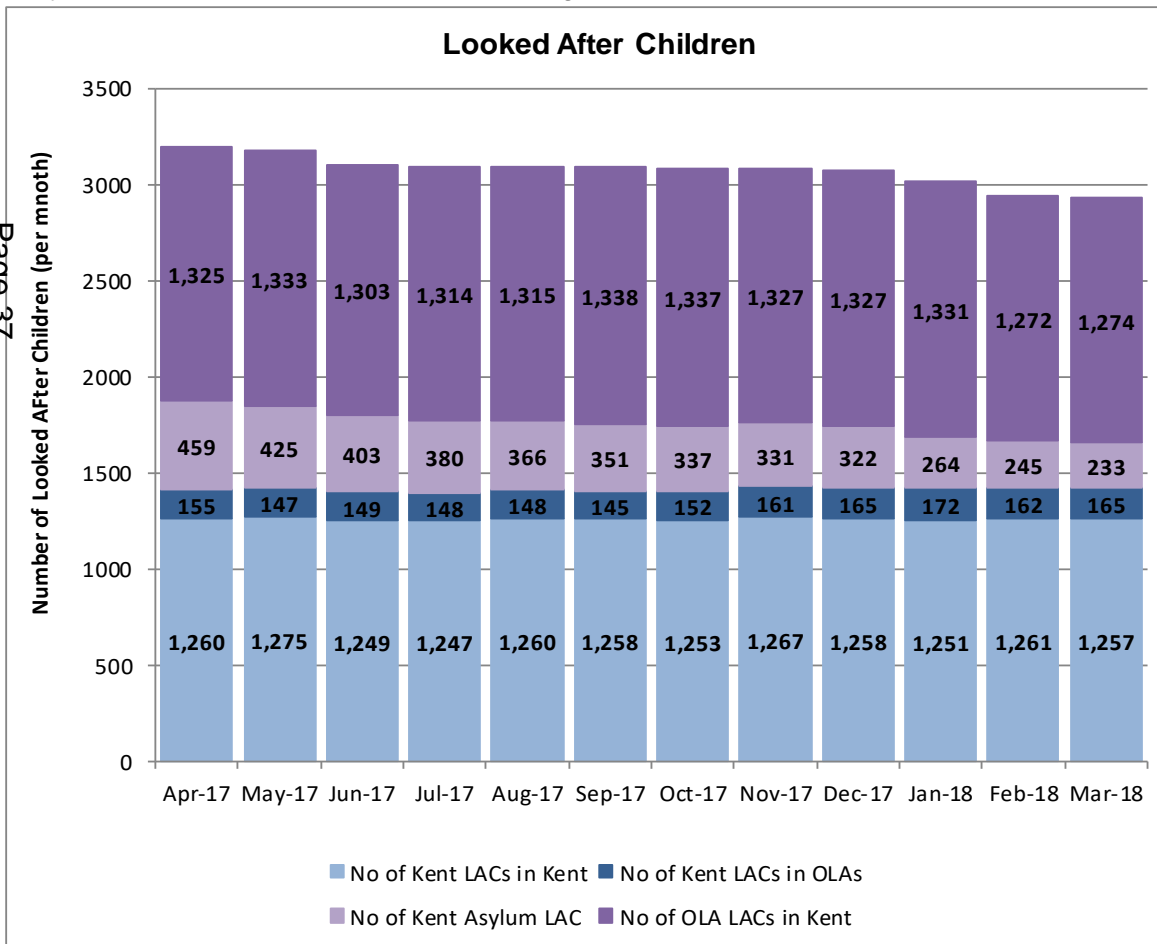


Appendix 4.11: Number of Looked After Children and Number of Special Guardianship Orders (SGOs) with Costs

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 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.



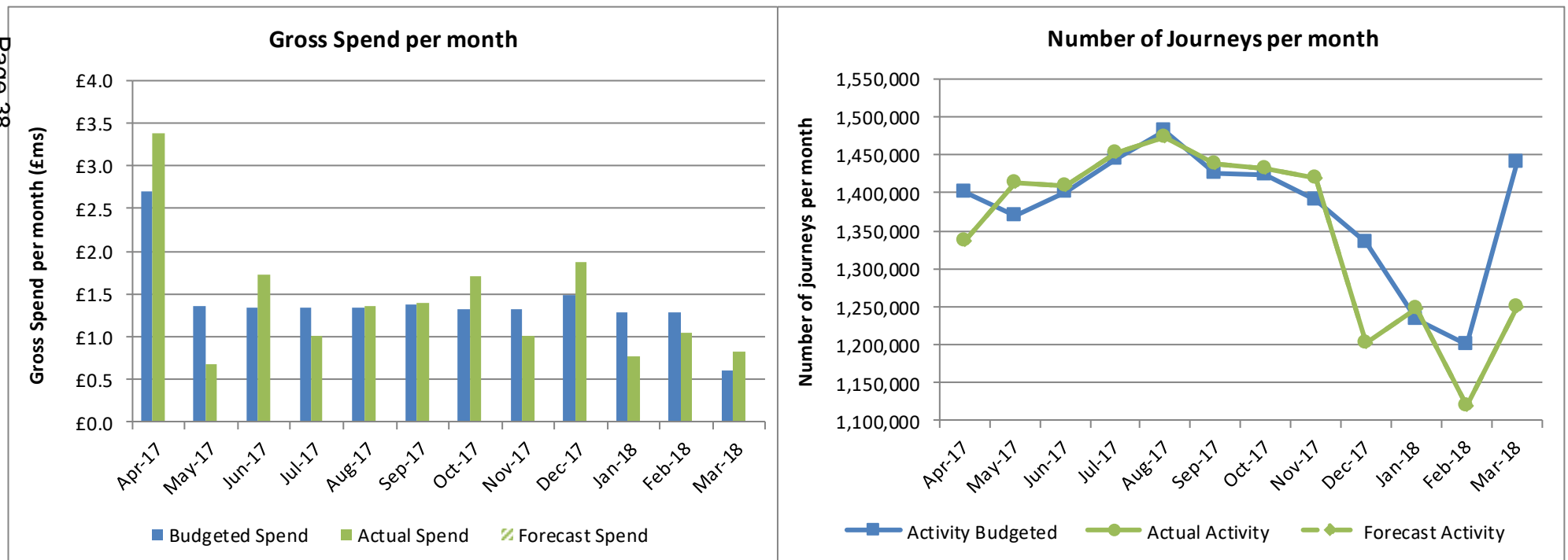
Appendix 4.12: Transport Services - Concessionary fares

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	£16.8	16,194,226
Variance	£0.0	-£0.0	£0.0	-347,774

Position as at 31st March 2018	Gross £m	No of journeys to 31/03/2018
Budget: Spend/Activity Year to Date	£16.8	16,542,000
Actual: Spend/Activity Year to Date	£16.8	16,194,226
Variance as at 31st Mar 2018	£0.0	-347,774

MAIN REASONS FOR FORECAST VARIANCE:

There is no cost variance against the budget as an overspend resulting from a slightly higher unit cost (+£0.3m) is offset by a reduction in demand (-£0.3m).



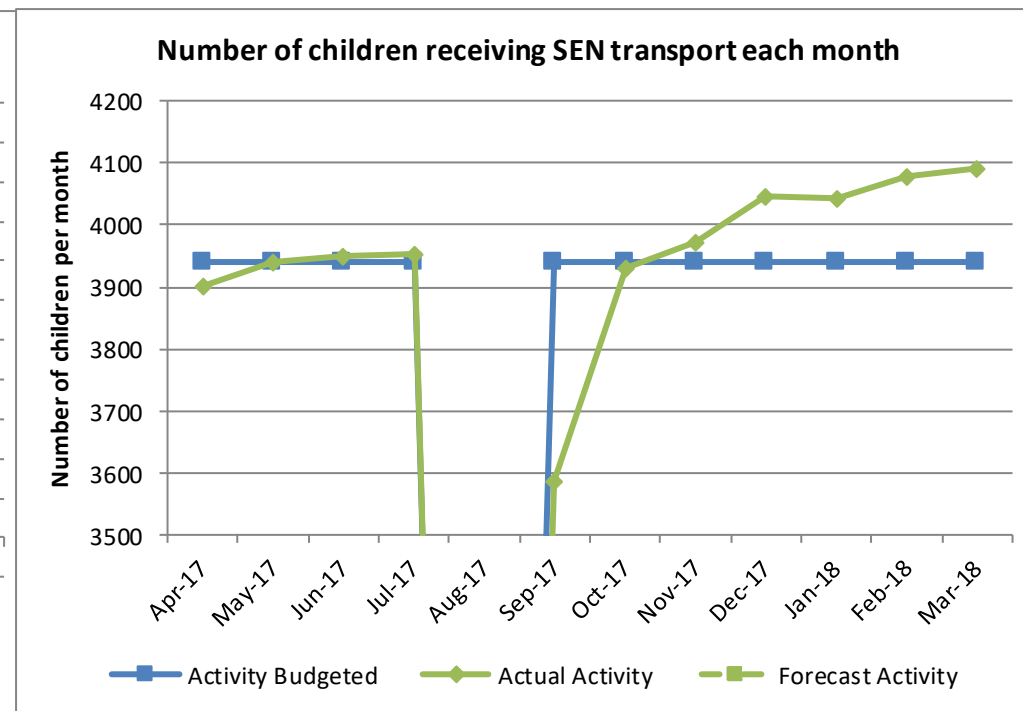
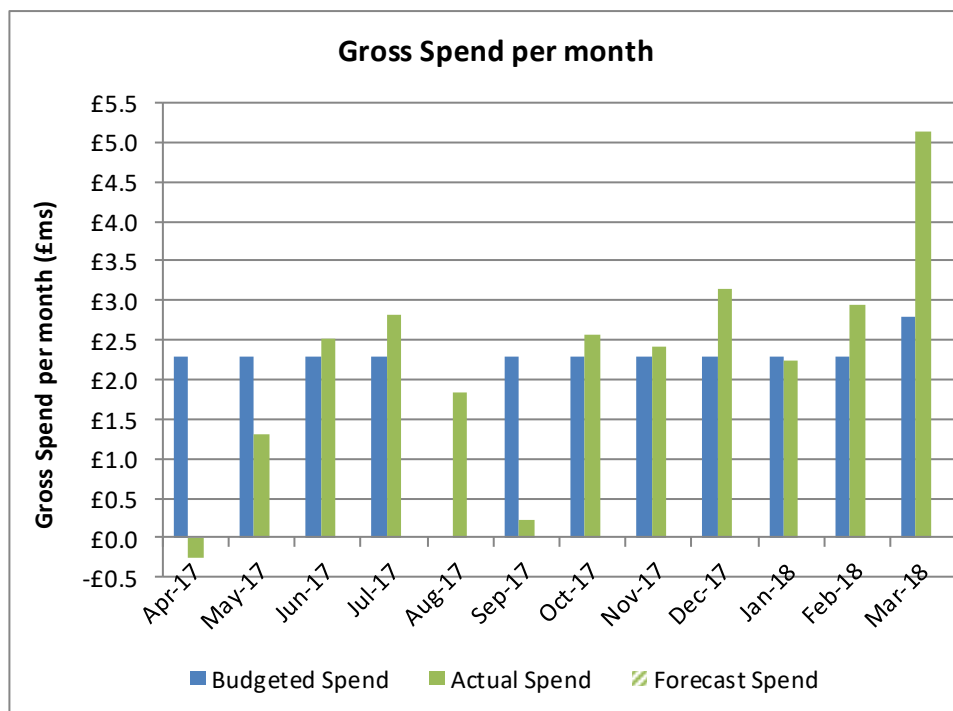
Appendix 4.13: Transport Services - Home to School / College Transport (Special Education Needs)

2017-18 Outturn	Gross £m	Income £m	Net £m	No of pupils as at 31/03/2018
Budget	£25.8	-£0.8	£25.0	3,941
Actual	£26.9	-£1.1	£25.8	4,090
Variance	£1.1	-£0.3	£0.9	149

Position as at 31st March 2018	Gross £m	No of pupils as at 31/03/2018
Budget: Spend/Activity Year to Date	£25.8	3,941
Actual: Spend/Activity Year to Date	£26.9	4,090
Variance as at 31st March 2018	£1.1	149

MAIN REASONS FOR VARIANCE:

Higher than expected pupil numbers and an increased cost of journeys has led to a +£0.4m overspend on home to school special educational needs transport. This combined with a +£0.6m overspend on home to college transport and a +0.1m overspend on the remaining budget lines results in an overall gross overspend of £1.1m for Special Education Needs Transport.



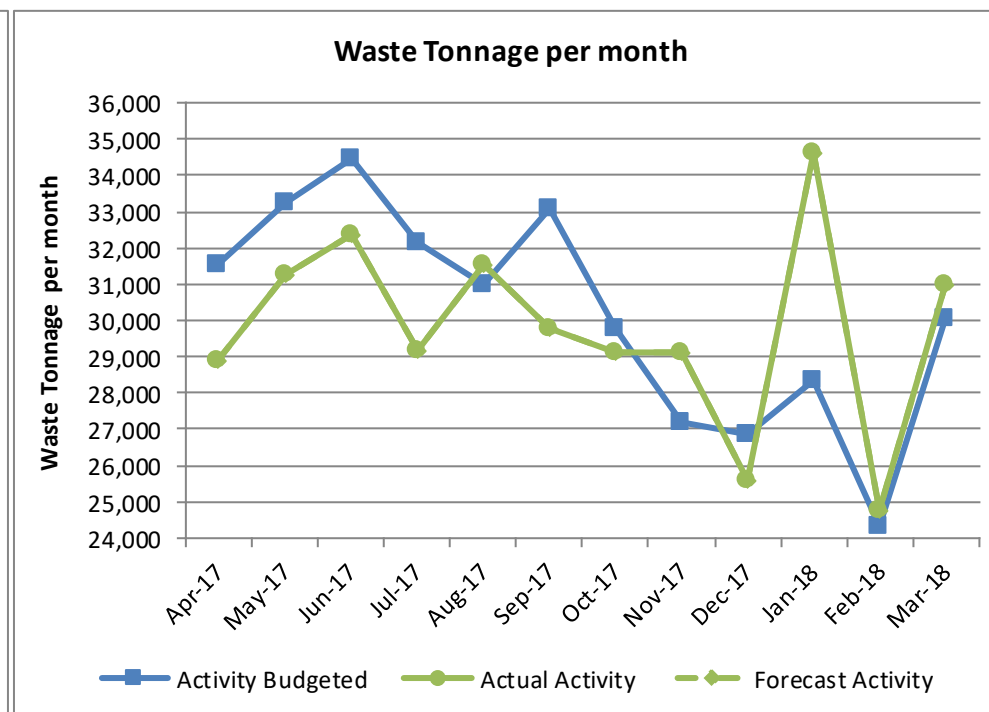
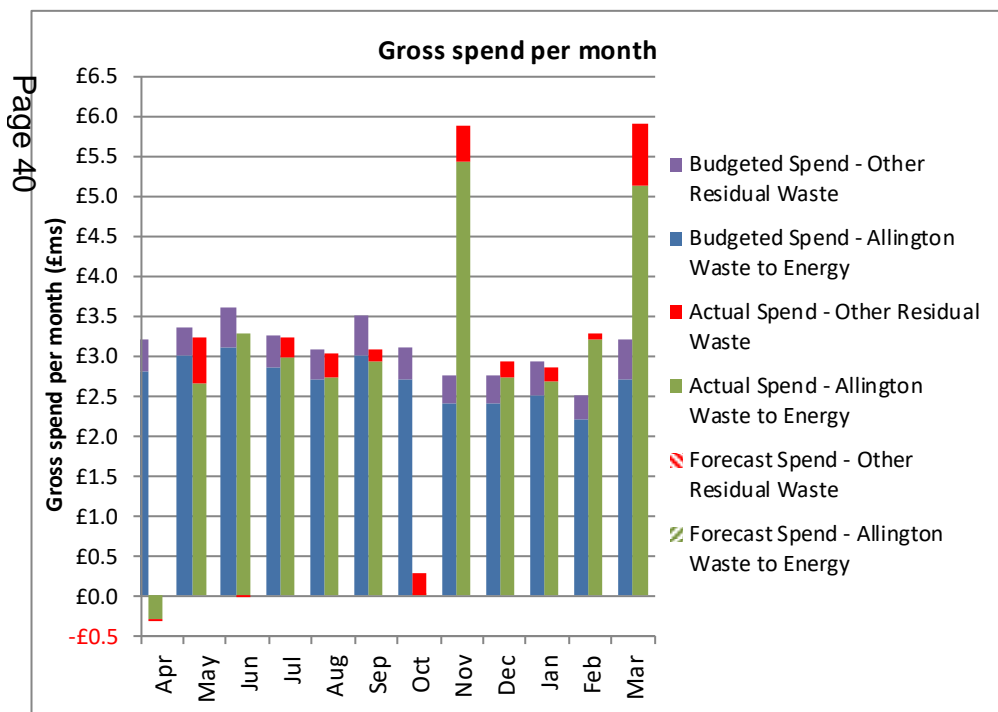
Appendix 4.14: Treatment and disposal of residual waste

2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£37.4	£0.0	£37.4	
Actual	£37.4	-£0.7	£36.7	357,333
Variance	£0.1	-£0.7	-£0.7	357,333

Position as at 31st March 2018	Gross £m	Waste Tonnage to 31/03/2018
Budget: Spend/Activity Year to Date	£37.4	362,047
Actual: Spend/Activity Year to Date	£36.7	357,333
Variance as at 31st March 2018	-£0.7	-4,714

MAIN REASONS FOR FORECAST VARIANCE:

The overspend on gross expenditure of +£0.1m is due to a price variance (+£0.4m) plus other variances (+£0.3m), namely clinical waste and Medway Authority Cross Boundary Charges, offset by a volume variance (-£0.6m). This overspend is offset by higher than expected income (-£0.7m), mainly from trade waste, leading to a net saving of (-£0.7m).



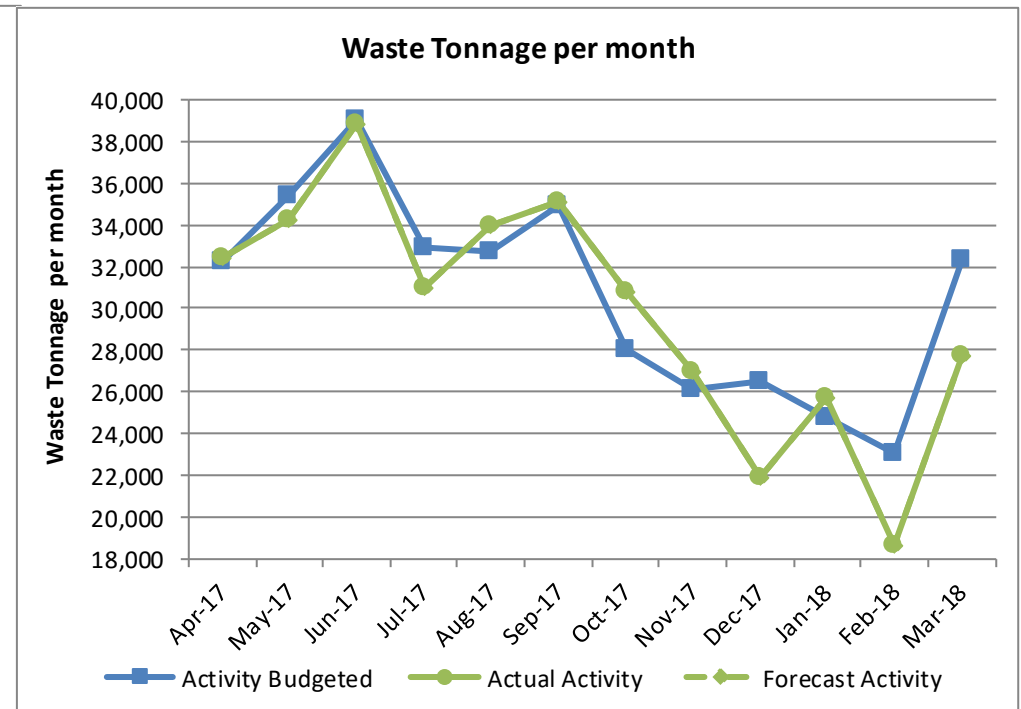
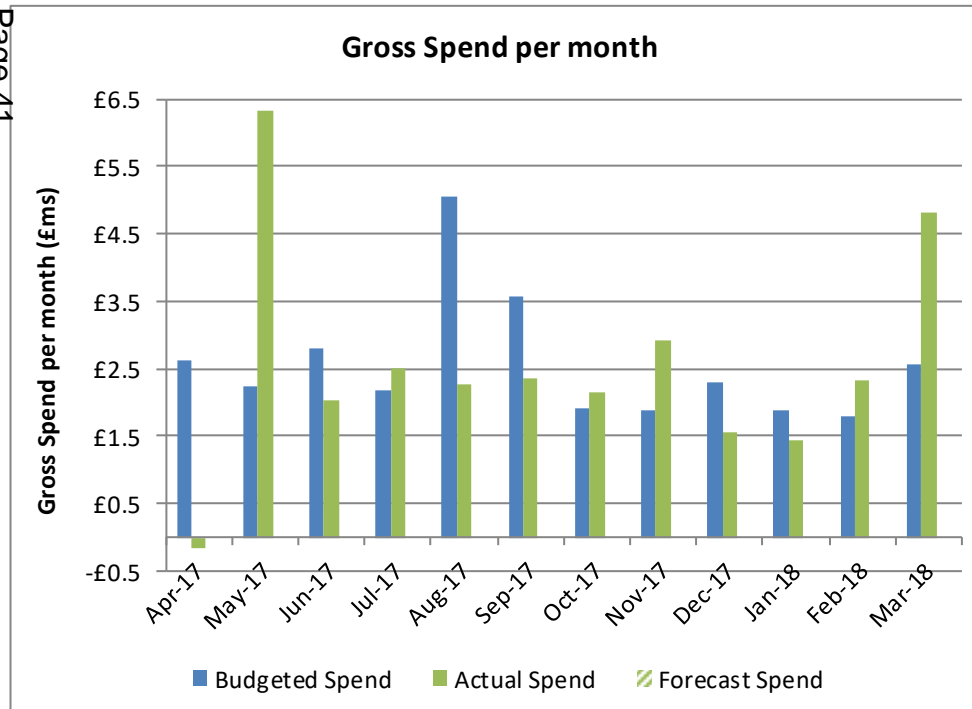
Appendix 4.15: Waste Processing

2017-18 Forecast	Gross £m	Income £m	Net £m	Waste Tonnage to 31/03/2018
Budget	£30.8	-£1.9	£28.9	368,245
Actual	£30.6	-£1.4	£29.1	357,400
Variance	-£0.2	£0.4	£0.2	-10,845

Position as at 31st March 2018	Gross £m	Waste Tonnage to 31/03/2018
Budget: Spend/Activity Year to Date	£30.8	368,245
Actual: Spend/Activity Year to Date	£30.6	357,400
Variance as at 31st March 2018	-£0.2	-10,845

MAIN REASONS FOR FORECAST VARIANCE:

Within gross expenditure there is a tonnage volume variance of -2,141 tonnes. Of this an overspend on Composting contracts (+£0.3m) is offset by reduced tonnage for recycling credits (-£0.3m). In addition there is a tonnage price variance (-£0.3m) primarily for Soil/Hardcore and Mechanical Sweepings where contracts have been successfully retendered offset by other minor gross variances (+£0.1m). There is a shortfall in income resulting from a reduction of -8,706 tonnes (+£0.4m). Variations in tonnes may not always impact on the financial position as not all changes in waste types attract an additional cost.



Appendix 4.16: All Staffing Budgets (excluding schools)

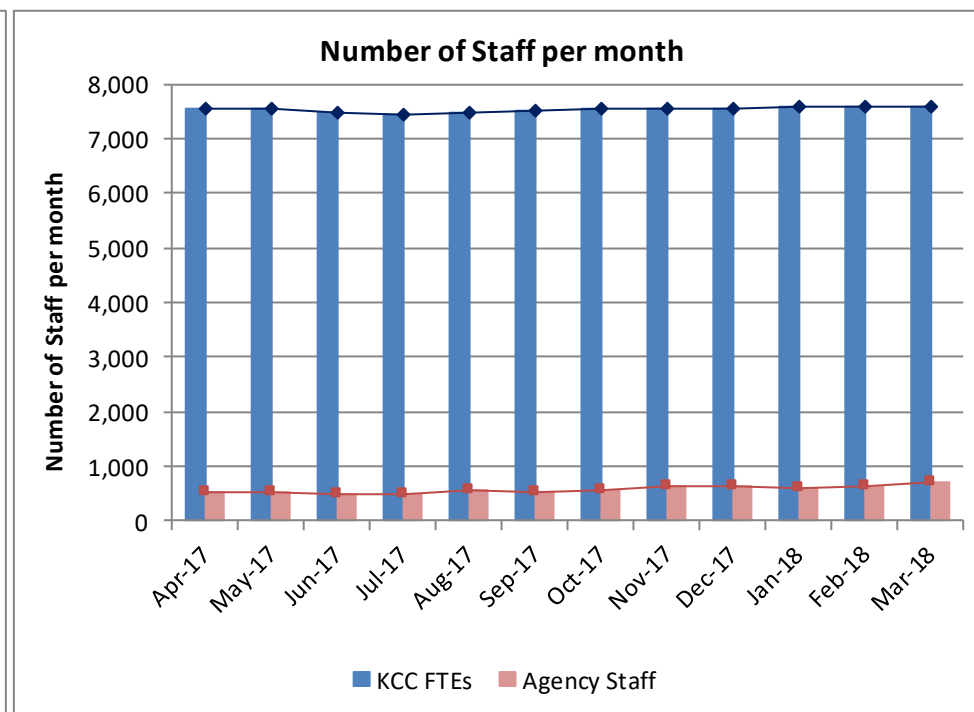
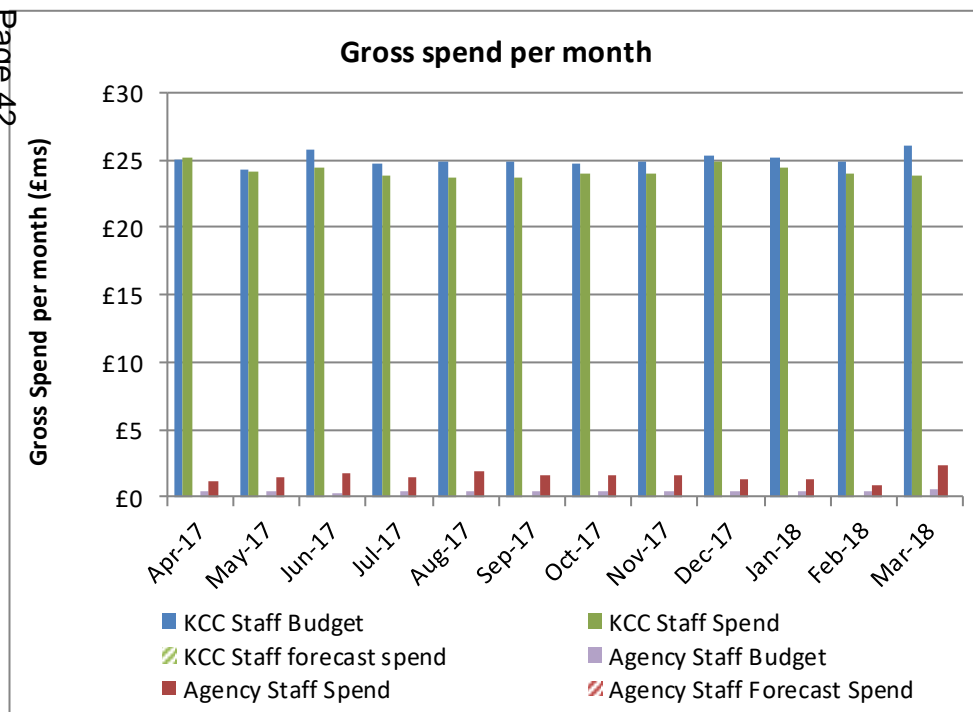
2017-18 Outturn	KCC £m	Agency £m	Gross £m
Budget	£300.9	£5.1	£306.0
Outturn	£290.2	£18.5	£308.6
Variance	-£10.7	£13.4	£2.7

as at 31 March 2018	KCC £m	Agency £m	Gross £m
YTD Budget	£300.8	£5.1	£305.9
YTD Spend	£290.2	£18.5	£308.6
YTD Variance	-£10.6	£13.4	£2.8

Staff numbers	KCC FTEs	Agency Nos
as at 31 Mar 2017	7,609.36	445
as at 31 March 2018	7,564.13	687
Annual Movement	-45.23	242

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



Appendix 2.16: All Staffing Budgets (excluding schools)

2017-18 Outturn	KCC £m	Agency £m	Gross £m
Budget	£300.9	£5.1	£306.0
Outturn	£290.2	£18.5	£308.6
Variance	-£10.7	£13.4	£2.7

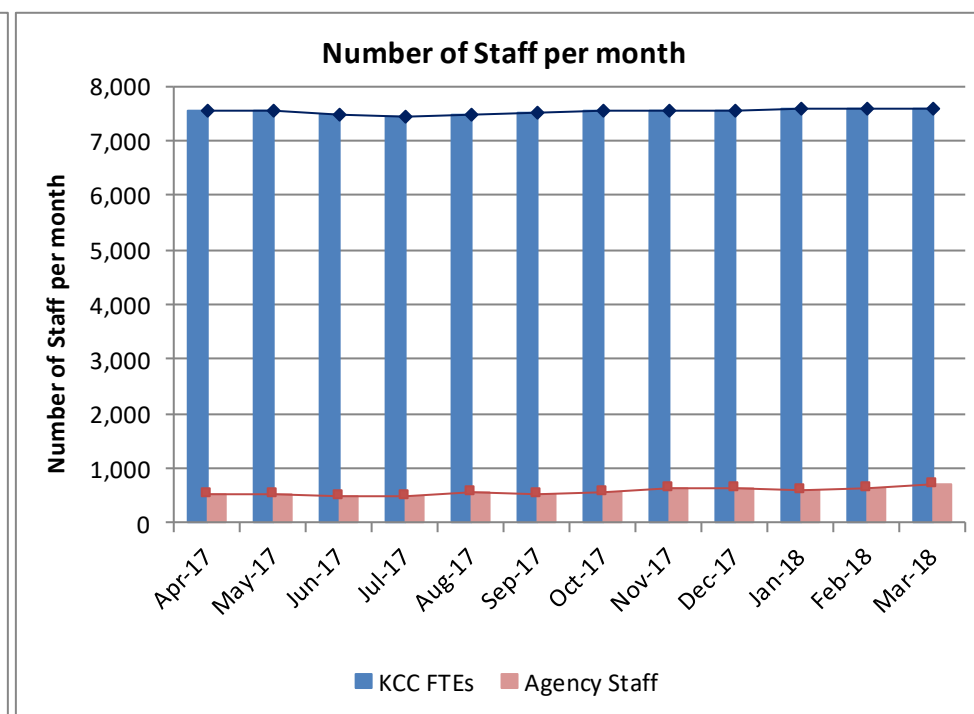
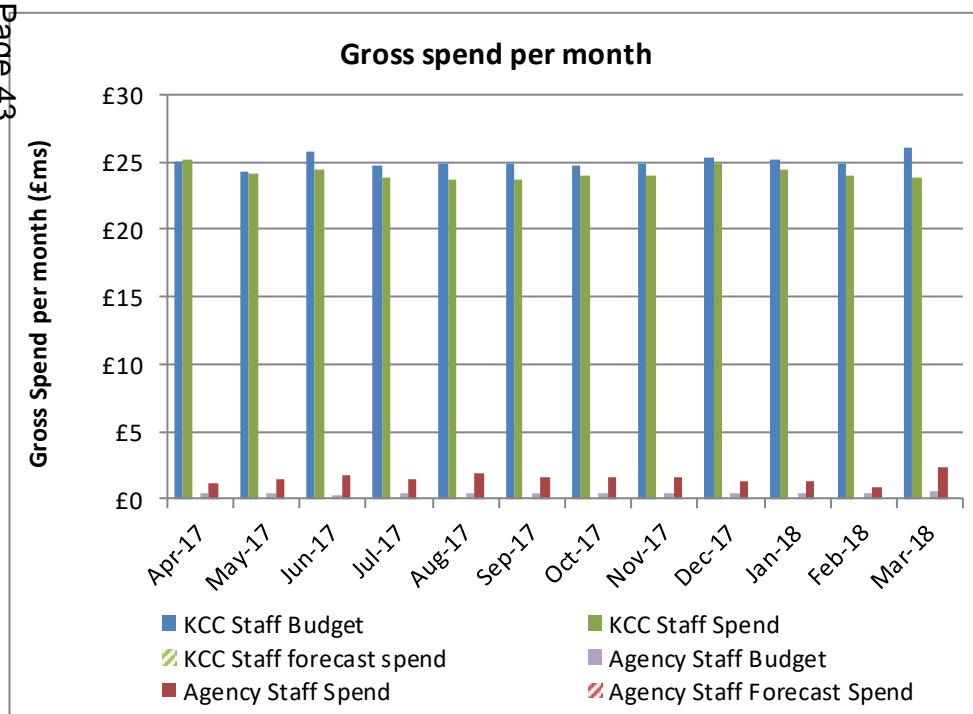
as at 31 March 2018	KCC £m	Agency £m	Gross £m
YTD Budget	£300.8	£5.1	£305.9
YTD Spend	£290.2	£18.5	£308.6
YTD Variance	-£10.6	£13.4	£2.8

Staff numbers	KCC FTEs	Agency Nos
as at 31 Mar 2017	7,609.36	445
as at 31 March 2018	7,564.13	687
Annual Movement	-45.23	242

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.

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Unaccompanied Asylum Seeking Children (UASC)**1. Outturn position compared to budget by age category**

The outturn position is a pressure of £1.2m as detailed below:

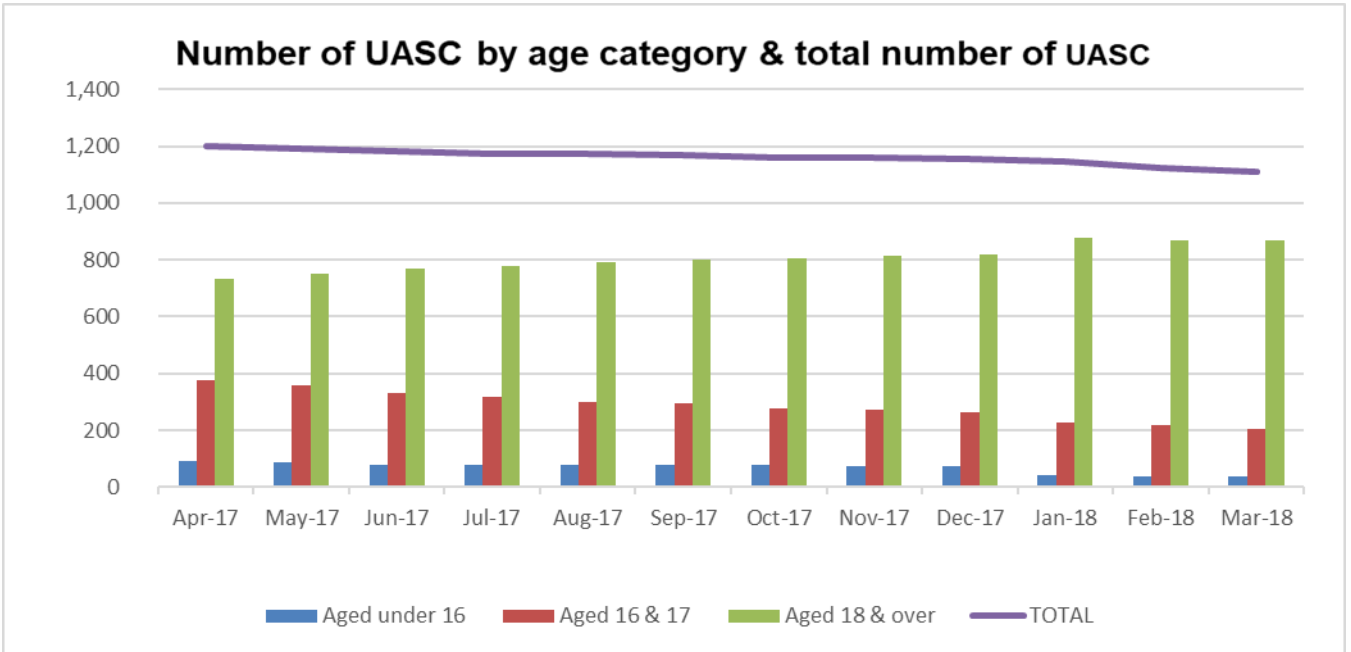
Outturn 2017-18	Cash Limit			Forecast Variance		
	Gross	Income	Net	Gross	Income	Net
	£m	£m	£m	£m	£m	£m
Aged under 16	4.4	-4.4	0.0	-1.7	1.1	-0.6
Aged 16 & 17	10.5	-10.5	0.0	1.05	-0.75	0.3
Aged 18 & over (care leavers)	9.30	-8.7	0.6	-0.2	1.7	1.5
	24.2	-23.6	0.6	-0.9	2.1	1.2

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. Position compared to budget by age category

The outturn position is an overspend of £1.0m as detailed below:

	Aged under 16	Aged 16 & 17	Aged 18 & over	TOTAL
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
Feb-18	39	216	869	1,124
Mar-18	39	203	869	1,111



The number of Asylum LAC shown in Appendix 4.11 (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.

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	1,222	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
February	918	12	206	41	1,124	53
March	900	13	211	41	1,111	54

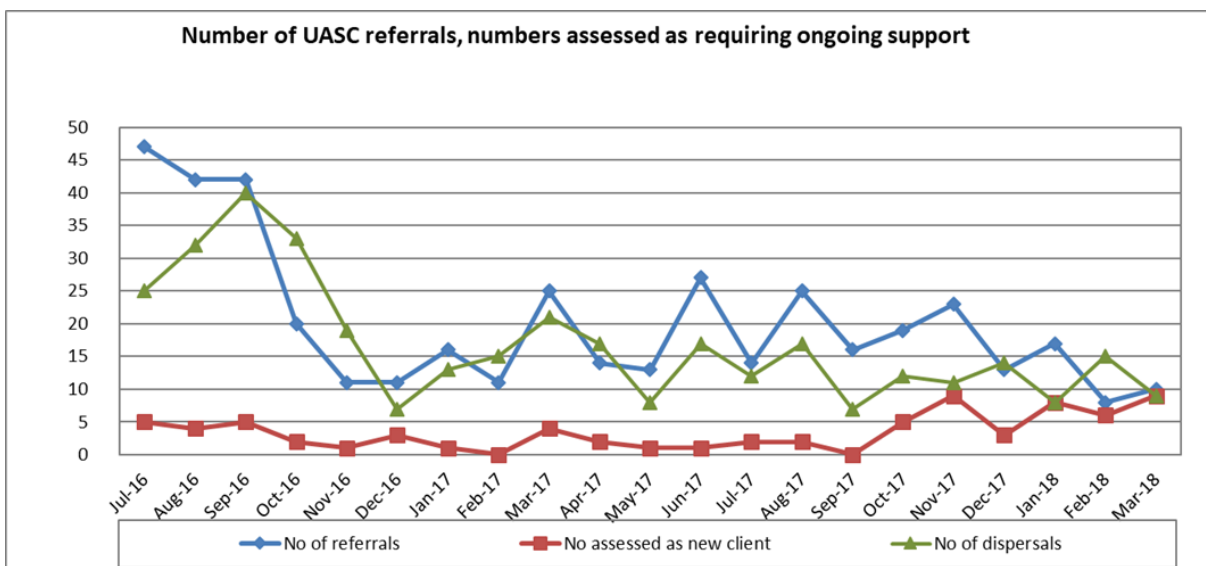
Eligible Clients are those who do meet the Home Office grant rules criteria. Appeal Rights Exhausted (ARE) clients are eligible for the first 13 weeks providing a human rights assessment is completed. There is a sharp rise in the number of new ARE clients within the 13 weeks of service in August 2017, 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 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, peaking in January 2018, however, Human Rights Assessments are expected to continue to reduce 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	27	1	4%	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	9	39%	11
Dec-17	13	3	23%	14
Jan-18	17	8	47%	8
Feb-18	8	6	75%	15
Mar-18	10	9	90%	9

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 January, while the June 2017 referrals have increased by 1.



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

In total there have been 352 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
Feb-18	15	0	15
Mar-18	9	0	9

2017-18 RESERVES PROVISIONAL OUTTURN POSITION

1. The table below reflects the impact of the provisional outturn and activity for 2017-18 on our revenue reserves. These are provisional figures and are subject to change during the final stages of the closing of accounts process.

Account	Balance at 31/3/17	Provisional Balance at 31/3/18	Movement
	£m	£m	£m
General Fund balance	36.7	36.9	+0.2
Earmarked Reserves	163.2	162.2	-1.0
Surplus on Trading Accounts *	-	0.2	+0.2
Schools Reserves **	28.3	30.0	+1.7

* The surplus on Trading Accounts relates entirely to Commercial Services.

** Schools reserves include both the delegated schools reserves and the unallocated schools budget. Details of the reasons for the movement in schools reserves are provided in [section 3.7 of the main report](#).

2. The General Fund balance is made up of KCC General Reserves and Commercial Services General Reserves as shown below:

General Fund Balance	Balance at 31/3/17	Provisional Balance at 31/3/17	Movement
	£m	£m	£m
Kent County Council	37.2	37.2	-
Commercial Services	-0.5	-0.2	+0.2
	36.7	36.9	+0.2

3. The provisional movement of £1.0m in earmarked reserves since 31 March 2017 is shown in the below:

	Balance at 1 April 2017	Movement	Balance at 31 Mar 2018
	£'000	£'000	£'000
Other Earmarked Reserves			
VPE reserve	-14,527	-1,726	-16,253
Special funds	-688	130	-558
Kings Hill development smoothing reserve	-3,016	509	-2,507
Swanscombe School PFI equalisation reserve	-1,001	17	-984
Six schools PFI	-776	462	-314
Three schools PFI	-9,914	7,978	-1,936
Excellent Homes for All PFI	-2,542	94	-2,448
Westview/Westbrook PFI equalisation reserve	-3,455	-225	-3,680
Better Homes Active Lives PFI equalisation reserve	-3,216	-100	-3,316
Responding to Government Deficit Reduction reserve	-7,670	-1,330	-9,000
Corporate Reserve for Social Care Funding Issues	-7,552	0	-7,552
Payments reserve	-3,594	-341	-3,935
Council Tax Equalisation reserve	-11,539	901	-10,638
Public Health reserve	-3,825	191	-3,634
External Funding Pump Priming reserve	-513	31	-482
Rolling budget reserve	-11,627	-19,425	-31,052
Emergency Conditions reserve	-1,983	1,144	-839
Safety Camera Partnership reserve	-1,199	448	-751
Elections reserve	-1,593	1,437	-156
Dilapidations reserve	-3,318	15	-3,303
Modernisation of the Council (formerly Workforce Reduction) reserve	-11,158	578	-10,580
IT Asset Maintenance reserve	-6,648	4,053	-2,595
Earmarked reserve to support future year's budget	-12,881	6,199	-6,682
Prudential Equalisation reserve	-9,744	150	-9,594
Dedicated Schools Grant - Central Expenditure	0	0	0
Turner Contemporary Investment reserve	-958	200	-758
Kent Lane Rental Scheme reserve	-2,054	359	-1,695
Public Inquiries reserve	-527	43	-484
Facilities Management reserve	0	-668	-668
Bus Services Operator Grant	-242	-329	-571
Other	-3,760	234	-3,526
Total	-141,520	1,029	-140,491
Insurance Reserve			
KCC	-13,448	0	-13,448
	-154,968	1,029	-153,939
Commercial Services Earmarked Reserves	-3,233	0	-3,233
EKO	-4,981	0	-4,981
Royal Mail Sorting Office	0	-23	-23
Total Earmarked Reserves	-163,182	1,006	-162,176

2017-18 Outturn Monitoring of Prudential Indicators

1. Estimate of Capital Expenditure (excluding PFI)					
Actuals 2016-17	£238.519m				
Original estimate 2017-18	£261.303m				
Revised estimate 2017-18	£184.865m				
2. Estimate of capital financing requirement (underlying need to borrow for a capital purpose)					
	2016-17	2017-18	2017-18		
	Actual	Original Estimate	Actual		
	£m	£m	£m		
Capital Financing requirement	1,362.394	1,369.445	1,322.493		
Annual increase/reduction in underlying need to	14.135	-2.182	-39.901		
In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.					
3. Estimate of ratio of financing costs to net revenue stream					
Actuals 2016-17	13.41%				
Original estimate 2017-18	13.18%				
Actual 2017-18	12.96%				
4. Operational Boundary for External Debt					
The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management. The operational boundary for debt will not be exceeded in 2017-18.					
a)	Operational boundary for debt relating to KCC assets and activities				
		Prudential Indicator	Position as at 31.03.18		
		£m	£m		
	Borrowing	980	907		
	Other Long Term Liabilities	245	263		
		1,225	1,170		

b)	Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)						
					Prudential Indicator	Position as at 31.03.18	
					£m	£m	
					Borrowing	1,018	943
					Other Long Term Liabilities	245	263
						1,263	1,206
5.	Authorised Limit for External Debt						
	The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the Council. The revised limits for 2017-18 are:						
					Authorised limit for debt relating to KCC assets and activities	Position as at 31.03.18	Authorised limit for total debt managed by KCC
					£m	£m	£m
					Borrowing	1,020	907
					Other long term liabilities	245	263
						1,265	1,170
6.	Compliance with CIPFA Code of Practice for Treasury Management in the Public Sector						
	The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers.						
7.	Upper limits of fixed interest rate and variable rate exposures						
	The Council has determined the following upper limits for 2017-18						
					Fixed interest rate exposure	100%	
					Variable rate exposure	50%	
	These limits have been complied with in 2017-18						

8. Upper limits for maturity structure of borrowings										
					Upper limit	Lower limit	Position as at 31.03.18			
					%	%	%			
Under 12 months					10	0	0.00			
12 months and within 24 months					10	0	4.67			
24 months and within 5 years					15	0	7.26			
5 years and within 10 years					15	0	8.75			
10 years and within 20 years					20	5	11.35			
20 years and within 30 years					25	5	18.98			
30 years and within 40 years					25	10	17.05			
40 years and within 50 years					30	10	28.76			
50 years and within 60 years					30	10	3.18			
9. Upper limit for principal sums invested for periods longer than 364 days										
Indicator		£260m								
Actual		£210.2m								

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

To: Corporate Board – 11 June 2018
 Cabinet – 25 June 2018

Subject: **REVENUE & CAPITAL BUDGET MONITORING REPORT 2018-19**

Classification: Unrestricted

1. **Summary**

- 1.1 This is the first budget monitoring report for 2018-19. This report reflects the position for each of the Directorates based on the major issues arising from the 2017-18 outturn, which is also on the agenda for this meeting. These are issues which were either not addressed in the 2018-19 budget build because they came to light after the 2018-19 budget was set or they are a continuation of pressures/savings that were addressed in the budget but only up to demand levels as at November/December time, when the 2018-19 budget was calculated.
- 1.2 The report provides initial forecasts for both the revenue and capital budgets.
- 1.3 Cabinet is asked to note these initial forecasts. In the light of further government funding reductions in the short to medium term, it is essential that a balanced position is achieved in 2018-19, as any residual pressures rolled forward into 2019-20 will only compound an already challenging 2019-20 budget position. This early forecast revenue pressure of over £10m (a £12m pressure excluding the Financing Items underspend of £2m) is very clearly a concern and needs to be managed down to at least a balanced position. However, it is not unusual for the first forecast of the year to be on the pessimistic side. For comparison, the initial forecast for 2017-18 was a forecast pressure of £8.2m and we ended the year with a “net” underspend of £0.6m; which is also consistent with the position in 2016-17 where we started the year with a pressure of £7.9m and we ended the year with a “net” underspend of £0.6m. That’s not to say that such a significant turnaround can be repeated again this year, especially as the risk of non-delivery of savings increases each year due to the aggregated impact of year on year reductions and the ability to find new areas in which to make savings are becoming fewer. Clearly, much depends on our negotiation with the Home Office, where we will be seeking full reimbursement of the costs of supporting unaccompanied asylum seekers and care leavers.

2. **Recommendations:**

Cabinet is asked to:

- 2.1 **Note** the initial forecast revenue budget monitoring position for 2018-19 and capital budget monitoring position for 2018-19 to 2020-21, and that the forecast pressure on the revenue budget needs to be eliminated as we progress through the year.

Approve the capital virements of £25.436m.

3. **Introduction:**

- 3.1 This is the first budget monitoring report for 2018-19 and contains a high level strategic view of material pressures and savings for each Directorate. Overall the net projected revenue variance for the Council is a pressure of £10.3m. The pressures and savings highlighted in this report are largely informed by the actual activity outturn position at the end of the 2017-18 financial year, and also by each Directorates' initial assessment of the achievability of their 2018-19 savings. In total £50m of saving requirements were included in the approved budget for this year.
- 3.2 The forecasts show the majority of the £50m savings are on track to be delivered; this is a promising position at this stage of the year. The intention remains that where delivery proves to be unlikely, equivalent savings elsewhere within the relevant Directorate will be made as appropriate. As this is the first monitoring report of the year, equivalent saving plans have not yet been sufficiently developed. It is our expectation that once these alternative plans are finalised and agreed then the forecast pressure will reduce. Should alternative offsetting options not be identified within a directorate, then the Corporate Management Team will need to consider how this will be managed on an Authority-wide basis, as we must achieve a balanced position overall, we cannot afford to enter 2019-20 with an underlying problem.
- 3.3 Details of issues faced within the revenue budget are provided in section 4 and those faced within the capital programme are provided in section 5.

4. **2018-19 REVENUE MONITORING POSITION**

- 4.1 A summary of the major forecast revenue pressures and savings, excluding schools, is shown in table 1 below:

Table 1: 2018-19 Revenue Pressures and Savings:

Directorate	£m	Pressure/Saving
Children, Young People and Education	6.6	Pressures relating to Asylum grant shortfall, SEN and other services and unachievable savings
Adult Social Care and Health	3.7	Pressures relating to residential services for children with a disability and unachievable savings mainly relating to transformation
Growth, Environment & Transport	0.8	Pressures relating to emerging issues and 2017-18 savings yet to be delivered
Strategic & Corporate Services	1.5	Pressures on savings for Asset Utilisation and other rephased savings and contract pressures
Strategic & Corporate Services - Public Health	0	A breakeven position is reported.
Financing Items	-2.3	Estimated additional retained BR levy for 17-18 above debtor raised and S31 grant reconciliation for 2017-18.
Total	10.3	

4.2 Children, Young People and Education Directorate:

4.2.1 The initial forecast for Children, Young People and Education Directorate indicates an overall pressure of £6.6m, of which £2.1m relates to the Asylum service.

4.2.2 Education Services & Planning Resources

4.2.2.1 There are a number of pressures from 2017-18 which are expected to continue into 2018-19, including:

- a continual shortfall in the recovery of costs for excepted items (+£0.2m) such as maternity cover, resulting from higher than anticipated demand from schools.
- ongoing school security costs (+£0.3m);
- the installation, hire, and removal of mobile classrooms to support the Basic Need programme (+£0.8m);
- +£0.3m revenue maintenance costs associated with schools are expected to be more than the grant available. This covers both planned maintenance agreements and subsequent resultant work which falls under the Total Facilities Management contracts.

4.2.2.2 There are also emerging pressures on:

- The Education Psychology service (+£0.7m), this is resulting from a combination of increasing use of agency staff to cover staff vacancies, along with a shortfall of income from the need to cease traded activities to focus on increasing statutory workloads.
- +£0.2m general shortfall in traded income for emergency planning.
- +£1.0m support of children with Special Education Needs (SEN). The pressure is resulting from the increasing provision of therapy services, along with higher demand for statutory assessments.
- There is a risk in the deliverability of the £2m Integration saving, due to a delay in the appointment of senior posts. We are continuing to look at short term options but at this stage we only have plans in place to deliver +£1m.

4.2.3 Specialist Children Services – Asylum Seekers:

4.2.3.1 The pressure on the Asylum Service is expected to continue, with an initial estimate of +£2.1m shortfall in grant income based on a number of assumptions. The 2018-19 Unaccompanied Asylum Seeker Children (UASC) and Care Leavers grant rates have not yet been confirmed by the Home Office, therefore they will continue to be paid at the rates agreed for 2017-18. Negotiations continue with the Home Office to recover the shortfall in funding for this service.

4.2.3.2 The main variances for the Asylum service are:

- -£0.4m surplus in grant income from supporting under 16 year olds. This is in line with previous years and is normally used to offset any shortfalls in grant relating to 16-17 year olds and 18+ care leavers.
- +£0.6m shortfall in grant income for supporting 16-17 year olds. There is still a number of children placed in higher cost placements that arrived before the age of 16, which have chosen to remain in their current placements. Attempts to move any individual who is settled in their placement is likely to result in legal challenge. This pressure is less

than the previous year as it is assumed new 16-17 year olds will be placed in lower cost supported accommodation settings.

- +£1.1m shortfall in grant income for supporting care leavers (18+). Historically, the grant rate has not been sufficient to recover the costs associated with supporting this age group.
- +£0.3m shortfall in grant income to support the National Transfer Scheme Reception Centre. A similar pressure is expected in 2018-19 as in 2017-18 however this is dependent on the number of children being supported through this scheme.
- +£0.5m costs associated with children who are presented to us as Asylum Children that are deemed not to be eligible for the Home Office Grant (referred to as ineligible children).

4.3 Adult Social Care and Health Directorate:

4.3.1 The forecast for Adult Social Care and Health Directorate indicates an overall pressure of £3.7m, as outlined in further detail below:

4.3.2 A pressure of +£0.9m is highlighted within services for children with a disability, which relates to an increase in cost of placements for complex residential placements for young children, reflecting the full year effect of increases in activity and cost of care packages in the final quarter of the previous financial year.

4.3.3 The directorate is currently highlighting a pressure of +£2.2m relating to unachievable savings in the 2018-19 budget, predominately relating to transformation.

4.3.4 The remainder of this initial forecast variance of +£0.6m relates to greater than anticipated demand and complexity across a range of service lines, albeit more detailed forecasts will be collated next month.

4.4 Growth, Environment and Transport:

4.4.1 The GET directorate is forecasting an early pressure of £0.8m, which is a combination of emerging issues (£0.7m), as well as 2017-18 savings that have yet to be delivered (£0.1m). Alternative options continue to be explored for the latter, with the £0.7m of emerging pressures primarily concerned with the Coroner's service but also a number of small movements across various Highways budgets.

4.4.2 The Coroner's service is forecasting a contractual pressure of some £0.3m (full year effect £0.4m) relating to body removals, whereby the market is indicating that this service can only continue in the future at full cost recovery. This contract is due for re-tender in July and options to mitigate this pressure or deliver the service in a different way are currently being explored. The remaining Coroner's pressures relate to increasing pathology, post mortem, toxicology and body storage costs with the number of post mortems and investigations rising year on year due to a rising population and legislative changes that mean more deaths need further examination.

4.4.3 In addition to these emerging pressures, the GET directorate identified £6.2m of additional income and savings with the Medium Term Financial Plan (MTFP) and £4.3m of these have either been delivered or are on course for delivery. The residual £1.9m of identified options remain subject to consultation and/or decision and therefore the full year effect is unlikely to be delivered in the current financial year. Management action will be identified to compensate for these, with the aim of delivering a balanced budget by the year end

4.5 Strategic and Corporate Services:

- 4.5.1 The initial forecast for the Directorate indicates an overall pressure of £1.5m, of which circa £0.8m relates to the corporate aspirational savings target for Asset Utilisation as outlined in further detail below. The Directorate controllable budgets are indicating a pressure of circa £0.7m, primarily due to pressures on the Agilisys contract, Gateways and re-phased delivery of savings within the Engagement, Organisation Design & Development Division.
- 4.5.2 Property Group manages the Corporate Landlord estate which is occupied by front line services and has a savings target in 2018-19 of £1.1m attached to it relating to the exiting of some buildings through the Asset Utilisation programme. It is not within Property's control to exit these operational buildings as the services and Members must take those decisions, reflecting the complex and challenging nature of this target. However, Property Group is working closely with service directorates and Members to identify potential buildings which could deliver the savings requirement. To ensure that links are made between potential Asset Utilisation proposals and the needs of our front-line services, a cross-Directorate group has been established, chaired by a Corporate Director, to look at innovative ways of delivering this target, whilst ensuring those links are made. At present, there is a circa £0.8m pressure requiring the identification of savings.

4.6 Financing Items budgets:

- 4.6.1 A £2.3m underspend is forecast reflecting additional retained Business Rates levy for 2017-18 above the debtor raised and the S31 grant reconciliation for 2017-18. Exact figures will not be known until the autumn.

5. 2017-18 CAPITAL MONITORING POSITION

- 5.1 The capital programme 2018-19 has an approved budget of £295.449m. This does not yet include roll forwards reported as part of the 2017-18 outturn report. April monitoring has identified some areas which require virement approvals as described below:

5.2 Growth, Environment and Transport – Environment, Transport & Waste

Highway Major Maintenance – additional revenue funding has been allocated for pot holes. Of this it is anticipated that £1.25m will relate to capital pot hole work.

It is therefore requested that £1.25m be added to Highway Major Maintenance, funded from revenue.

5.3 Growth, Environment and Transport – Economic Development

Broadband Contract 1: As part of the 2017-18 outturn report a roll forward of £3.463m was requested. If approved, it is anticipated to use £0.601m of this for Broadband Contract 2, and to set up a voucher scheme for the remaining £2.862m.

The following virements are therefore requested to be approved:

£0.601m from Broadband Contract 1 to Broadband Contract 2

£2.862m from Broadband Contract 1 to a new project line “Kent Voucher Scheme”.
£2.812m of this is forecast to be spent in future years.

5.4 Children, Young People and Education

Within the Basic Need Programme line there is £20.723m of funding that was not allocated to specific projects. This is now being allocated to specific schools in the Basic Need Programme Pressure line.

It is therefore requested that the following virement is approved:

£20.723m from Basic Need Programme to Basic Need Programme Pressure

5.5 Strategic & Corporate Services and Adult Social Care and Health

There have been no significant variances identified on S&CS or ASCH.

6. RECOMMENDATIONS

Cabinet is asked to:

6.1 **Note** the initial forecast revenue and capital budget monitoring position for 2018-19, and that the revenue forecast pressure needs to be eliminated by year end.

6.2 **Approve** the capital virement requests of £25.436m detailed in Section 5.

7. BACKGROUND DOCUMENTS

2017-18 outturn report which includes reference to £2m of funding for Pot Hole repairs that is to be met from £0.5m 2017-18 revenue underspending and the balance from earmarked reserves. The report is also on the agenda for this meeting.

8. CONTACT DETAILS

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From: Susan Carey – Cabinet Member for Customers, Communications and Performance
David Cockburn – Corporate Director, Strategic and Corporate Services

To: Cabinet – 25 June 2018

Decision No: N/a

Subject: **Quarterly Performance Report, Quarter 4, 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 4 Performance Report.

1. Introduction

- 1.1. The KCC Quarterly Performance Report for Quarter 4, 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 4 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:
 - 25 are rated Green - target achieved or exceeded,
 - 10 are rated Amber - below target but above floor standard
 - 3 are rated Red – below floor standard
- 2.3. At last year end the results were 23 Green, 14 Amber and 2 Red.
- 2.4. Net Direction of Travel in the quarter was positive with 16 indicators improving, 14 showing a fall in performance and eight with no change.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to NOTE the Quarter 4 Performance Report.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 4

2017/18

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

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Executive Summary

A majority of indicators for Quarter 4 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	1	2			1	2
Economic Development & Communities	1	1		2		
Environment and Transport	6	1		3	2	2
Education	3	1	2	2	1	3
Integrated Children's Services	7	3		4	2	4
Adult Social Care	4	1	1	4		2
Public Health	3	1		1	2	1
TOTAL	25	10	3	16	8	14

Customer Services - Good performance was maintained for caller satisfaction, but the percentage of phone calls to Contact Point which were answered was slightly below target with high demand due to the adverse weather conditions from the 'Beast from the East' and concessionary bus pass renewals. Complaints dealt within target timescales was also slightly below target. Phone call volumes to Contact Point were slightly higher than planned in the quarter, with website visits up by 20% compared to the same time last year.

Economic Development & Communities – Jobs created and safeguarded from Regional Growth Fund loan schemes since 2012 increased to 4,161 jobs. The No Use Empty programme, which returns long term empty domestic properties into active use, exceeded its year-end 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 continues to be around 7,000 new dwellings a year, now sustained at this level for three years.

Environment and Transport – Core service delivery for Highways maintenance was above target for all four indicators with demand for works above expected levels for the time of year, due to the harsh winter weather. The percentage of municipal waste diverted from landfill at 99% continues to exceed target. The recycling rate at Household Waste Recycling Centres remains below target, but overall recycling for the county remains high due to increased 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. NEET figures for Young People increased and the target was not met. Apprenticeship starts are estimated to miss target for the current academic year with provisional data to January showing a decline in the number young people starting an apprentice compared to the previous year. Falls in apprenticeship starts are being seen both locally and nationally, with the impact of new Apprentice levy not yet being felt. Completion of Education, Health and Care Plans (EHCPs) in timescale remains below floor standard, reflecting the significant increase in demand for SEN assessments. All existing SEN Statements were transferred successfully to EHCPs by 31st March. The number of primary school children in reception year has reduced this year, for the first time in many years with the peak of the recent baby boom now in year 1.

Integrated Children Services – Outcomes achieved for Early Help cases fell to just below target. The number of pupil exclusions met target, and first-time entrants to the youth justice continues to reduce ahead of target. The percentage of qualified social worker posts held by permanent staff improved in the quarter moving closer to target, with the percentage of Case File audits judged as Good or Outstanding improving further above target. The percentage of child protection plans which are repeat plans remains within the target range. Adoption timeliness improved further ahead of target, and use of in-house fostering met target. Placement stability for children in care improved ahead of target. The percentage of Care Leavers in education, employment and training remains above target. The number of children on child protection plans in Kent showed a reduction in the quarter, for the first time in two years. The rate of local children in care continues to remain relatively stable, and there was a reduction in the number of Unaccompanied Asylum Seeker Children in Kent with 309 children now transferred to other local authority responsibility.

Adult Social Care – Contacts resolved at first point of contact remained above target. Clients referred to enablement moved further ahead of target with numbers now including externally commissioned services such as provided by Hilton Nursing. The percentage of clients still independent after an enablement service improved and met target. The number of clients supported with Telecare increased but did not achieve the increasing target, with a greater focus on people with more complex needs who need more complex equipment. The number of admissions to residential and nursing care fell but remains higher than target. The percentage of delayed discharges from hospital where social care is considered to be responsible remained ahead of target. The total number of delays increased in the quarter which was expected seasonal variation, with increased numbers of emergency admissions during winter.

Public Health – The number of Health Checks completed in the year was on target, while 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 below target.

Customer Services	
Cabinet Member	Susan Carey
Corporate Director	Amanda Beer

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

Customer contact through Contact Point (KCC's call centre) 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 was below target with high demand levels experienced.

Complaints responded to in timescale fell just below target, with 84% of complaints responded to in expected timescale.

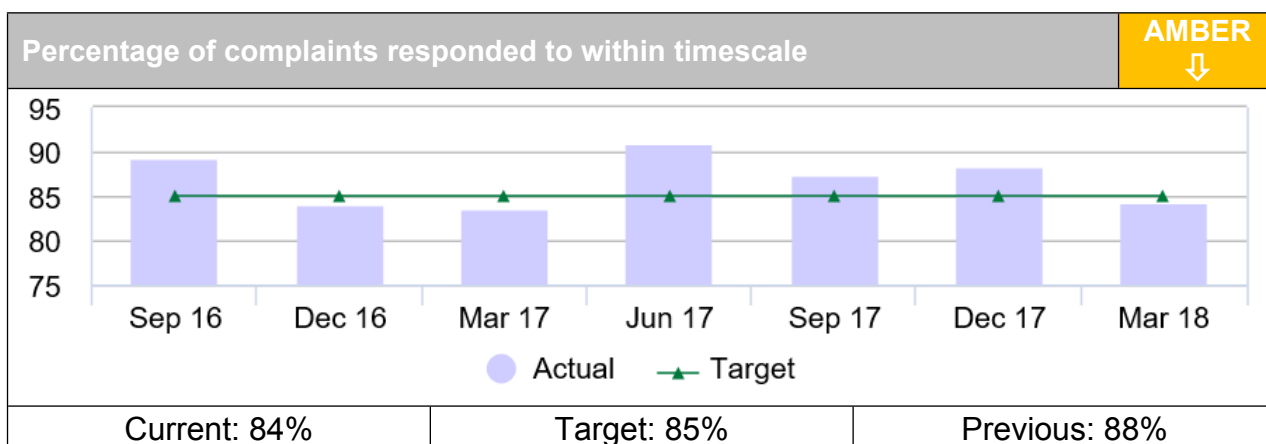
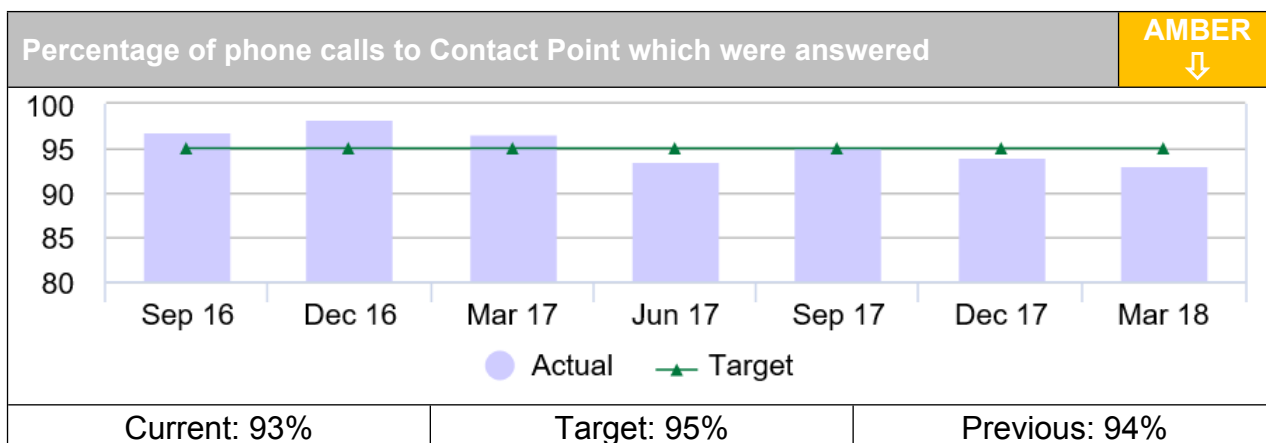
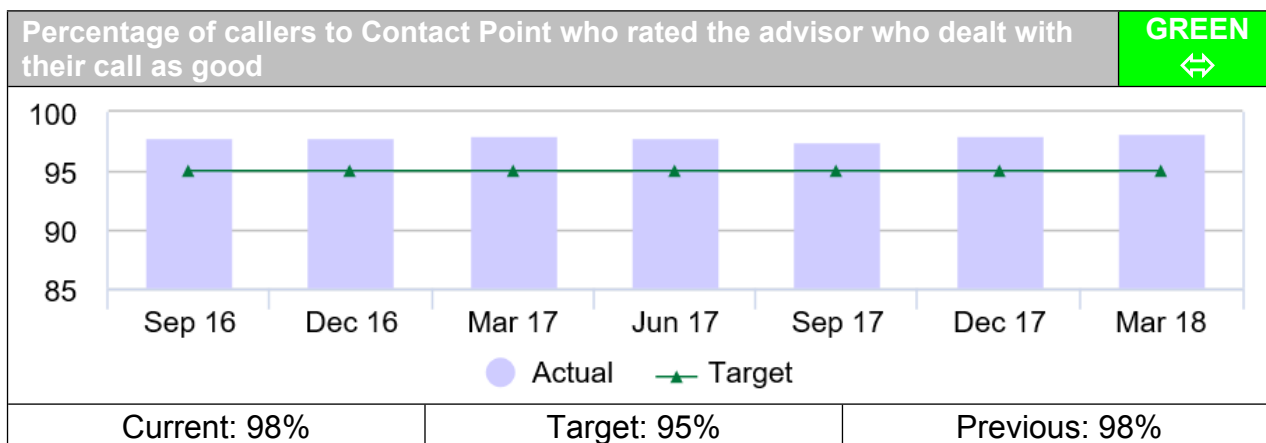
Overall call volumes handled by Contact Point were 14% higher than last quarter, and 1% lower than the same period last year. This was higher than expected due to high demand resulted from the 'Beast from the East' and the renewal of concessionary bus passes. Visits to the KCC web-site increased significantly in the quarter and were 20% higher than the same time last year.

Call volumes handled in the last 12 months were 12% lower than the previous year, with more enquiries and transactions now completed online. There have been reductions in routine and simple call types which are increasingly handled through online and automated methods. This means Contact Point is now focussing on more complex calls required personal attention and as a result average call time has increased significantly to 4 minutes 24 seconds.

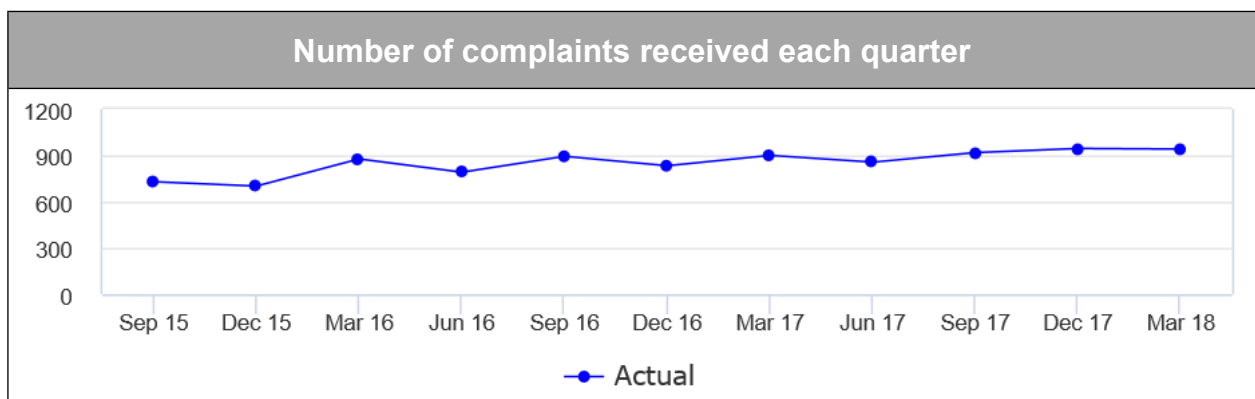
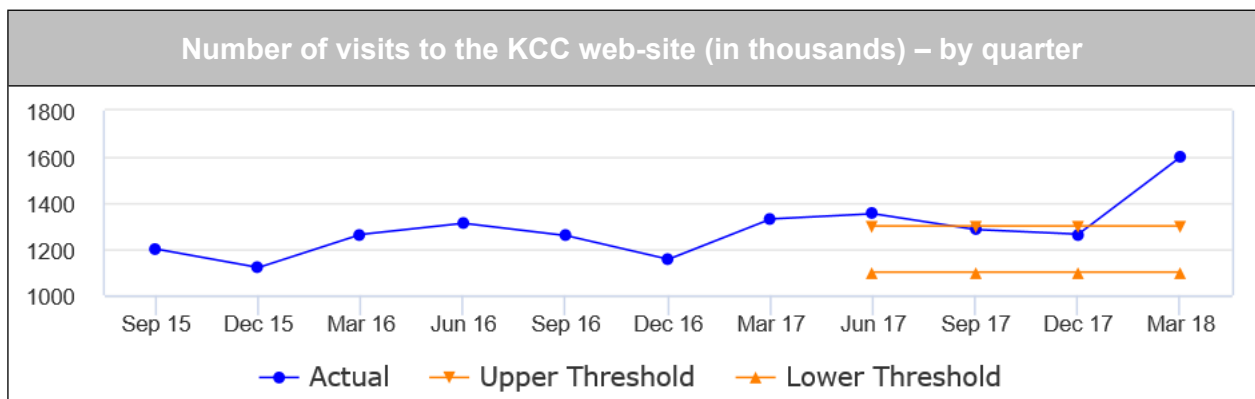
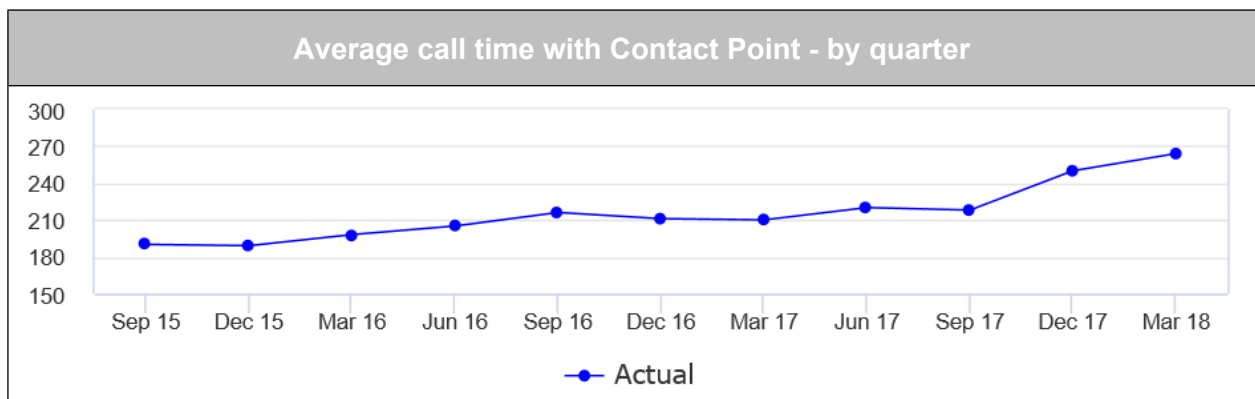
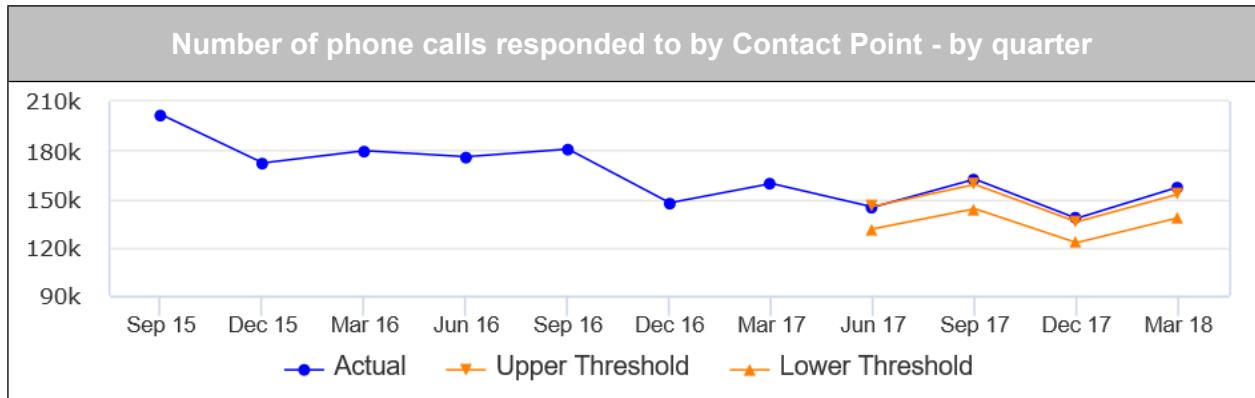
A total of 190,000 concessionary bus passes have been renewed and customers were encouraged to self-serve via the website causing a 49% uplift in page views year on year. The snow at the end of February also generated over 14,000 additional page views for our winter weather pages. Our roadworks content created additional visits with a 75% increase on pageviews year on year and following a content refresh of the libraries section in the new year, the renew a library book page has seen an increase in page views of 154% year on year.

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



Activity indicators



Customer Services – Contact Activity

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

Contact Point dealt with 15% more enquiries than the previous quarter, but 1% more than for the same period last year. The 12 months to March 2018 saw 14% fewer contacts responded to than the year to March 2017.

Service area	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Yr to Mar 18	Yr to Mar 17
Adult Social Care	34	33	31	33	131	137
Highways	20	22	18	23	83	97
Specialist Children's Services	22	22	22	22	89	92
Transport Services	6	10	7	13	36	33
Blue Badges	9	11	11	12	43	43
Libraries and Archives	10	12	10	12	44	45
Schools and Early Years	11	14	11	10	46	54
Registrations	8	9	8	9	35	39
Adult Education	5	8	5	5	23	28
Speed Awareness	5	7	7	5	24	22
Waste and Recycling	3	4	3	3	13	14
Other Services	4	3	3	3	13	14
Main line	5	5	2	3	14	34
KSAS*	2	2	2	2	8	13
Total Calls (thousands)	145	162	138	157	604	684
e-mails handled	7	8	7	10	32	47
Postal applications	7	7	8	9	31	39
Total Contacts (thousands)	159	177	153	176	667	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 1% decrease on the previous quarter but was 4% higher than the corresponding quarter last year. Over the last 12 months there has been an 6% increase compared to the previous year.

Service	12 mths to Mar 17	12 mths to Mar 18	Quarter to Dec 17	Quarter to Mar 18
Highways, Transportation and Waste Management	1,437	1,705	418	399
Adult Social Services	650	625	159	180
Specialist Children's Services	269	365	120	110
Libraries, Registrations and Archives	270	269	88	86
Strategic and Corporate Services	481	283	34	64
Education & Young People's Services	174	214	88	46
Adult Education	86	82	22	28
Environment, Planning and Enforcement	57	78	16	22
Total Complaints	3,424	3,621	945	935

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 Apr 17 – Jun 17	Online Jul 17 – Sep 17	Online Oct 17 – Dec 17	Online Jan 18 - Mar 18	Total Transactions Last 12 Months
Renew a library book*	73%	74%	73%	75%	1,287,708
Report a Highways Fault	36%	37%	42%	51%	108,191
Book a Speed Awareness Course	82%	81%	78%	79%	36,094
Apply for or renew a Blue Badge	45%	47%	50%	52%	33,341
Apply for a Young Person's Travel Pass	29%	79%	84%	91%	33,259
Apply for a Concessionary Bus Pass	15%	15%	17%	30%	20,148
Book a Birth Registration appointment	75%	75%	73%	70%	17,093
Highways Licence applications	54%	61%	52%	73%	6,675
Apply for a HWRC recycling voucher	97%	97%	98%	97%	4,747
Report a Public Right of Way Fault	92%	86%	85%	95%	3,241

* 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		2		

Support for business

Since April 2012, Kent's Regional Growth Fund (RGF) programmes, Expansion East Kent, Tiger and Escalate have committed a total of £56.3 million to provide investments for Kent businesses. As a result, over 240 businesses in Kent and Medway have so far created or safeguarded 4,161 jobs to the end of March 2018.

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 the expectation of creating 277 jobs.

On 8th March 2018 the Kent Life Sciences Equity Fund was launched at Kings College in London. The £5 million Fund has been established to support companies seeking to start up or expand within the Life Sciences sector. The Fund has already committed funding to its first company who will be based at the Kent Medical Campus site in Maidstone.

Converting derelict buildings for new housing

In the last quarter 112 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme. A total of 5,465 certified long-term empty properties have been modernised since the Programme began in 2005. Total NUE investment currently stands at £46.9 million (£21.1 million from KCC recycled loans and £25.8 million from public/private sector leverage). NUE won an award in the UK Housing Awards 2018 for the regeneration category.

NUE have been awarded an additional £1 million Growing Place Funds for use in 2018/19 to bring empty commercial space back into use as commercial/mixed residential accommodation.

Infrastructure

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 the quarter Government made announcements in relation to projects to be funded from the Housing Infrastructure Fund, which includes two elements, Marginal Viability and Forward Funding. In February the following projects were confirmed with indicative allocations from Marginal Viability Funding:

- Dover Bus Rapid Transit System: £15.8 million indicative allocation
- Manston Road/Haine Road Roundabout: £2.5 million indicative allocation
- Queenborough and Rushenden regeneration: £3.5 million indicative allocation.

And in March it was announced that improvements to the A249 junctions had been shortlisted for further consideration under Forward Funding.

Kent's Broadband Delivery UK (BDUK) programme has now brought superfast broadband to over 135,000 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 by investing additional funding in the current BDUK Phase 2 project and introducing a Kent voucher scheme in summer 2018.

KCC obtains financial contributions towards KCC services from developers of new housing sites. In the fourth quarter ending March 2018, 33 Section 106 agreements were completed and a total of £15.45m was secured.

Section 106 developer contributions secured (£ 000s)

	Apr to Jun 2017	Jul to Sep 2017	Sep to Dec 2017	Jan to Mar 2018	Full Year
Primary Education	3,626	3,354	2,328	9,265	18,574
Secondary Education	1,329	1,551	576	5,393	8,849
Adult Social Care	103	153	26	189	471
Libraries	150	210	42	426	828
Community Learning	52	48	42	108	250
Youth & Community	33	38	18	74	163
Total	5,293	5,357	3,033	15,455	29,138
Total Secured as % of Amount Sought	97%	93%	100%	100%	98%

Libraries, Registration and Archives (LRA)

This year has seen the development and approval of the future ambition statements for the service, which will help shape the LRA Strategy to be developed over the coming year. These ambition statements were developed through engagement with staff, KCC members and a series of customer and resident focus groups.

During the last quarter there were a number of library closures for improvement works, which have impacted on the activity statistics for the quarter. Tonbridge library closed in January for major refurbishment work and there have been several short-term closures at other libraries for minor refurbishments and the installation of equipment for the Open+ pilot.

We launched an e-newspaper service in January and issues have risen from 1,340 in January to 13,820 in March, following a promotion on our Facebook and Twitter pages. E-books also did well during this period with a 34% increase in issues over the quarter. Online contacts have increased by 118% on the same period last year with increased social media activity together with increased use of the website, online enquiries and online reference resources.

Digital Dens, an Arts Council funded project for young people has been launched at 5 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. There are waiting lists for places at several of the sites.

User satisfaction results for the year were generally positive and work is being carried out to analyse the results to identify further improvements we can make for customers.

Overall results for the year were:

- Libraries 97% (target 95%)
- Archives 91% (target 90%)
- Birth and death registration 94% (target 95%)
- Wedding ceremonies 96% (target 95%)
- Citizenship ceremonies 93% (target 95%)

Culture and Creative Economy

The Arts Investment Fund invited applications for grants in December and 74 applications for a total of £234,793 were received. Following assessment against the criteria for the Fund, 23 projects totalling £94,982 were funded, with these projects in total leveraging match funding of £2,184,903 into the Kent economy.

In the fourth quarter of 2017/18, the Kent Film Office handled 171 requests and logged 95 filming days bringing an estimated £660k direct spend into Kent. The last quarter also saw production highlights like the Pokémon film, as well as Burberry, Kellogg's, Harpers Bizarre, and Halfords commercials.

Resilience and Emergency Planning Service

A total of 137 alerts were received in the quarter by the 24/7 Duty Emergency Planning Officer, up from 74 for the same quarter in 2017, with this significant year-on-year increase reflecting activity associated with the low temperatures and snowfall in late February and early March. The service was significantly tested by the snow and water disruption incidents, with the County Emergency Centre opened for the duration of the multi-agency response, including periods where KCC was leading the response. Debriefing sessions have been held for these incidents with lessons identified for improving future responses.

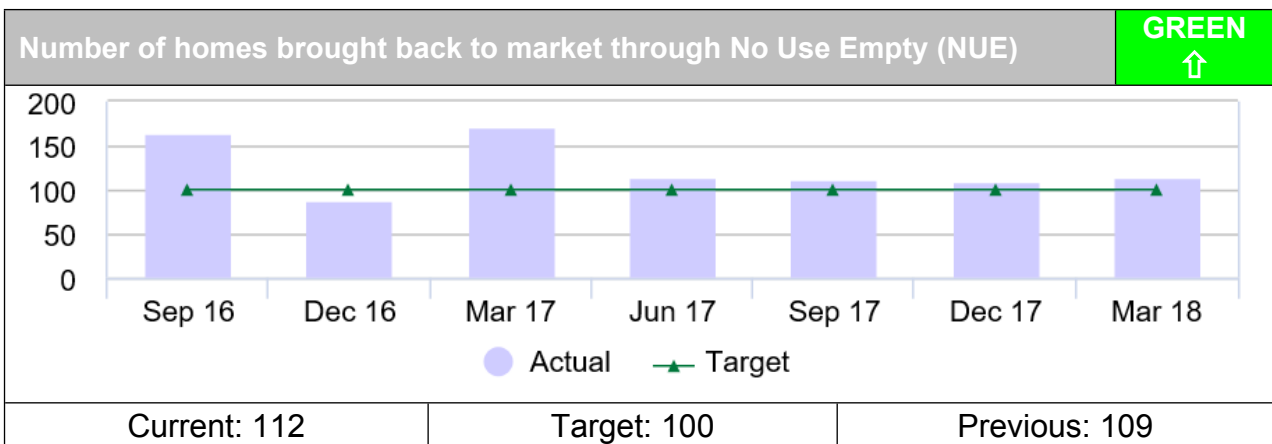
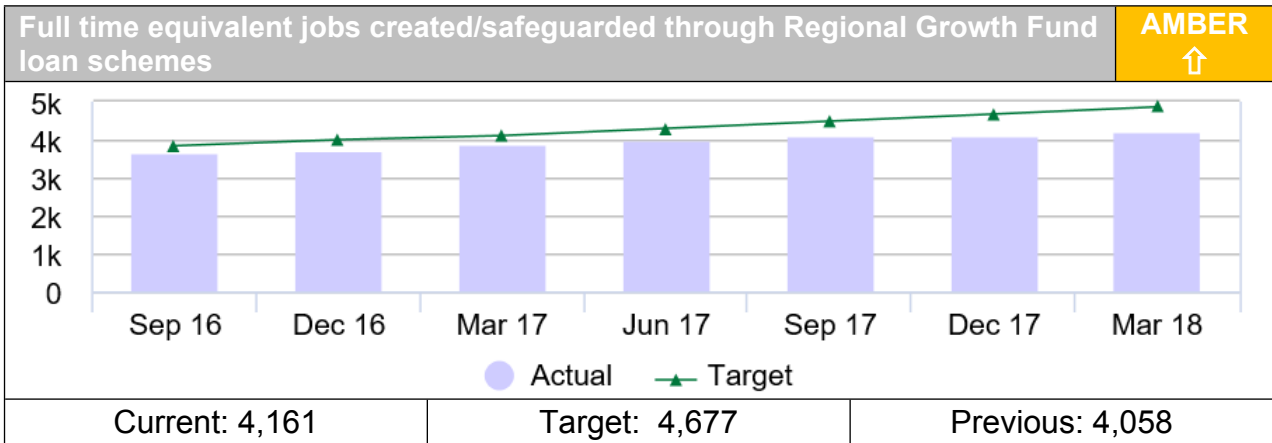
Community Safety

The Community Warden service now has 8 volunteer wardens, with another 22 parishes intending to recruit, with recruitment continuing into the summer.

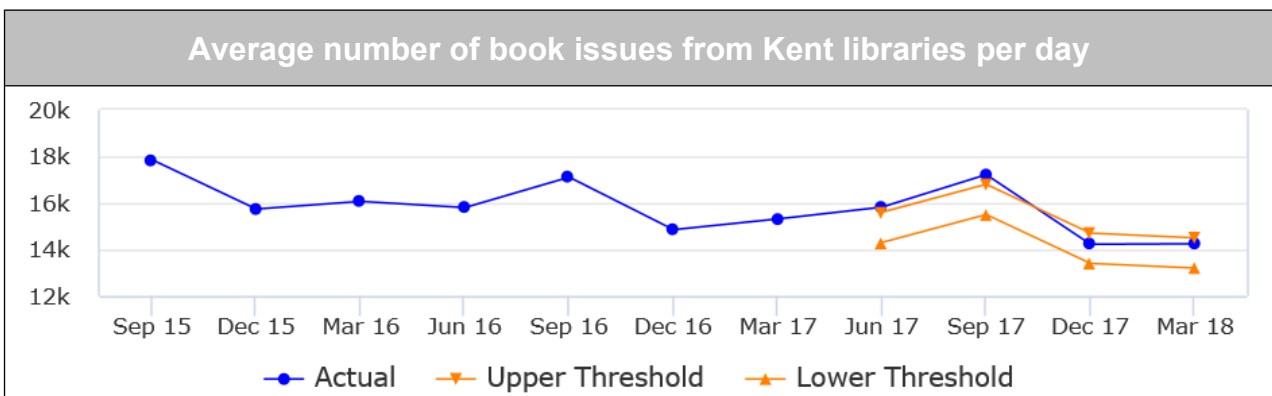
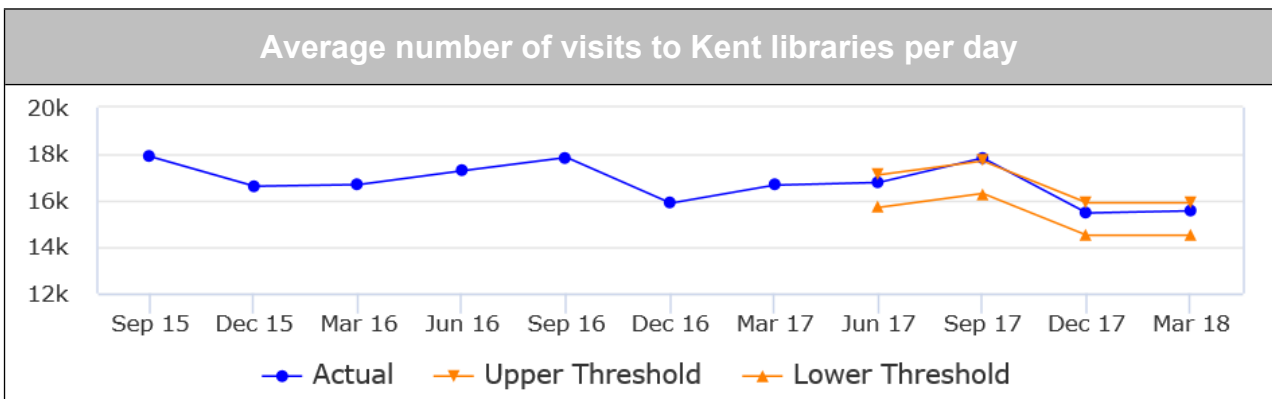
The Kent Community Safety Team (KCST), which provides guidance and promotes community safety work across the county, has run several events since the last performance report, including a Community Safety Information Session, four Online Safety Awareness Sessions and the last of three DHR Lessons Learnt Seminars. In the last quarter, a total of 338 staff from partner agencies have attended KCST events.

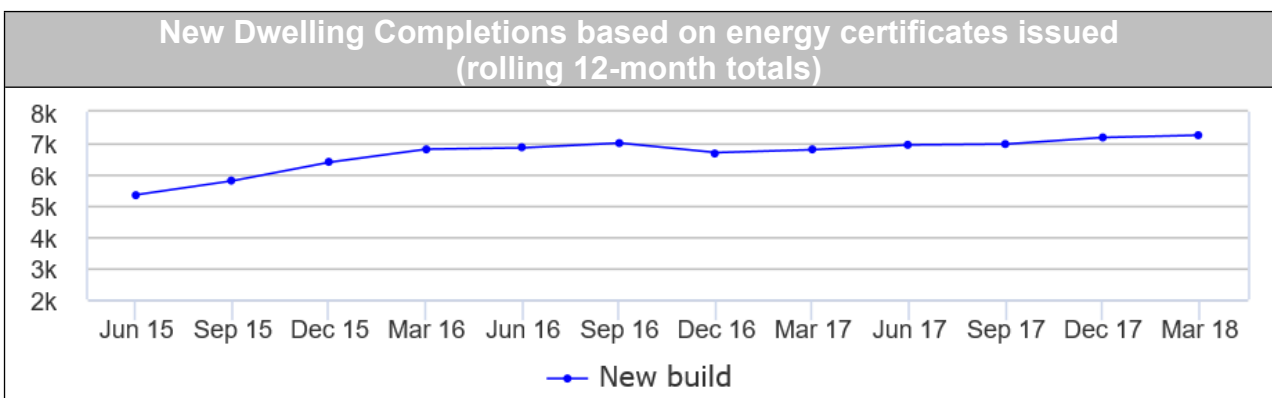
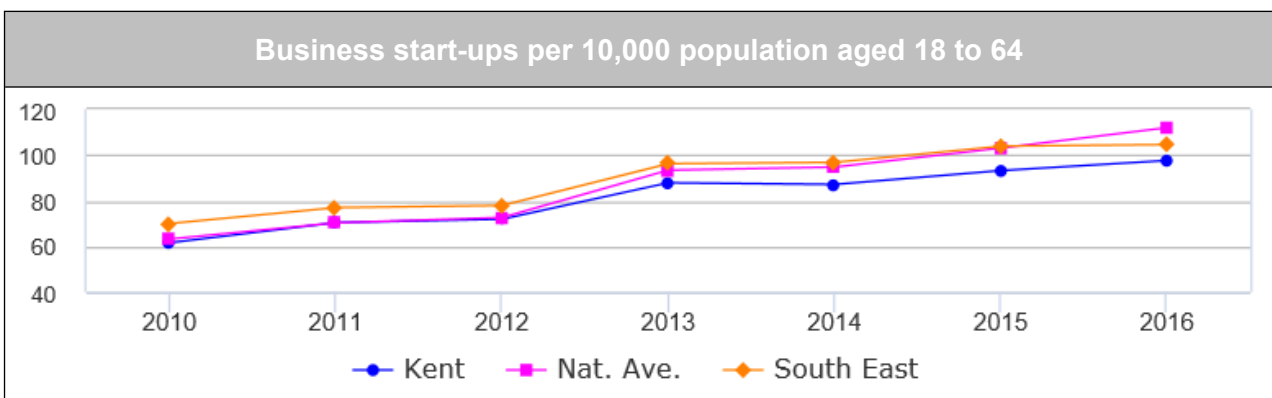
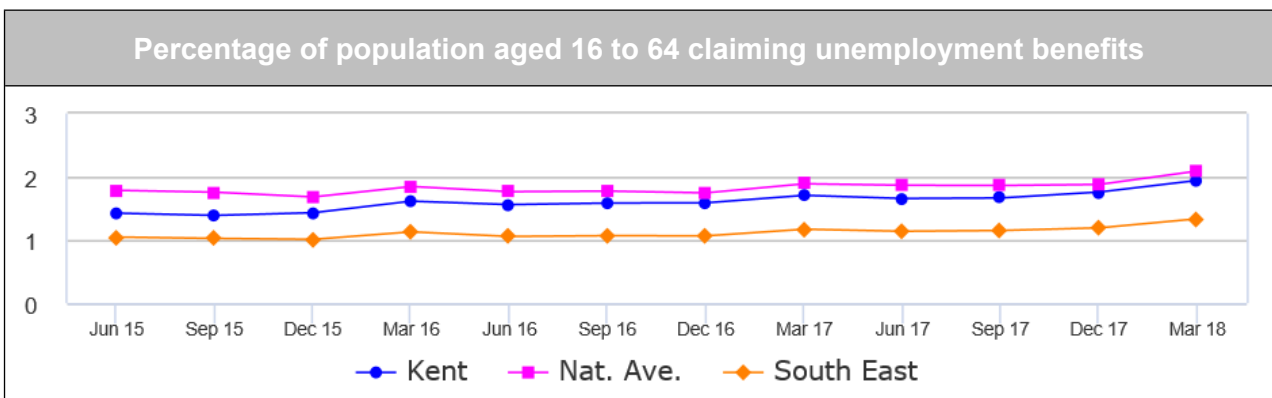
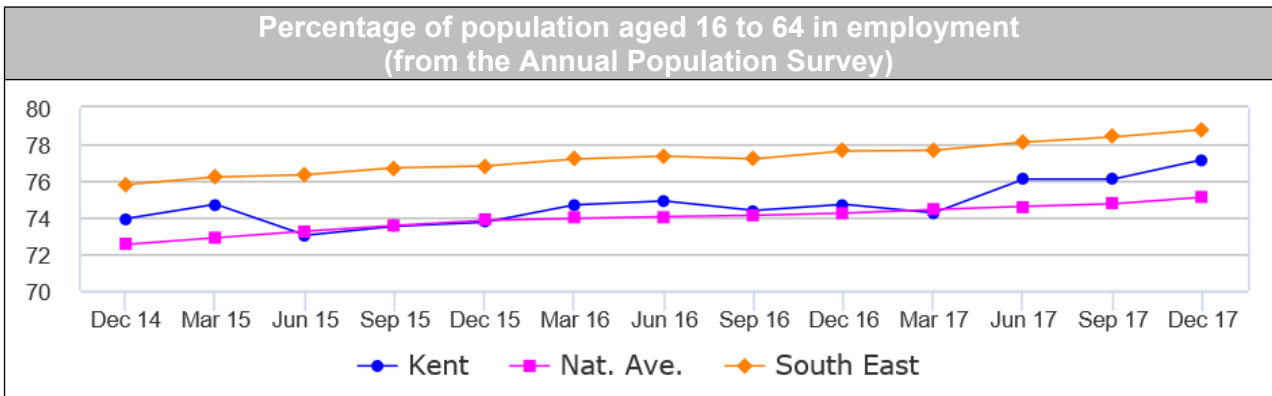
The multi-agency Kent Community Safety Agreement (CSA) has been renewed for 2018/19 by the KCST to reflect the current community safety priorities for the county, seeing the addition of a 'Preventing Extremism and Hate' priority and a cross-cutting theme of 'Support Mental Health and Wellbeing'. The CSA received support from KCC's Environment & Transport Cabinet Committee and approval / sign-off from the Kent Community Safety Partnership in March.

Key Performance Indicators



Activity indicators





Environment and Transport	
Cabinet Member	Mike Whiting
Corporate Director	Barbara Cooper

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	6	1		3	2	2

Highways

Performance for the quarter was above target for all four Highways KPIs.

During the quarter the 'Beast from the East' delivered one of harshest winter periods we have seen in many years with two winter emergencies declared. As a result new enquiries raised for action by customers (faults) were above seasonal expectations at 34,899, compared to 26,733 for the same time last year. Enquiry work in progress at the end of quarter increased and was above the seasonal expectations at 9,333 compared to 6,114 for the same time last year.

To tackle the winter damage additional funding has been allocated to commence a 2018 Pothole Blitz in April, to be delivered by a combination of local contractors and our main highways maintenance contractor.

Online fault reporting via the KCC website increased to 51% of all faults reported by customers, and for routine faults such as potholes and streetlights this was over 70%.

In this quarter we gained approval to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years and updated our Fees & Charges schedule for 2018/19. We also awarded contracts for the urban grass, shrubs and hedges service as well as made good progress on the tender for Road Asset Renewal resurfacing work that will commence in the summer.

Casualty Reduction

Delivery of the £1.2m casualty reduction measures programme for the year has been completed we are now working on the scheme designs for the 2018/19 programme. This will consist of approximately 75 schemes across the county to mitigate risks at crash 'cluster' sites. We continue to plan and deliver joint educational interventions following the National Police Chief's Council road safety calendar. Activity in the last quarter focused on seatbelts and young drivers, and in the coming quarter there will be a focus on speed, motorcyclists and drugs and alcohol.

Asset Management

In February, we adopted and published Developing Our Approach to Asset Management in Highways – 2018/19 to 2020/21. This includes use of an improved asset management methodology and more robust asset condition and deterioration data. Our approach to asset management has enabled us to obtain Band 3 Incentive Fund rating from the Department for Transport (DfT), which will help maximise capital funding for 2018/19 and beyond.

The need for additional funding is clear and our forecast for most highway asset groups identifies that our highway assets will continue to deteriorate, without the input of

additional funding. Given the scale of our maintenance backlogs and the potential deterioration, we are also exploring different approaches to design of highways improvement schemes, to reduce lifecycle costs and improve future maintainability.

Public Transport

Kent is one of 5 areas trialling a fully Electric Bus, the Volvo 7900, which is on demonstration in the UK for one year. The vehicle is being trialled on the Fastrack A route in Dartford and was put into service in March.

In March 2018 approximately 190,000 English National Concessionary Travel Scheme passes (older persons bus pass) needed to be replaced, and we provided automatic renewal for passes which had been used in the last 12 months. Indications are that the process was delivered without disruption, with relatively low call volumes in response and a high proportion of on-line take up for non-automated renewal.

Local Growth Fund Transport Capital Projects

So far £123 million of government funding from the Local Growth Fund (LGF) has been allocated to support 28 transport projects within Kent, with a total project value of £322 million. The table below shows the current position for the 27 of these projects with direct KCC involvement, with the M20 Junction 10a improvements managed by Highways England (cost of £104 million and a £20 million LGF contribution) not included.

Seven projects are complete, and ten are substantially under construction. Five schemes are currently not on track, Thanet Parkway and Sandwich Rail Infrastructure due to funding gaps, Dartford Town Centre is subject to rephasing of delivery, the A28 Chart Road scheme is delayed until a security bond is provided by the Developer, and the Willington Street/Sutton Road Junction improvements scheme in Maidstone has also been delayed.

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	3	0	7
Green (on track)	5	1	3	9
Amber (some delays)	3	2	1	6
Red (at risk)	0	2	3	5

Transport Strategy

KCC has responded to two Department for Transport (DfT) consultations on England's road network. The first, was in response to Highways England's initial report on the Strategic Road Network (motorways and trunk roads) which will shape the Government's next Road Investment Strategy post 2020. Our response made the case for improvements to the M2/A2 corridor, and the links between the M2 and the M20. The second consultation, was concerning the Government's proposal to create a new tier of roads, a Major Road Network, consisting of the busiest local authority 'A' roads

that would have access to funding opportunities for enhancements. Our response made the case for a comprehensive network of roads in Kent to be included that reflects the county's unique position as a strategic international gateway.

A response was also made to the Government's consultation on proposed changes to the Heavy Goods Vehicle (HGV) Road User Levy, making the case for a fair share of the revenue from the levy to be spent in Kent to help deal with the problems of HGVs passing through the county from the Channel Ports, e.g. provision of official lorry parking facilities to reduce the problems of inappropriate lorry parking.

Waste Management

Performance remained above target for diversion from landfill with less than 1% of waste taken to landfill, ahead of EU Landfill Directive target of less than 5% by 2020. This has been achieved by more of the county's bulky waste being processed as refuse derived fuel.

The recycling rate at Household Waste Recycling Centres (HWRCs) was down compared with last year, 68.5% compared to 70.2%. However, overall recycling for the county has improved from 49.2% to 49.9%, as district councils, which collect 75% of the county's household waste, have increased the amount of recyclable material collected at the kerbside, and this has likely led to a reduction in the amount of recyclable material taken to HWRCs.

Overall tonnage collected in the year at 718,300 was below the expected amount of 730,300 tonnes. Closure of the North Farm HWRC for 11 weeks to repair fire damage, and the snow conditions earlier in the year will have contributed to the reduced tonnage received.

The Allington Waste to energy plant remains stable, with just above 49% of waste being converted to electricity, which is the waste which can not be recycled or treated.

Environment

As part of the Kent Environment Strategy implementation plan, two areas of work have been identified for immediate focus to address environmental challenges facing Kent and Medway. These are:

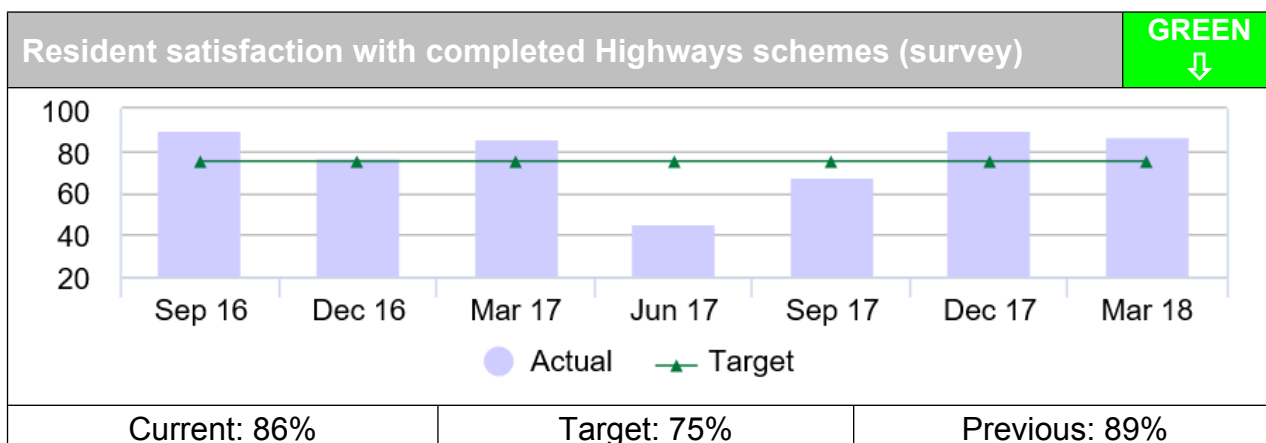
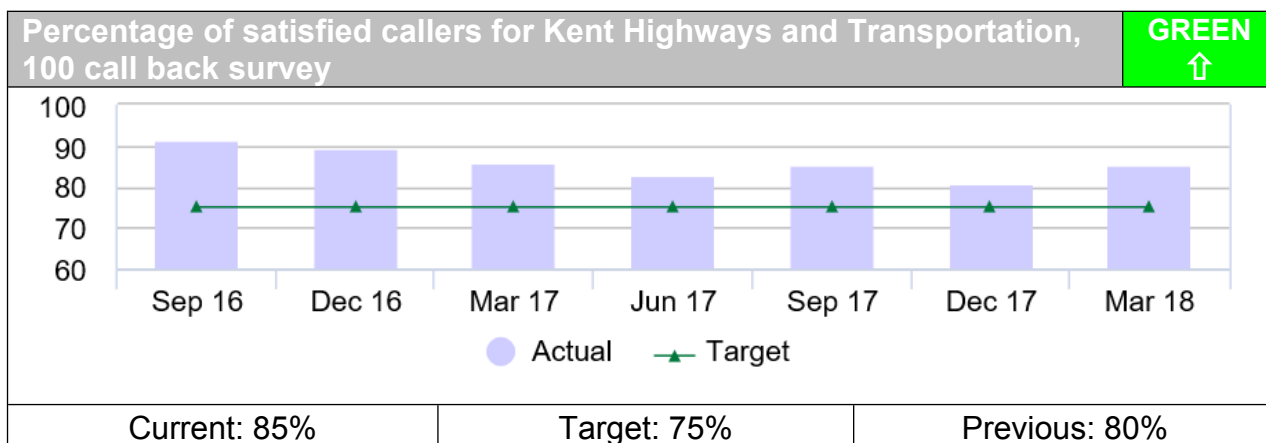
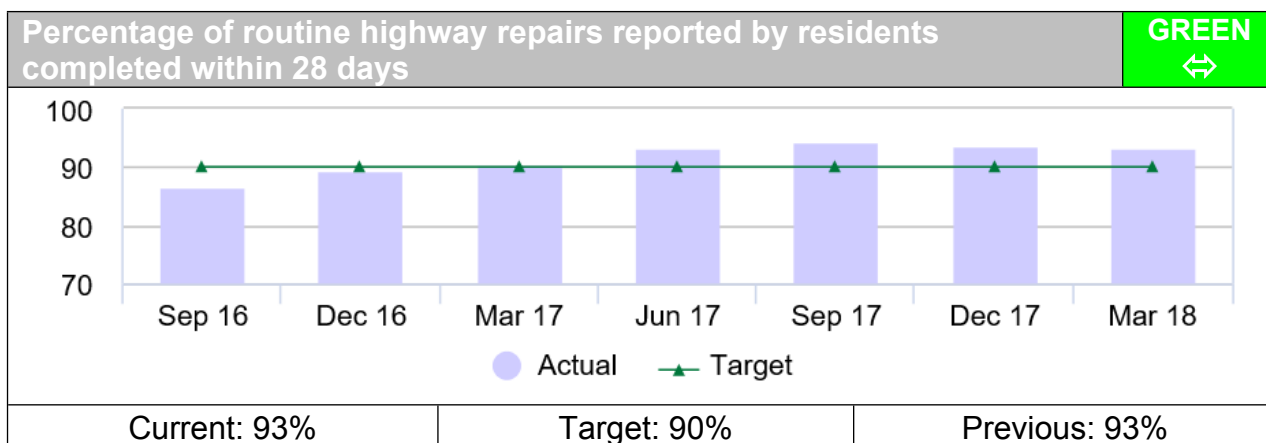
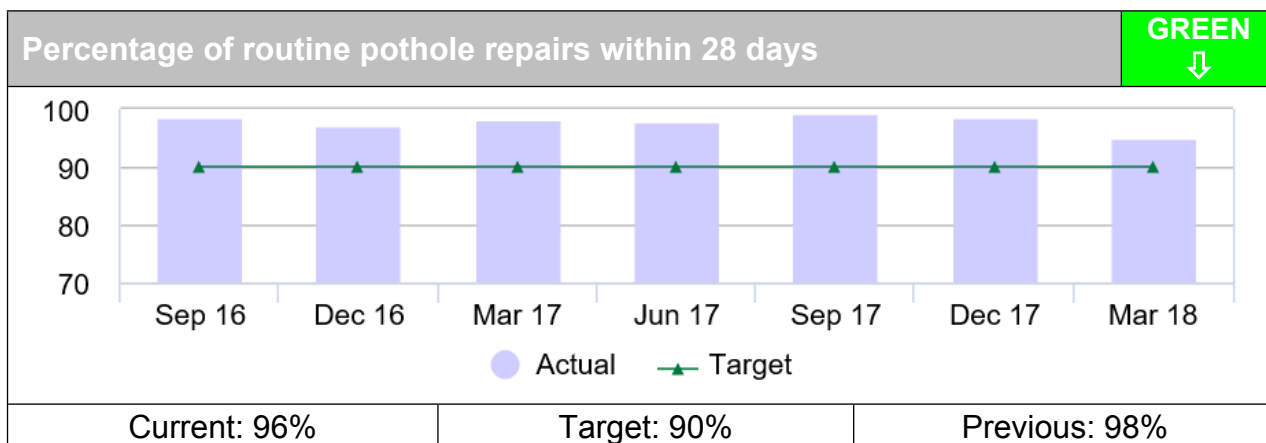
- the Kent and Medway Energy and Low Emissions Strategy,
- the Kent and Medway Climate Change Risk Assessment.

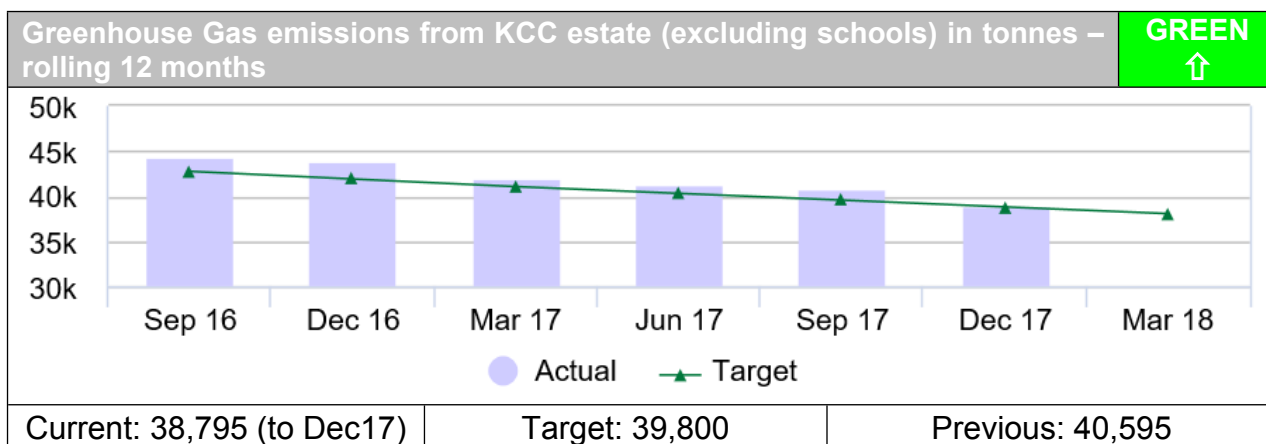
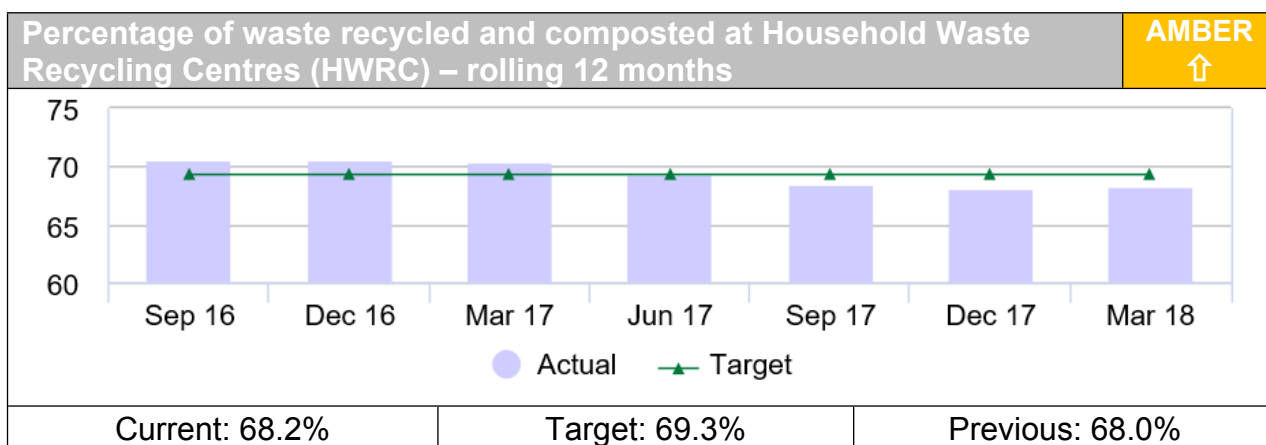
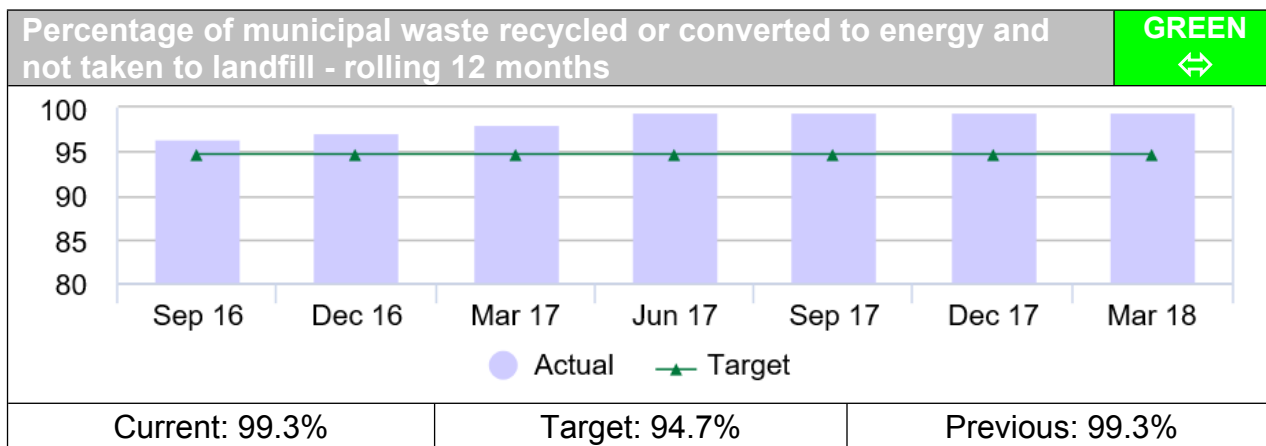
KCC estate Greenhouse Gas emissions continue to reduce. Reductions have been made across council buildings, and through the street lighting LED programme. Less progress has been made on business mileage.

The EU funded Local Carbon Across the South East (LoCASE) project has assisted 486 SME's with a total of £3.4m of match funded grants across the South East Local Enterprise Partnership (LEP) to help deliver energy efficiency projects and to support the low carbon sector.

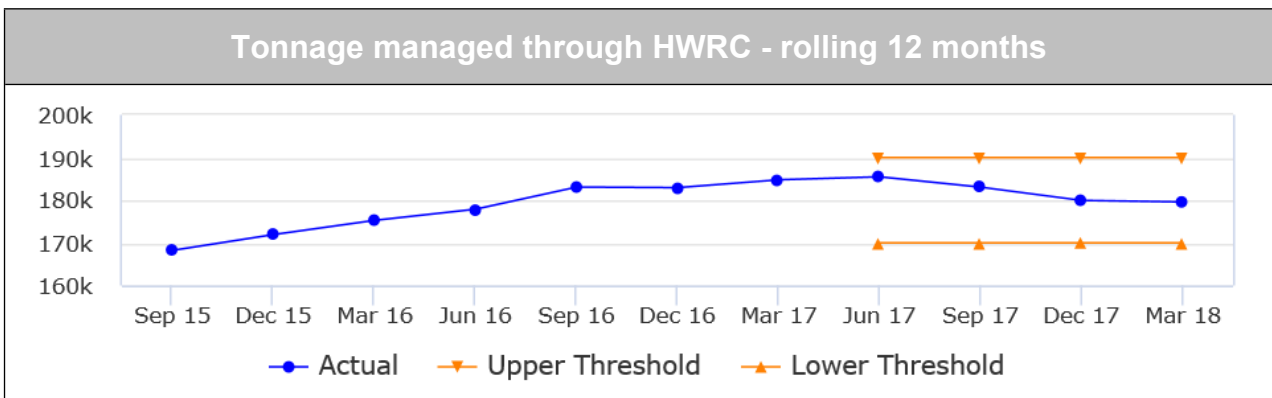
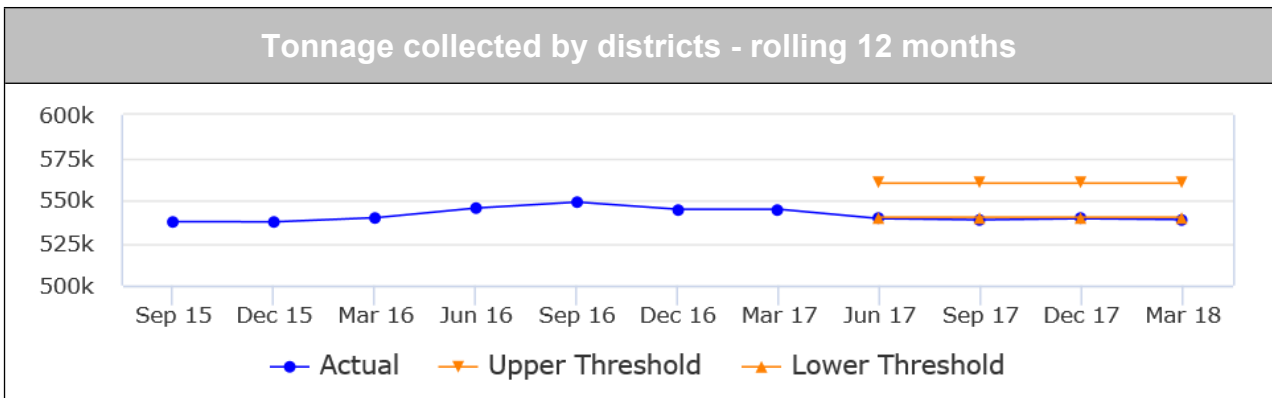
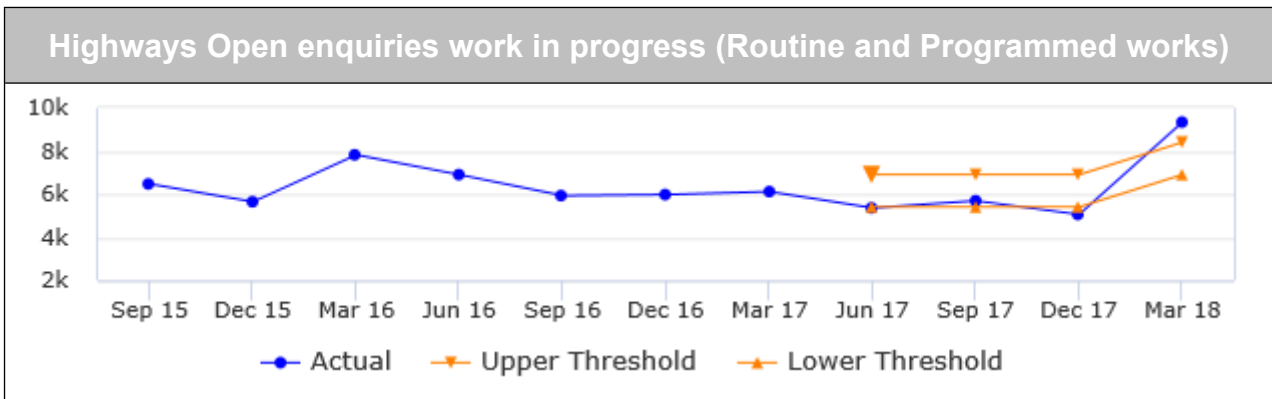
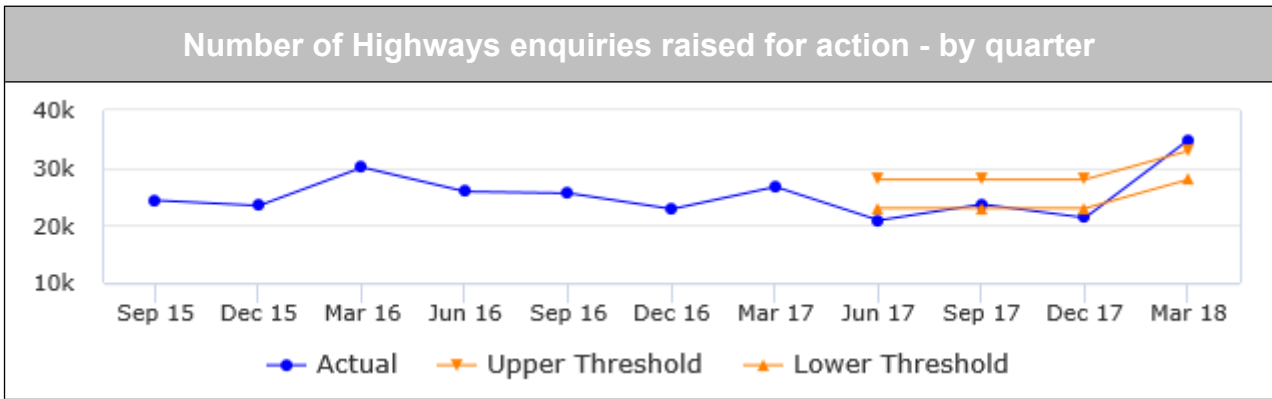
Kent Downs AONB (Area of Outstanding Beauty) Unit continues to develop the AONB Management Plan and will be running a series of stakeholder events.

Key Performance Indicators





Activity indicators



Education	
Cabinet Member	Roger Gough
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	3	1	2	2	1	3

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 Kent schools achieved a good level of development compared to the national average 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.

At the end of March the percentage of Primary schools judged by Ofsted as good or outstanding was 93%, the percentage of Secondary schools that were good or outstanding was 92%, and 91% of Special schools were good or outstanding.

Overall 505 of the 549 schools in Kent with a current inspection were good or outstanding, and 92% of pupils were attending good or outstanding schools.

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. Currently 22% of schools in Kent judged to be outstanding, equal to the latest national figure (published for February 2018).

We remain on track for our long-term target that 95% of Local Authority maintained schools will be good or outstanding by August 2018.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding in March 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 Spring 2018 was 69%, which was up from 66% at the same time last year.

Skills and Employability

The March 2018 position for the percentage of 16 and 17 year olds Not in Education, Employment or Training (NEET) was 2.9% which is up from 2.4% in December. The three month rolled average for December, January and February, was 2.6% which was just off the target of 2.5% and is an improvement on the 2015/16 outturn of 3.0%, and it is this figure which is used in national reporting.

Progress continues to be made in improving our understanding of destinations for school leavers and the number of young people where this information is not known is at the lowest level in 4 years. The Kent NEET figure is the same as the national average, and the Not Known figure is below national average, giving a combined NEET and Not Known figure which is also below the national average for the first time, which reflects the significant progress that has been made over the last year.

The percentage of 16 to 18 year olds who started an apprenticeship is currently forecast to be lower this year compared to last year, which will be the second year in a row where apprenticeship numbers have reduced.

Similar reductions are being seen both locally and nationally and for all age ranges. With the introduction of the Apprenticeship Levy in April 2017 there was an expectation that there would be an increase in the number of apprentice starts during the current academic year, but this has so far not materialised. The Apprenticeship levy has raised the bar on the standards and expectations for apprenticeship schemes and many new schemes are being designed to meet these expectations. We expect to see an increase in uptake once the new schemes become available.

Through our Apprenticeship Strategy we are promoting apprenticeships throughout Kent to ensure the number of apprenticeship starts increases.

We continue to develop the offer available from the Apprenticeship Kent website and The 'Made in Kent' campaign has resulted in an increase in the number of applicants for apprenticeships made through the website.

We are working collaboratively with schools, Further Education Colleges and Work Based Training providers to develop locally co-ordinated approaches to support apprenticeship.

We are raising awareness of apprenticeships to employers, supporting them to engage with schools to recruit young people and to ensure they are able to deliver sustainable jobs, identifying skills progression routes and working with the Guilds.

We are providing support and guidance to Kent schools to help them understand the changes to apprenticeships for young people and to support them in providing pre-apprenticeship opportunities. Support to schools is also provided in relation to the Apprenticeship Levy, to help them achieve the public sector target of 2.3% of staff being apprentices, and to ensure all schools are able to offer an Assisted

Apprenticeship programme route for vulnerable learners with disabilities and disadvantages.

SEND (Special Educational Need and Disability)

The percentage of new Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks was 56% (886 out of 1,582) against a target of 85%. This is down from last quarter and also below national average.

This result reflects the significant increase in demand for assessments this year (up 47% compared to the previous year), and the significant additional work required to convert existing SEN Statements into Statements to Education Health and Care Plans by 31 March 2018.

We have successfully transferred 100% of existing SEN Statements over to Education Health and Care Plans by 31 March 2018, and this year we also ensured 99% of Year 6 pupils with EHCPs moving to secondary school were issued with new EHCPs by 15 February (up from 93% the previous year) with 94% of those moving to post 16 education having new EHCPs finalised by 31 March (a 30% improvement on 2017).

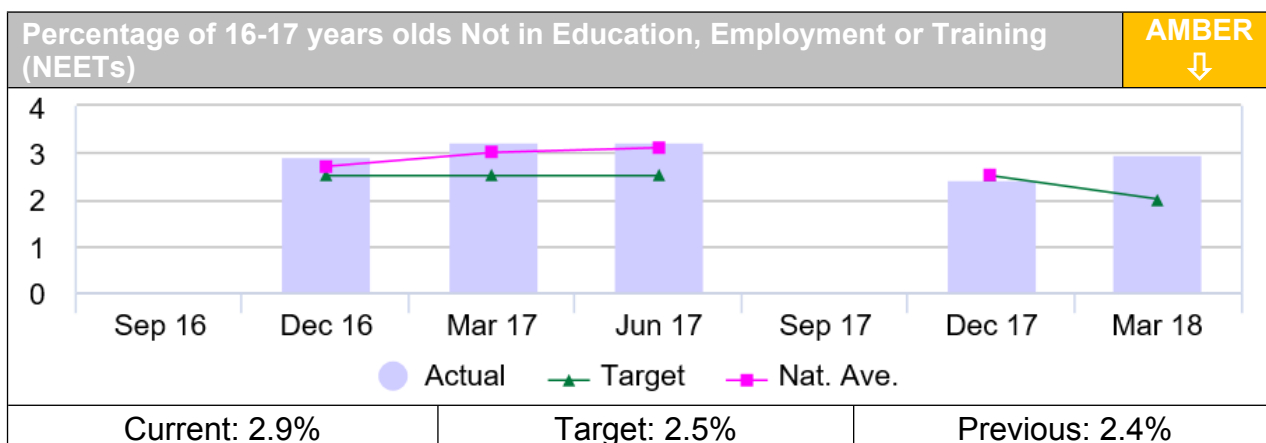
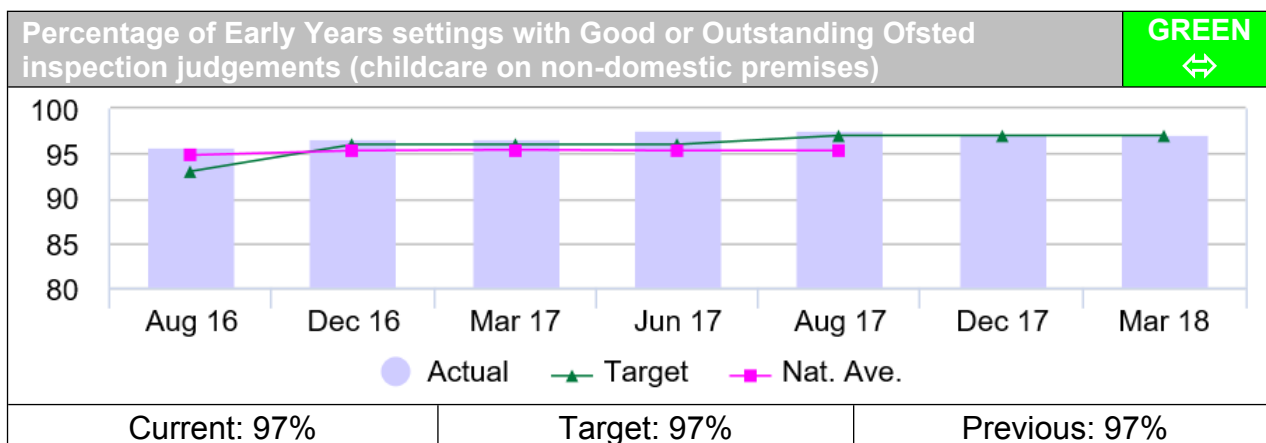
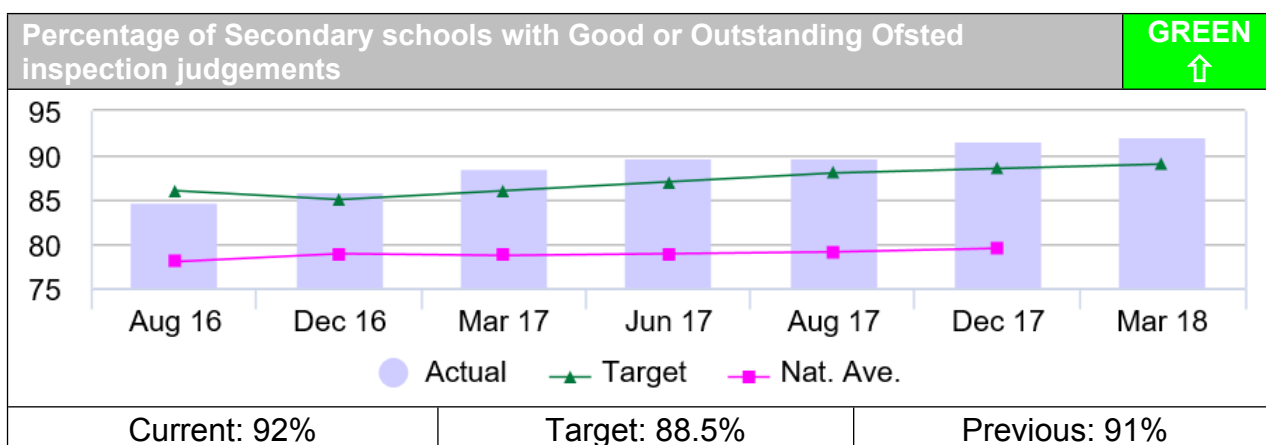
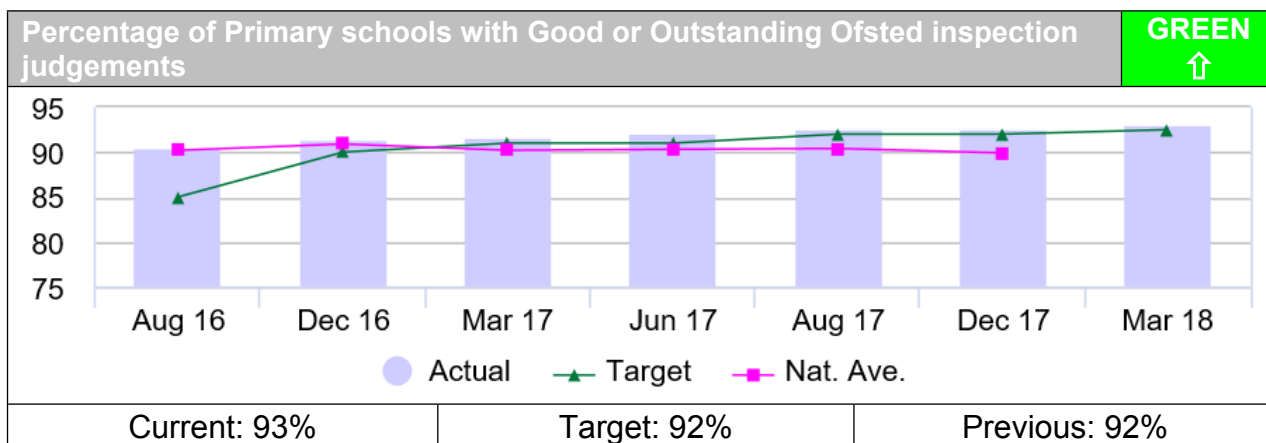
School Places and Admissions

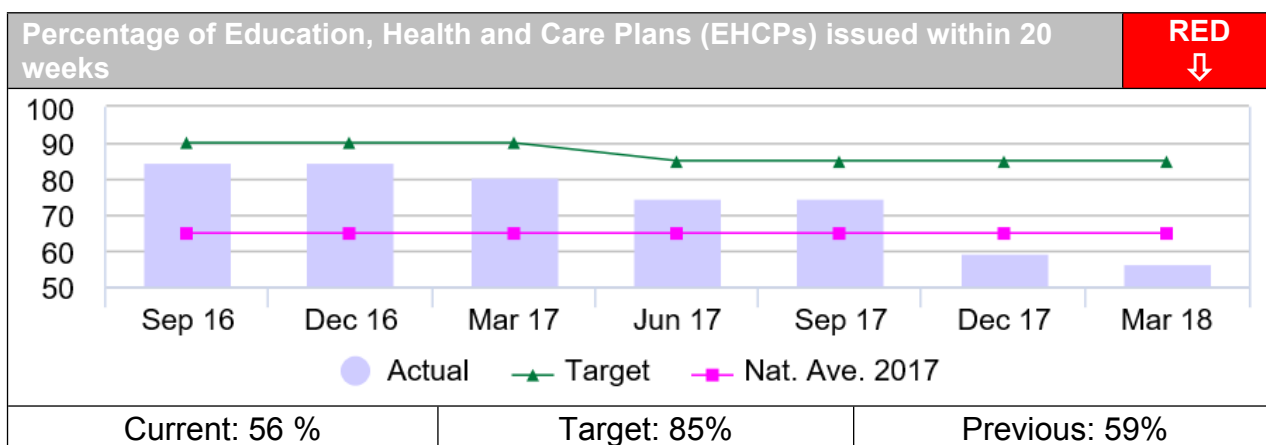
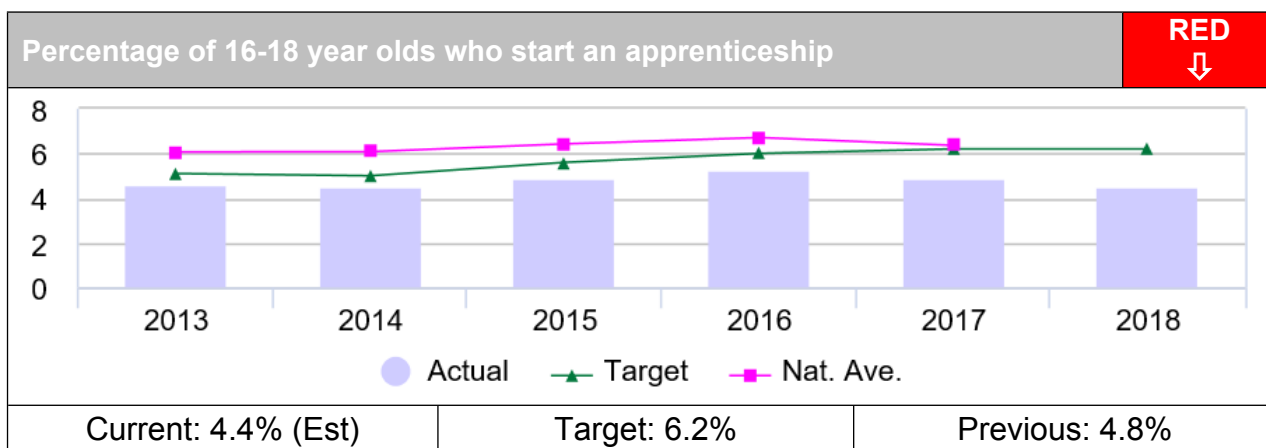
For admissions in September 2017 80% of parents secured their first preference Secondary school and 90% of families secured their first preference school for Primary schools places. In September 2018 there are eight primary schools offering significant numbers of extra places, adding 225 Year R places between them. 27 secondary schools have made a further 996 Year 7 places available for this September. Additional places being offered will in some cases be temporary – and may also have been offered for September 2017 entry.

Across all Kent schools, the net change to the number of places being offered for September 2018 entry (compared with September 2017 entry) is an increase of 34 Year R places (17 schools increasing and 13 schools reducing) and an increase of 99 Year 7 places (16 schools increasing and 19 schools reducing). This is because some schools which have offered a temporary increase in their intake for one or more previous years, are unable to continue to do so and have reverted back to their (lower) determined admission numbers.

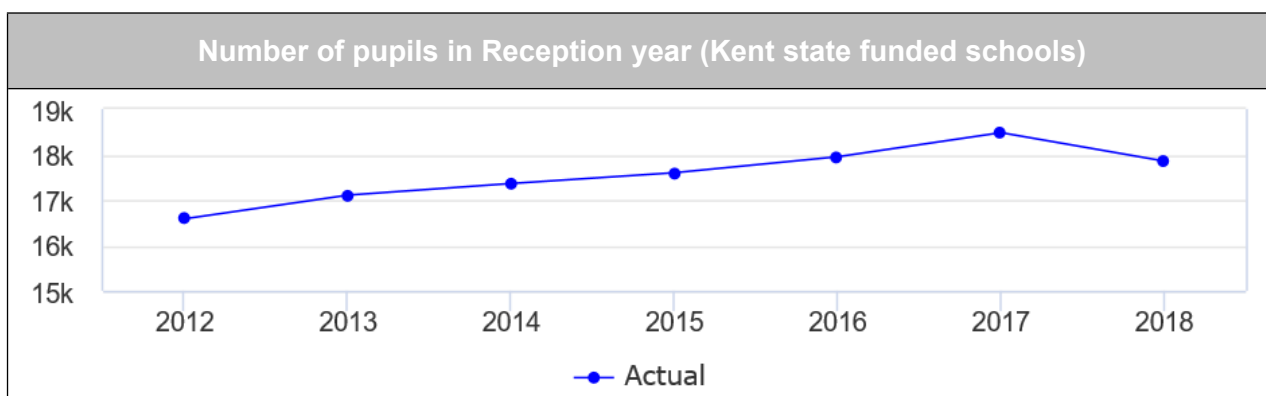
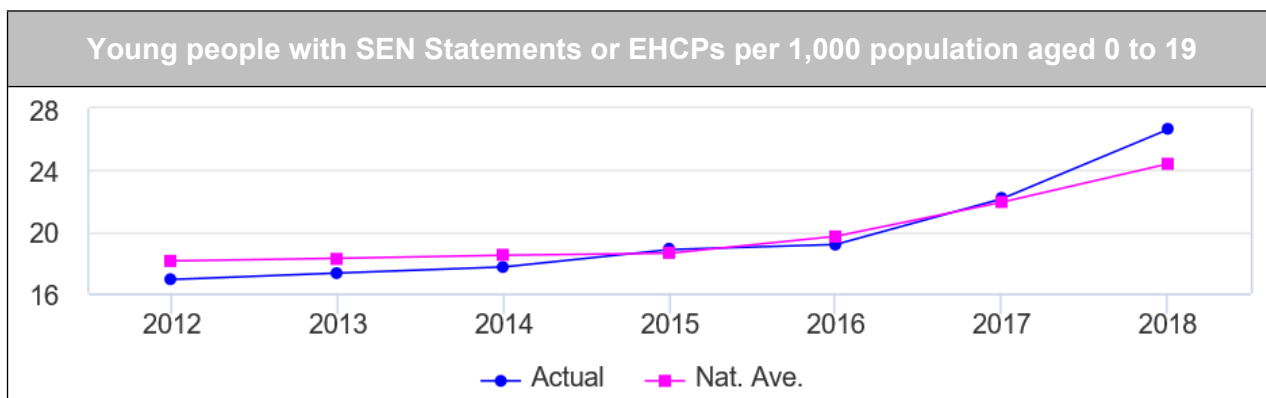
For 2017/18 across Kent as a whole, the target of maintaining at least 5% surplus capacity has been met at both primary and secondary phases. For primary schools, there are six districts with less than 5.0% surplus capacity compared to seven last year. For Reception year groups, all districts have at least 5% surplus capacity, a significant improvement on eight last year. For secondary schools, all but one district (Canterbury) have met the 5% surplus capacity target and for Year 7, four districts have missed the target, which is still an improvement on five last year, especially at a time of rising Year 7 roll numbers.

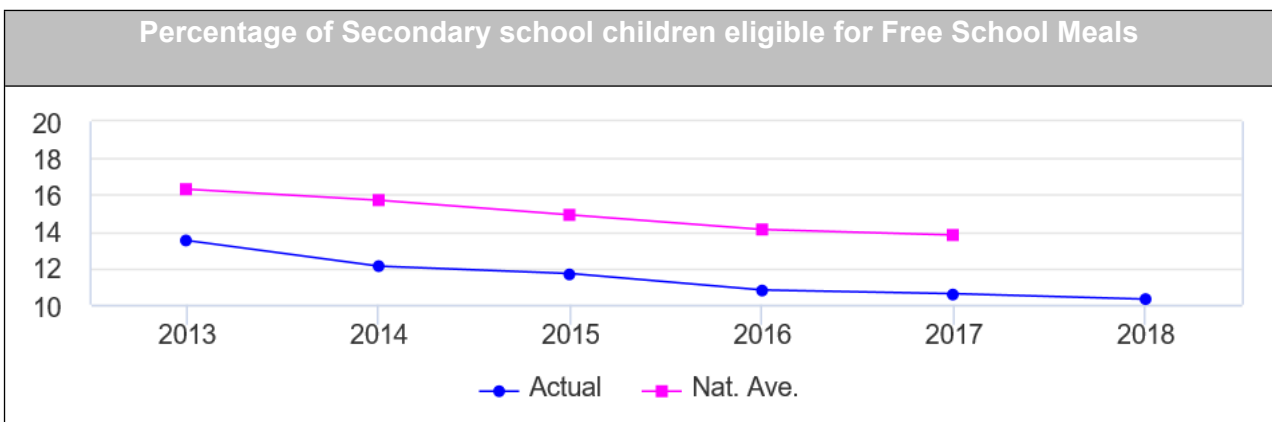
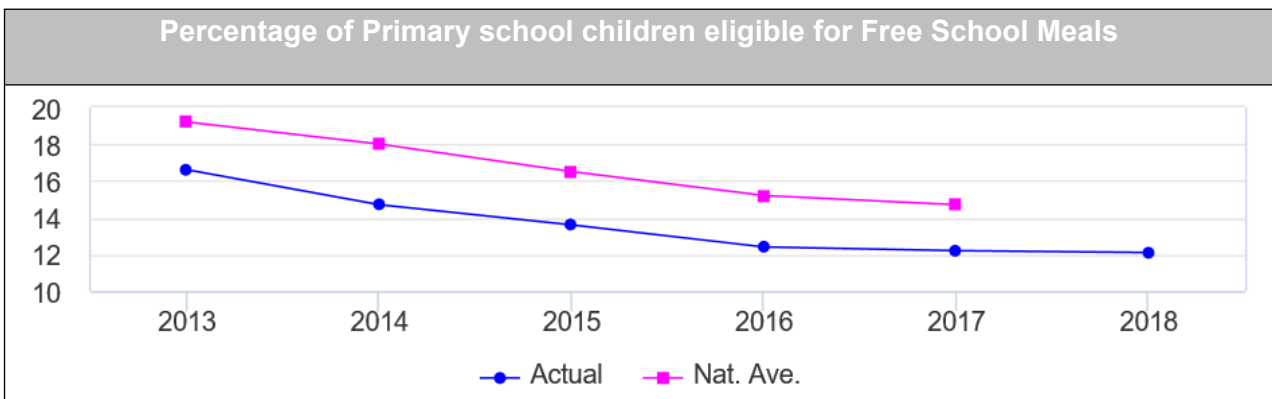
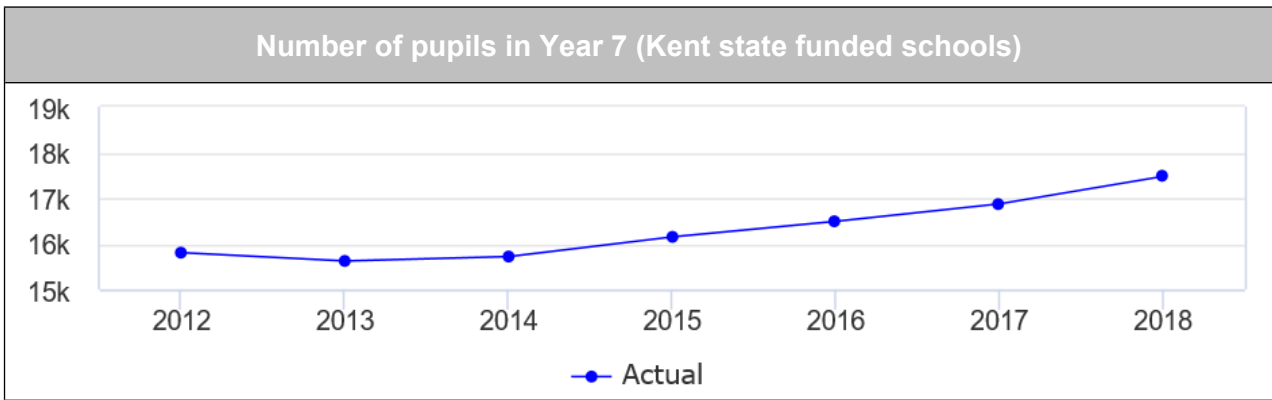
Key Performance Indicators





Activity indicators





Integrated Children's Services	
Cabinet Member	Roger Gough
Corporate Director	Matt Dunkley

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	7	3	0	4	2	4

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 is also underway to design a new integrated Front Door combining the Specialist Children Services Central Duty Team and Early the Help Triage team, which will go live this summer. 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.

Early Help

There were 2,344 cases open to Early Help units, which equates to support for 5,256 children and young people aged 0 to 17.

The percentage of Early Help cases closed with outcomes achieved fell slightly to 79% percentage points in the quarter and is one percentage point short of the target. 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, a new process has been planned with the Front Door to contact these families and explain the Early Help offer of support and see how families wish to proceed, which will support decision making about passing referrals into Early Help. For Early Help unit cases initiated via an Early Help Notification 82% of cases are closed with outcomes achieved, which is above the 80% service standard.

For permanent exclusions, the rolling 12 months total stands at 62, equating to 0.03% of the school population being excluded which equals the target of 0.03%. Of the 62 pupils to be excluded, 20 were from primary schools and 42 from secondary schools. This is a slight increase on the previous 12 months (April 2016 to March 2017) whereby 59 pupils were excluded.

The number of first time entrants to the Youth Justice system at 279 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 and process, combined with moderation of audit judgements, 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 Annual Conversation with Ofsted in February 2018. This forms part of the new inspection framework – Inspecting Local Authority Children's Services (ILACS) and provided the opportunity for Ofsted to review all activity and actions taken since Kent's full inspection report which was published in June 2017.

The continuing high level of demand for children's social care services, and impact this has had on the caseloads for Social Workers, remains a key priority. Work to integrate the 'front door' services, both for children's social care and early help, continues and it is anticipated that this will lead to a reduction of referrals to social work teams.

The last quarter has also seen the implementation of the first phases of the Total Placement Service. This will centralise the purchasing of all placements across the service, streamlining processes, removing duplication and producing cost efficiencies.

Staffing and Quality of Practice

The percentage of case holding social worker posts held by permanent qualified social workers increased by 1% in the quarter, from 82% in December 2017 to 83% in March 2018, which is close to the target of 85%. The percentage of Social Worker posts being filled by Agency Social Workers has continued to decrease and at the end of the quarter was 12%. In the latest published figures for Agency Social Workers, which is taken from a snapshot as at 30th September 2017, the average for England was 15.8% and the published Kent figure for the same period was 14.1%.

The percentage of on-line case file audits of children's social care records rated as 'Good' is 82%, which is an increase from 78% in the previous quarter and above the 70.0% Target. However, the completion rates for the on-line audits have reduced in the last quarter as staff have experienced technical difficulties resulting from a corporate change to the Firmstep software which is used to collate the audit information. The change in software has prompted a further review of the process and content of the audit tool to ensure that it provides an effective measurement of performance, with consistency of grading and opportunities for challenge. In addition to these 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 is used to drive continuous service improvement.

Demand and Caseloads

Referral figures over the last year have risen by 21%. The rate of referrals for children's social care per 10,000 child population on a rolling 12 months basis moved to above national average in September 2017 and has remained above. The increase in referrals is partly due to a change in practice in the Central Duty Team, which has led to a higher conversion rate of contacts to referrals but there has also been a 48% increase in the number of referrals from Kent Police in the year. This has followed a restructure of their service which has placed a greater focus on vulnerability. With the continued integration of services at the front door the possibility of routing a greater proportion of the work to Early Help Services continues to be explored.

The overall rate of Children in Need cases in Kent, per 10,000 of the child population, at the end of the quarter was 302.9 which remains below the last published rate for England, which was 330.4 (as at 31st March 2017).

Child Protection

There were 1,461 children with child protection plans at the end of March 2018, a reduction of 48 from December 2017. The number of children starting a child protection plan in the quarter also reduced and was 313, compared to 484 in the previous quarter. The rate of children with a child protection plan per 10,000 of the child population in Kent is now in line the latest published England Average.

The percentage of children becoming subject to a child protection plan for a second or subsequent time has increased from 18% to 20% in the last quarter, which is above 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 has remained broadly stable during the last year, close to 1,400. The number placed with Independent Fostering Agencies is 172, which is the same as for December 2017. At 69% the stability of children in care who have been in the same placement for the last two years has fallen just below the 70% Target. The percentage of indigenous children placed in KCC foster care or with family/friends has remained at the target level of 85%.

The number of children in care placed in Kent by other Local Authorities at the end of March 2018 was 1,274 which is a decrease of 53 from the December figure of 1,327. Some of this decrease may be attributed to improved quality of the information held, following a request to Other Local Authorities to validate the data held by Kent County Council.

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 320 days, which is a decrease of 31 days compared to the previous quarter. Kent continues to exceed the nationally set target of 426 days.

Adolescents

The official launch of a Joint Housing Protocol between KCC and the twelve District Council Local Housing Authorities took place in February 2018. One particular area of focus has been the way in which homeless 16 and 17 year olds are managed. The new protocol embeds partnership working and joint assessments and there is a clear commitment for bed and breakfast accommodation not to be used for young people. Additional work is being carried out 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 decreased from 1,524 in December 2017, to 1,513 in March 2018. 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 also remained stable at 66%, which is above the target of 65%.

Unaccompanied Asylum Seeking Children (UASC)

The number of UASC in care at the end of March 2018 was 233, which is a reduction of 89 from December 2017. As at the 27th March 2018, 309 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	Jun 17	Sep 17	Dec 17	Mar 18
0 to 4	182	186	194	182
5 to 9	252	251	240	239
10 to 15	717	718	734	695
16 to 17	650	599	577	539
Total	1,801	1,754	1,745	1,655

Gender

	Jun 17	Sep 17	Dec 17	Mar 18
Male	1,163	1,112	1,114	1,019
Female	638	642	631	636

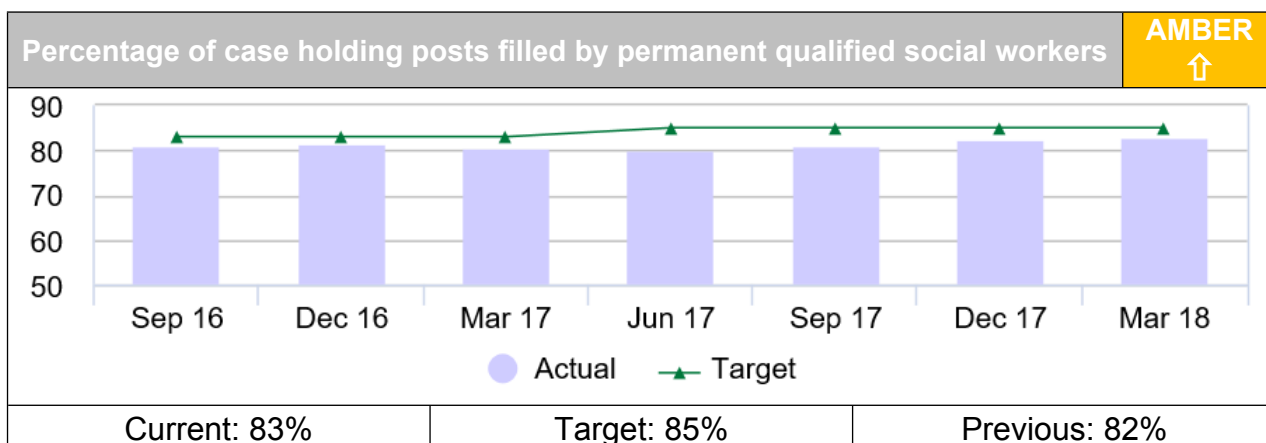
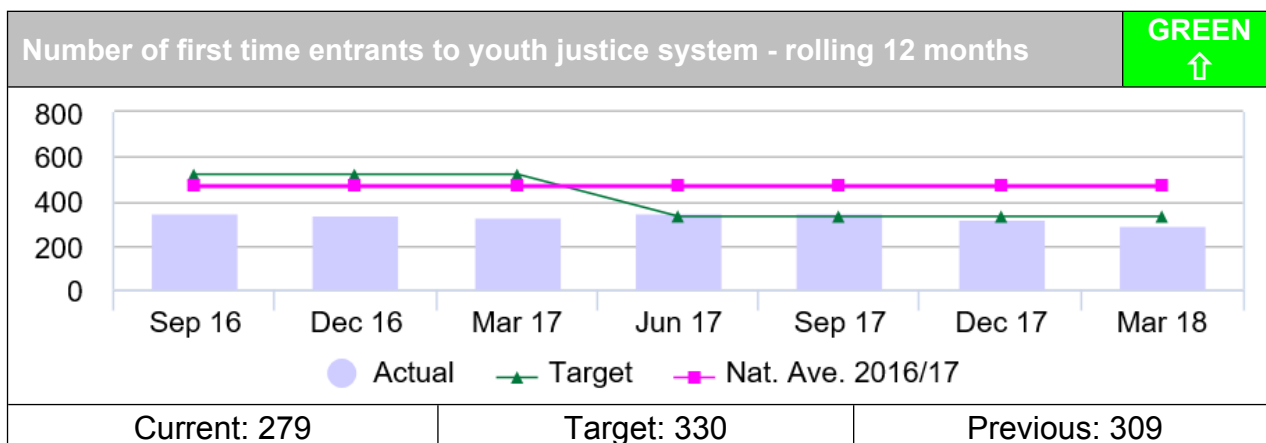
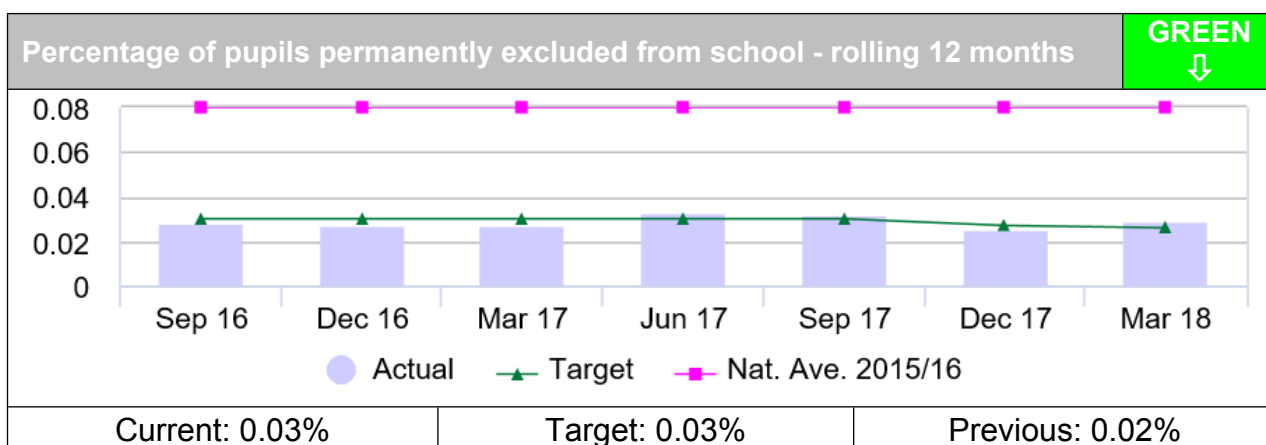
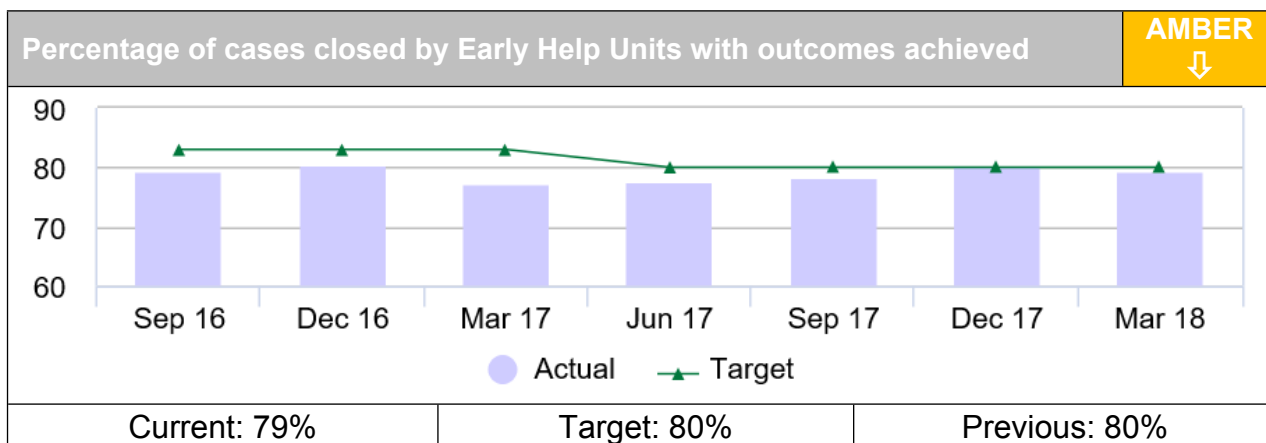
Ethnicity

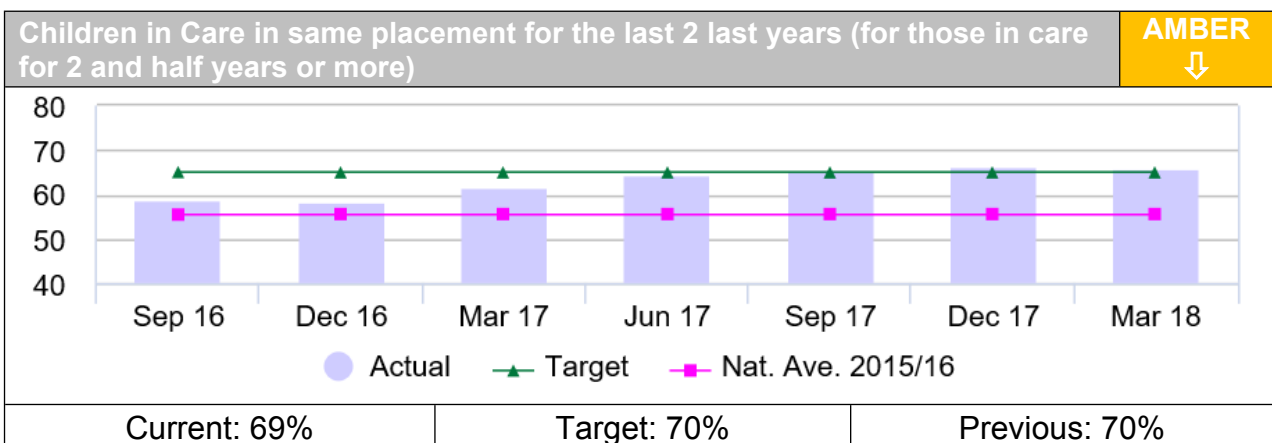
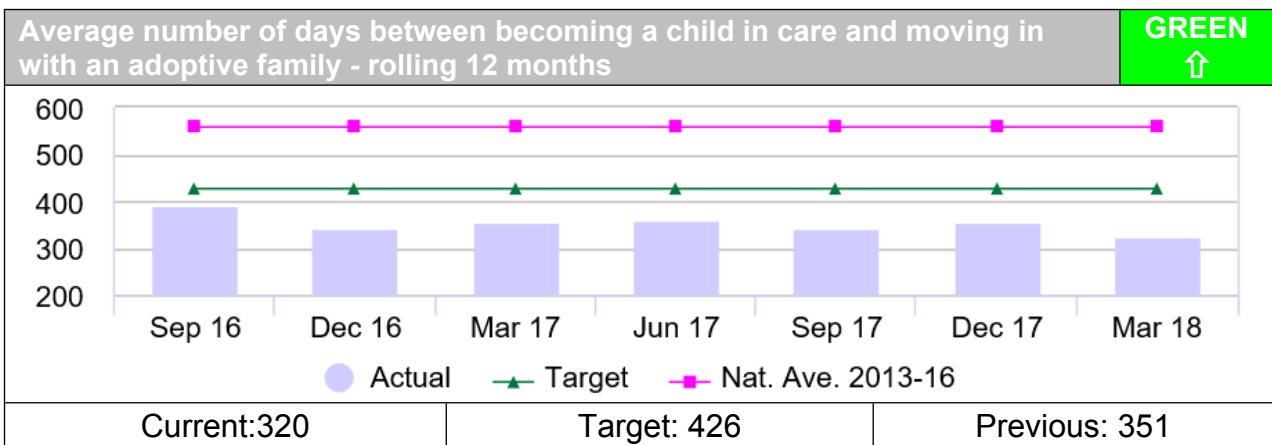
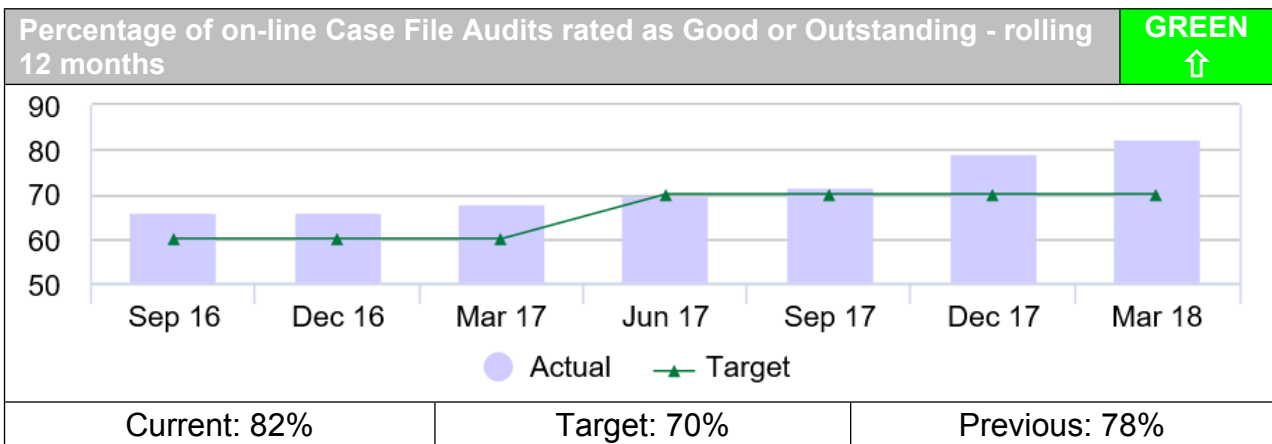
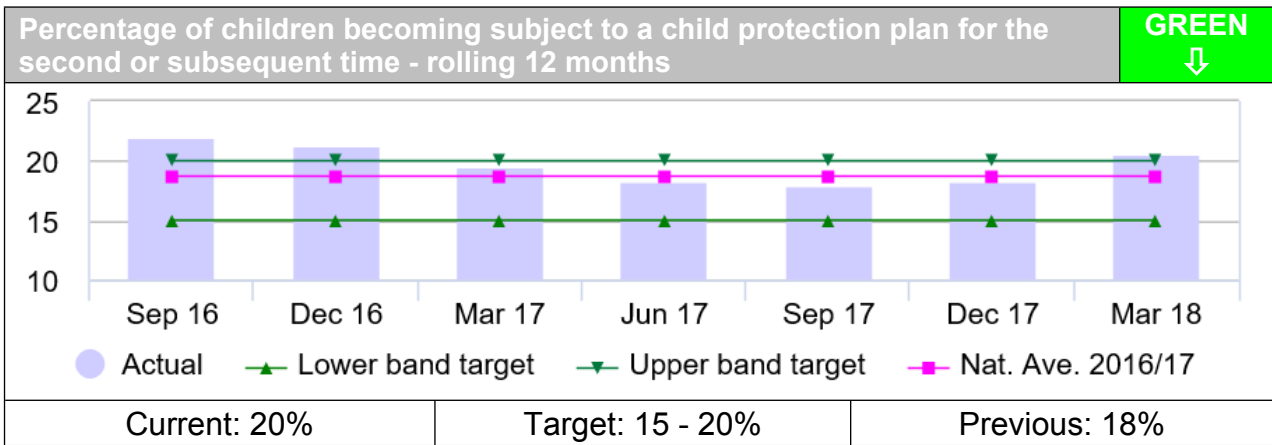
	Jun 17	Sep 17	Dec 17	Mar 18
White	1,288	1,293	1,306	1,306
Mixed	90	92	87	85
Asian	47	38	48	41
Black	158	123	107	93
Other	218	208	197	130

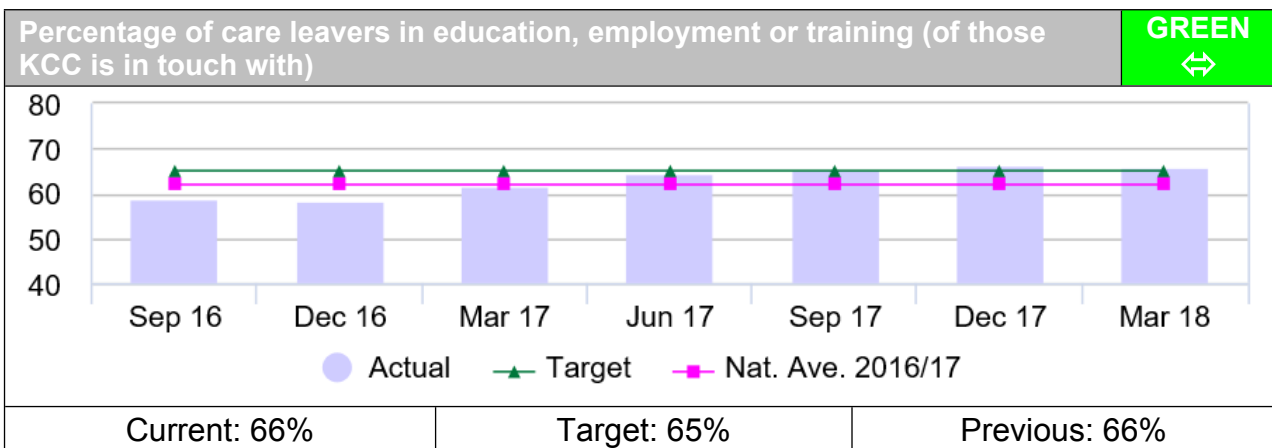
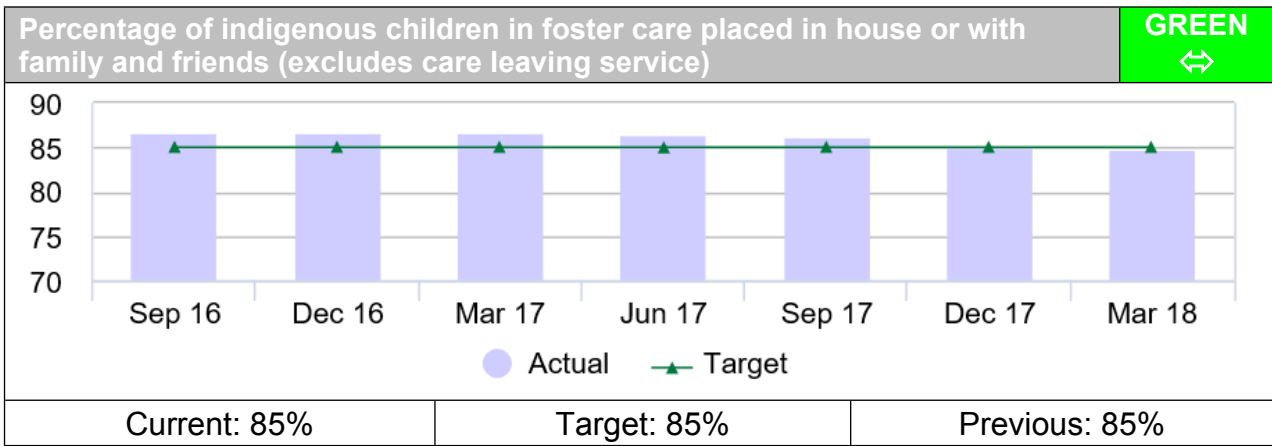
Kent and Unaccompanied Asylum Seekers (UASC)

Status	Jun 17	Sep 17	Dec 17	Mar 18
Kent Indigenous	1,398	1,403	1,423	1,422
UASC	403	351	322	233

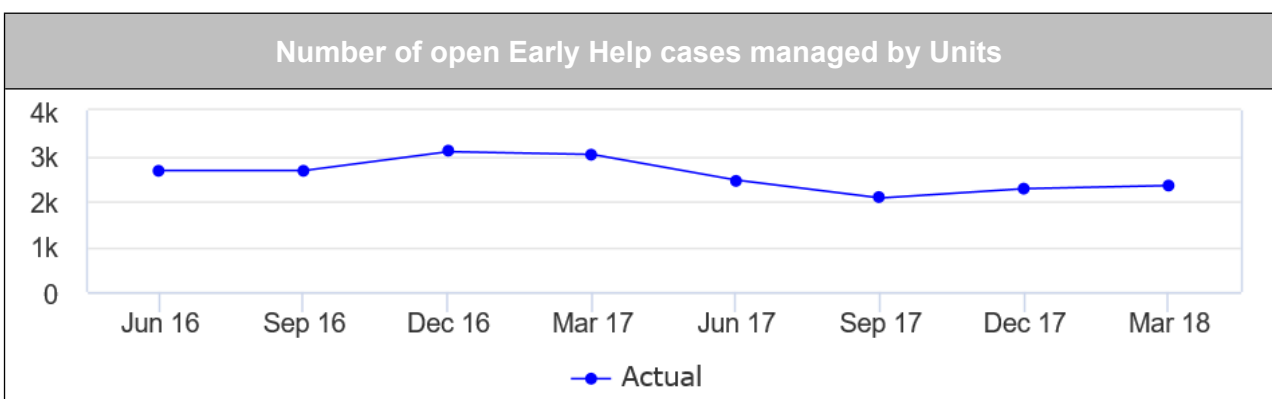
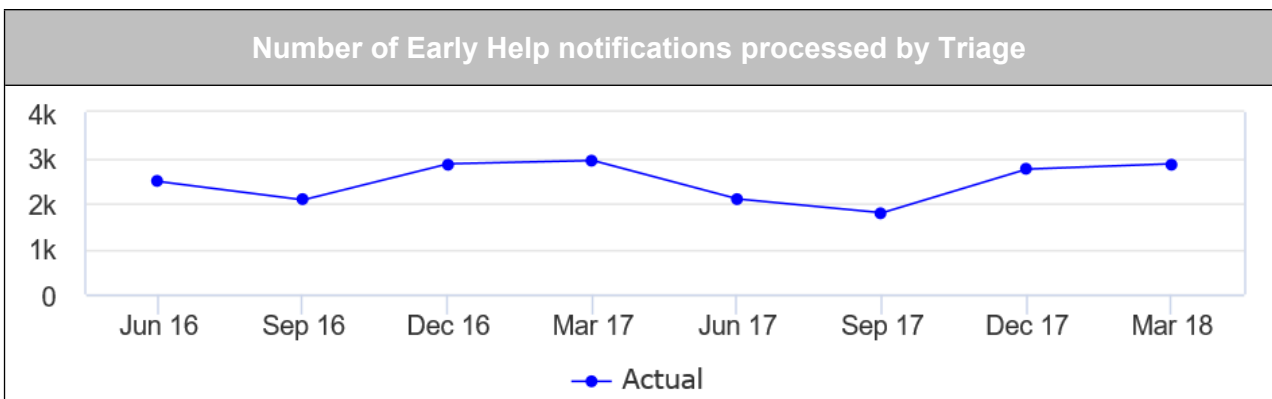
Key Performance Indicators



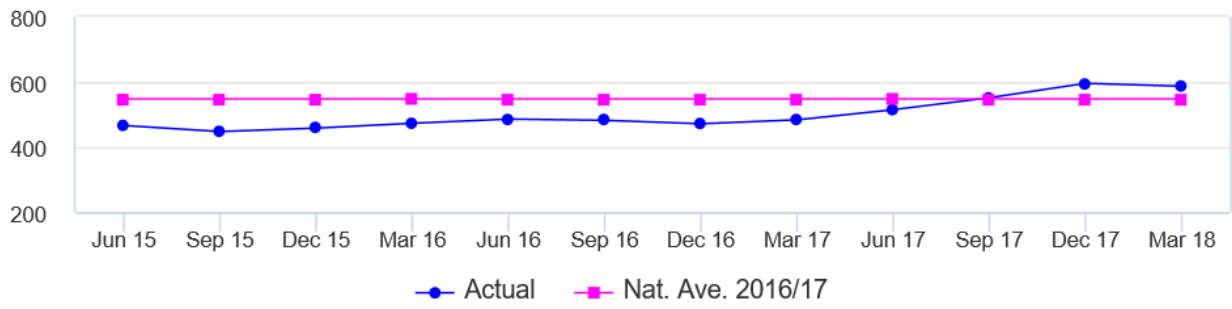




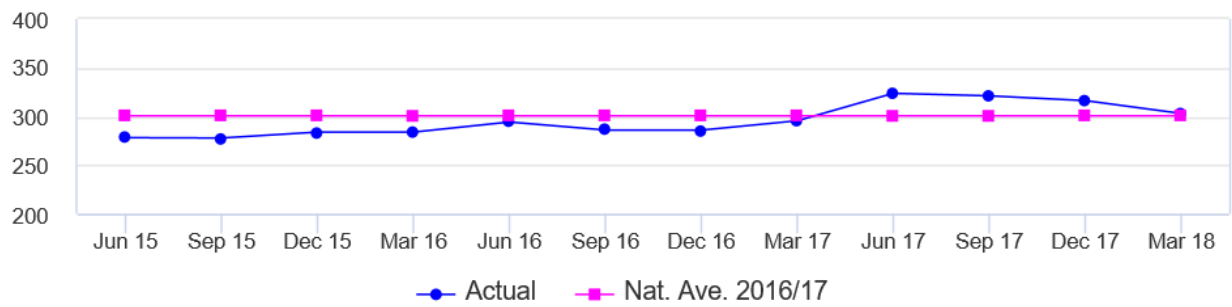
Activity indicators



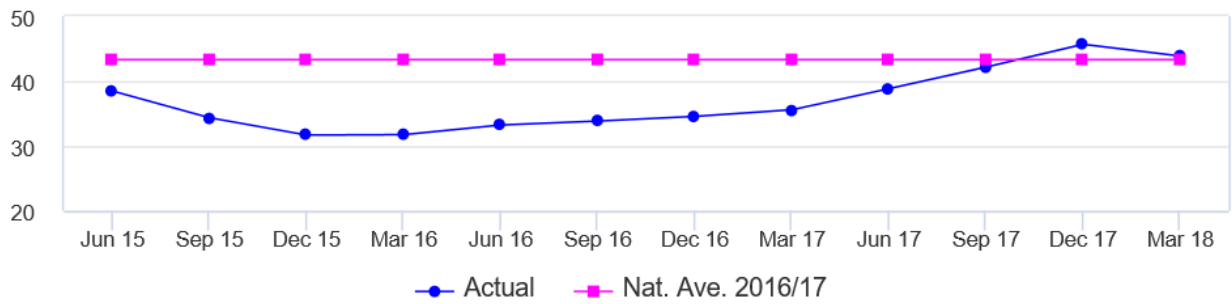
Rate of Referrals per 10,000 population aged under 18 – rolling 12 months



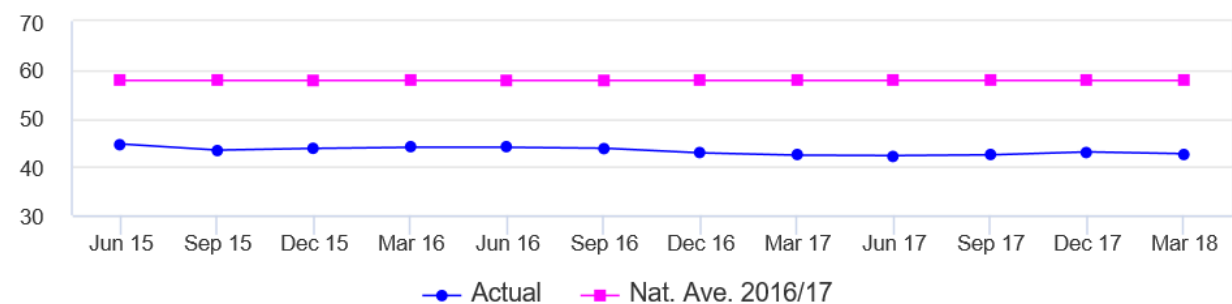
Caseload –rate of Children in Need per 10,000 child population – snapshot at quarter end



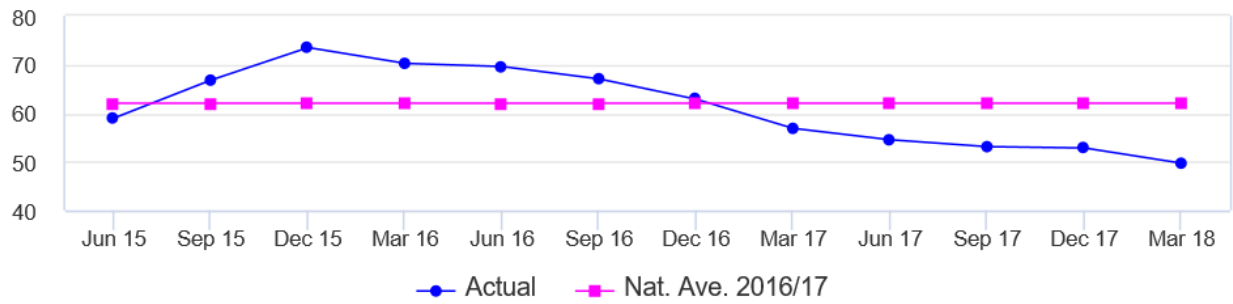
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



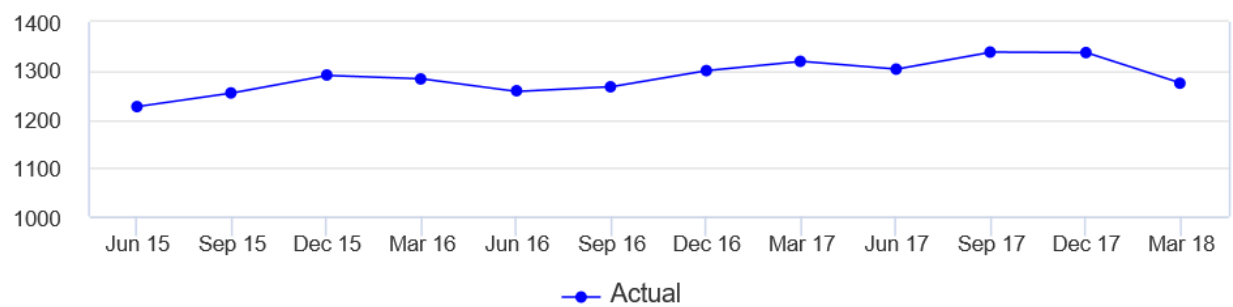
Rate of indigenous Children in Care per 10,000 child population – snapshot at quarter end



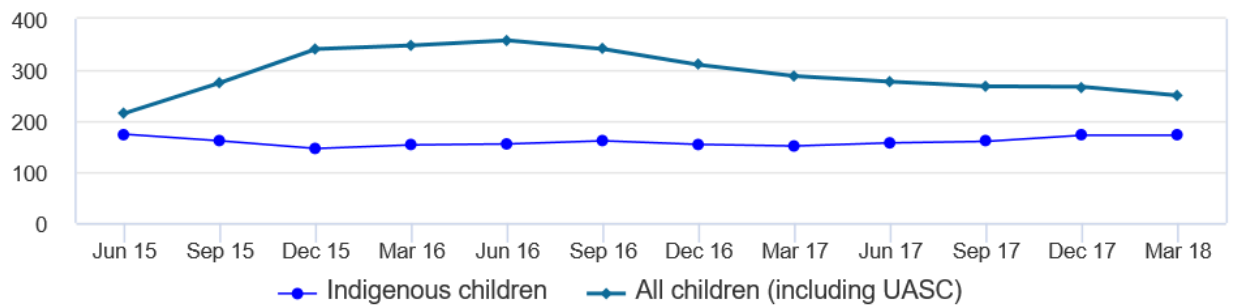
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



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 at quarter end



Adult Social Care	
Cabinet Member	Graham Gibbens
Corporate Director	Penny Southern

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	4	1	1	4		2

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.

All future support and services will be adhering to the following principles:

- Promoting Wellbeing - Services which aim to prevent, delay or avoid people's need for social care or health support, by helping people to manage their own health and wellbeing
- Promoting Independence - Providing short-term support that aims to make the most of what people are able to do with themselves to reduce or delay their need for care, and provide the best long-term outcome for people. They will have greater choice and control to lead healthier lives
- Supporting Independence – This is delivered through services for people who need ongoing support and aims to maintain wellbeing and self-sufficiency. The aim is meet people's needs, keep them safe and help them to live in their own homes, stay connected to their communities and avoid unnecessary stays in hospitals or care homes. For those needing long term care in a care home ensuring it is good quality, promotes independence and is safe.

All support and provision will be either preventative, enabling, maximising independence and choice, or providing targeted personalised support where it is required. We will continue to work with partners to deliver support where it is required at the right time and the right place to meet the needs of the people who require support.

As we continue to modernise our services and the approach to the delivery of those services, we will be implementing a new operating model. The new operating model will be aligned to the emerging Local Care model aligned with GPs and primary care provision within the community, and we are currently working to realign current staffing resources to support the implementation of this new operating model. Sustainability may require further iterations to ensure we have the right staff and skills in the right place.

A new operating model is to be implemented which defines specific pathways for clients where the primary intention will be to work in a focused manner. This will not deny individuals the opportunity to matrix work to ensure there is a seamless service for our clients.

Although practitioners will sit in a specific function such as Promoting Wellbeing, Promoting Independence, Supporting Independence, Safeguarding or Quality Improvement and Social work, all functions will be expected to continue to work together as part of one team in a locality in order to manage the demand. There will be an expectation that all work is managed via a local resource allocations process led by the senior manager in that locality, which in turn will necessitate a flexible approach to the way that practice is executed.

Performance Indicators

Of the 6 indicators measured for Adult Social Care, four improved in the quarter and the two that declined were ahead of target.

The percentage of contacts resolved at first point of contact increased in the quarter and was ahead of target at 76%.

The number of referrals to enablement increased in the quarter. With an average of 227 starts per week during the quarter, activity was 4.8% ahead of the target. Referrals which have been made to the externally commissioned provider Hilton are included within the referrals to enablement indicator.

The overall picture of people being supported through the full range of enabling services is 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 at 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.

The number of clients receiving a Telecare service continues to increase and was 7,065 at the end of the quarter, but the target was not achieved. The reasons for this relate to a refocussing of delivery to support more people with complex needs with more complex pieces of equipment. This takes longer to arrange and reduces the increase in take up, but supports the longer term aims for people and the service. The target for this different approach will be re-set for 2018/19.

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 within the 30% target at 26.8%. In the quarter to March there were 13,809 bed day delays equivalent to 12.7 per 100,000 of the population.

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.

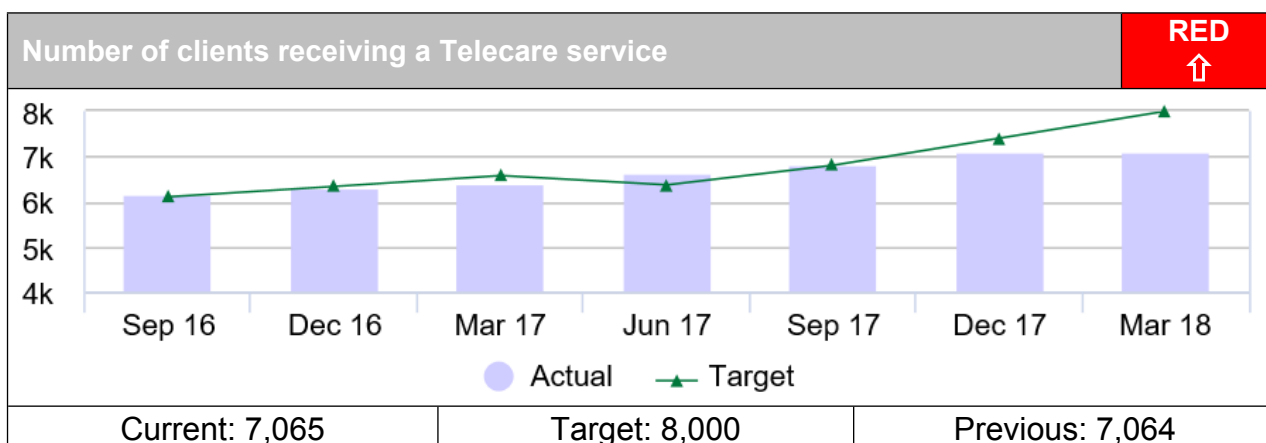
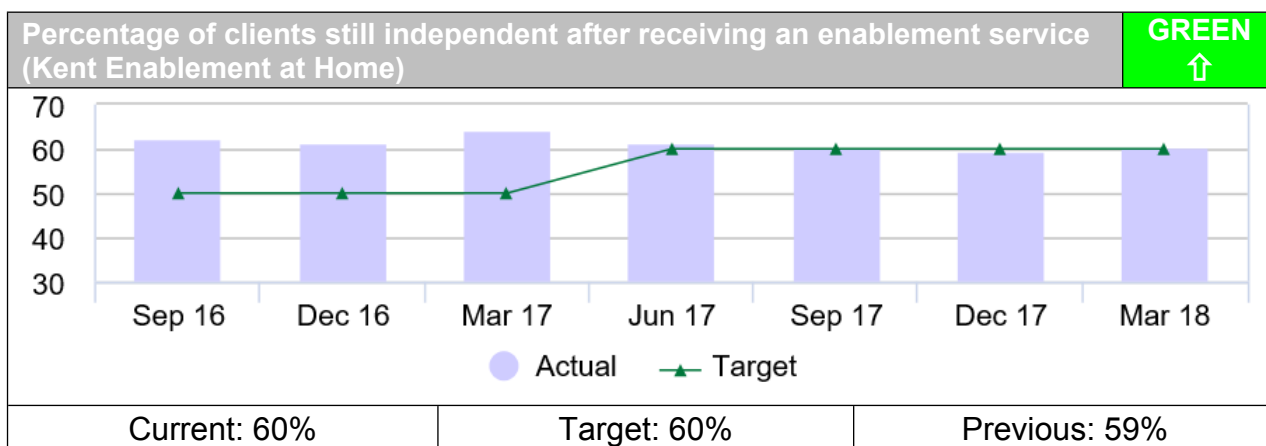
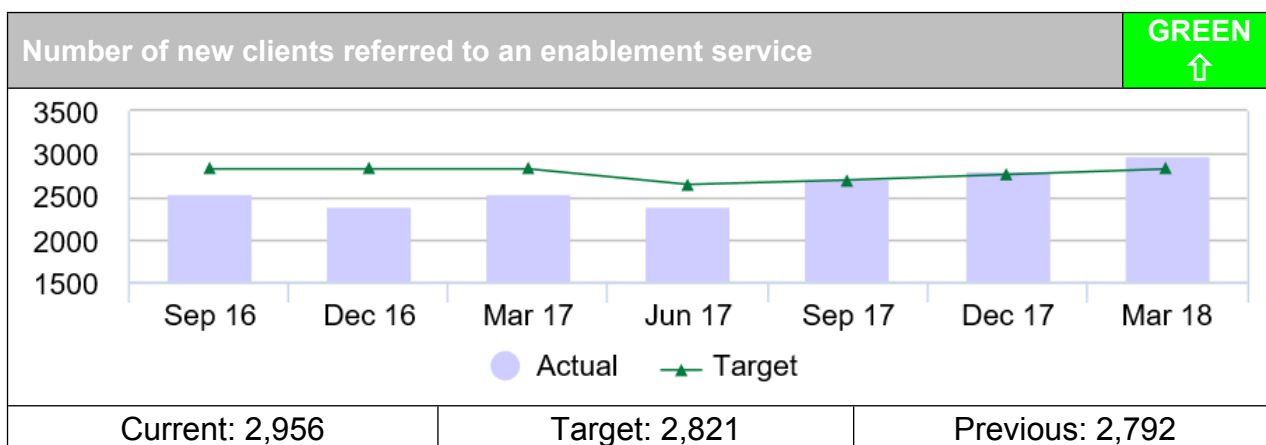
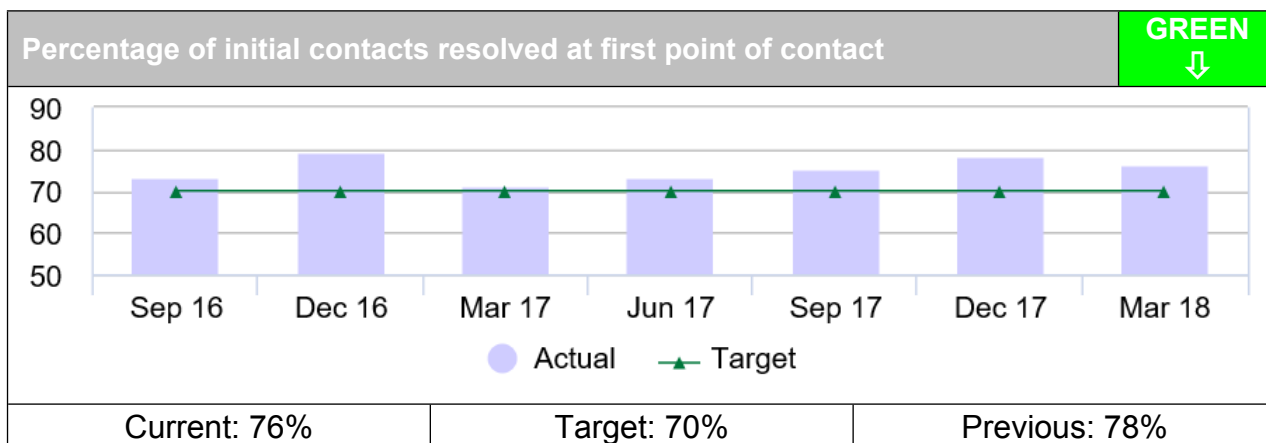
Service User Feedback

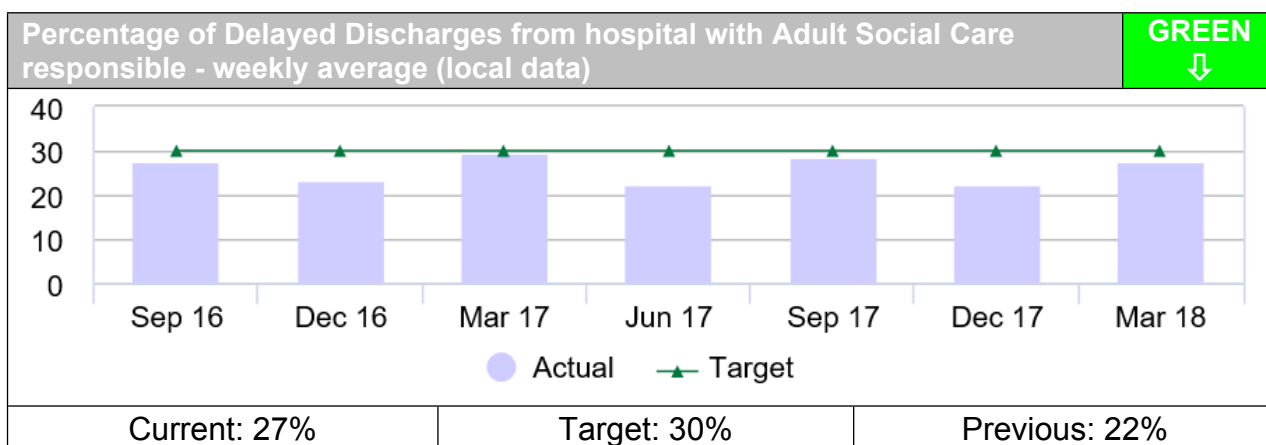
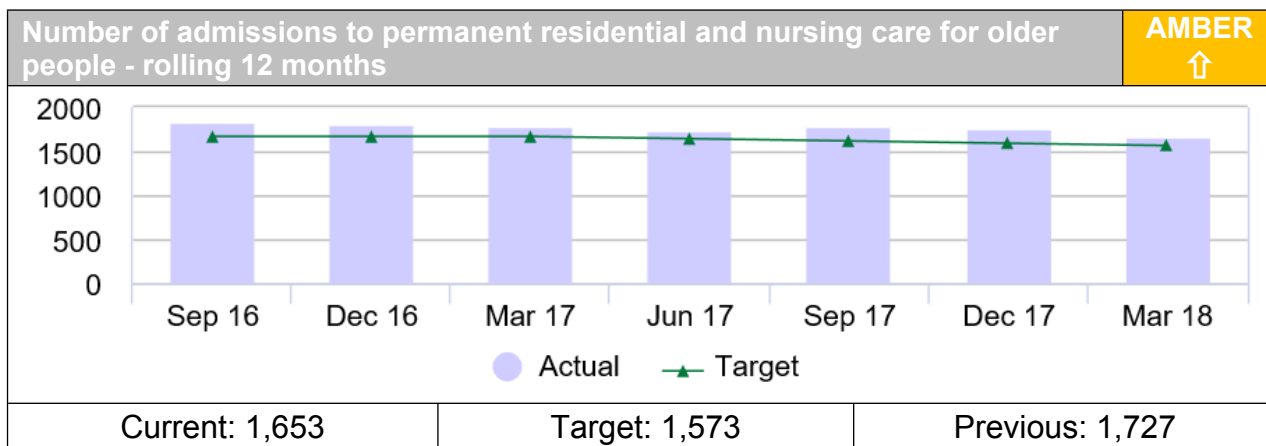
All local authorities carry out surveys of adult social care service users on an annual basis, as set out by Department of Health guidance. The survey results is used, along with other feedback gathered, to understand how we can make improvements to services. Results of some of the key survey questions 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%)

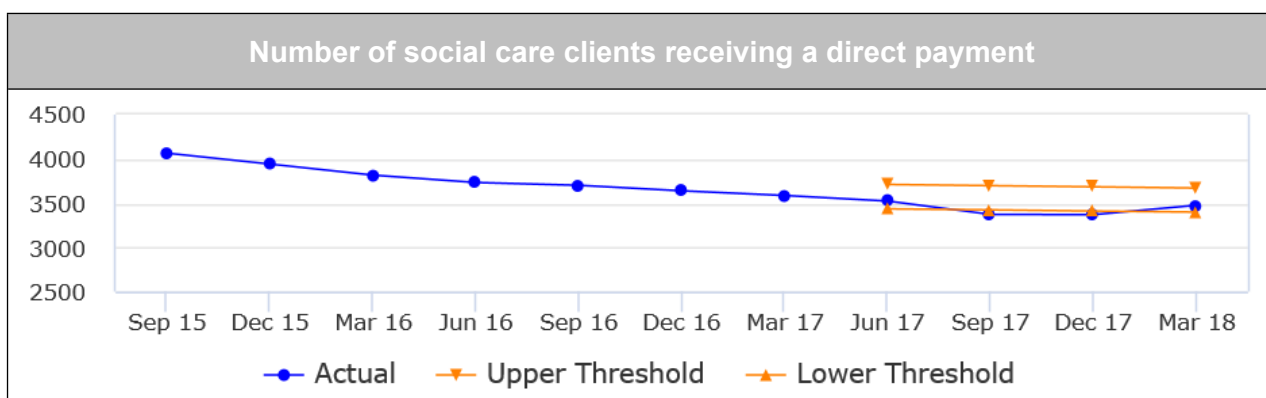
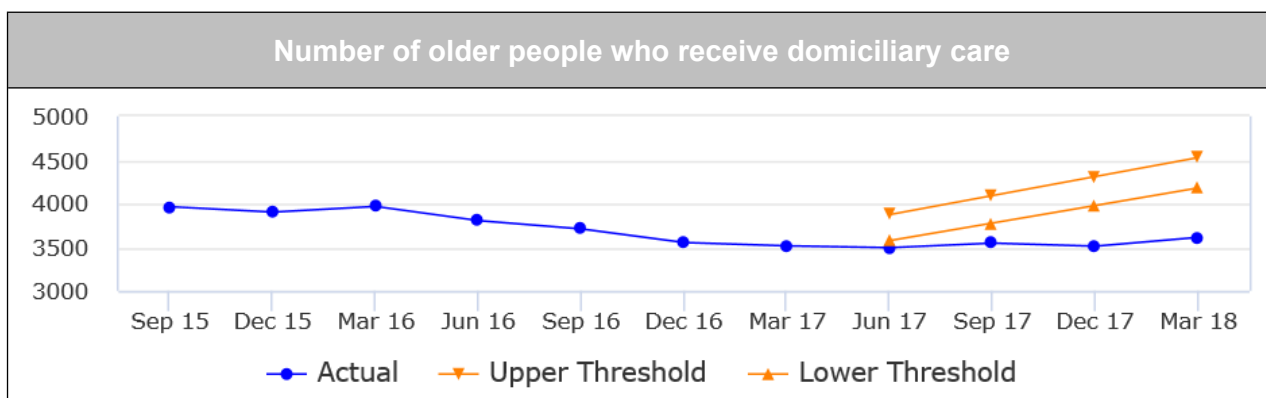
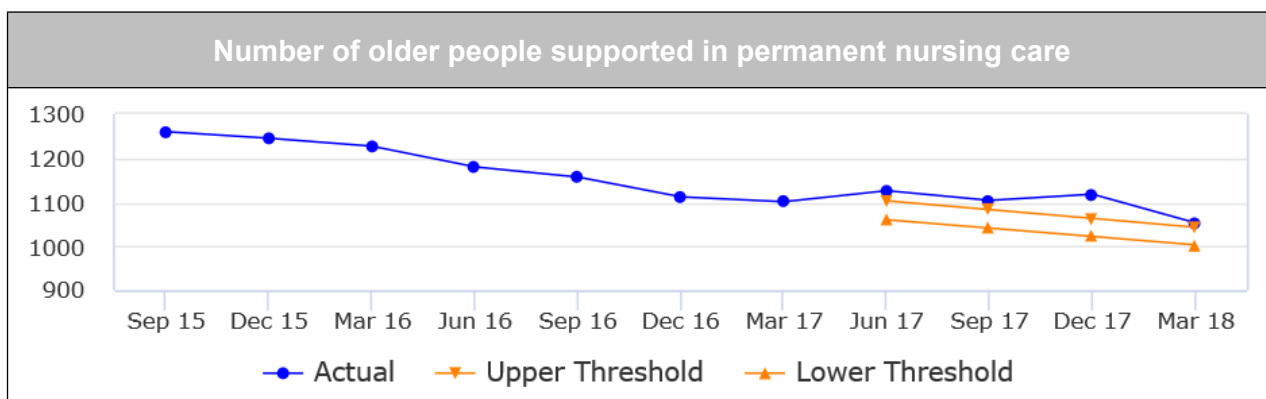
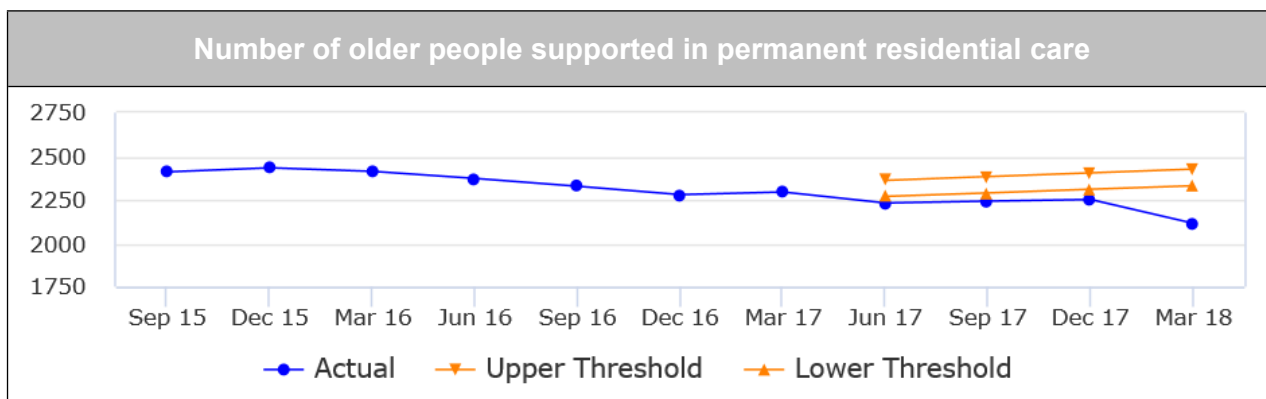
* The Carers survey is undertaken every other year

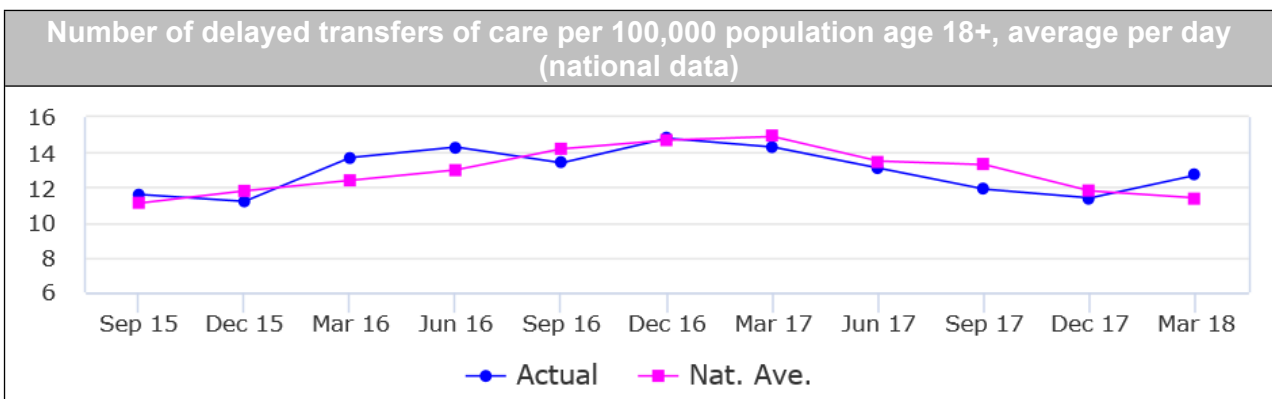
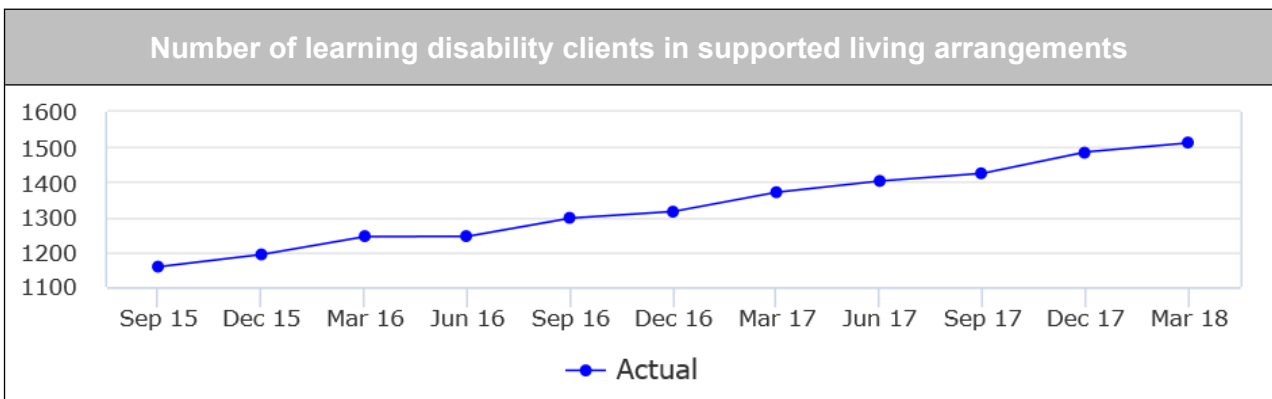
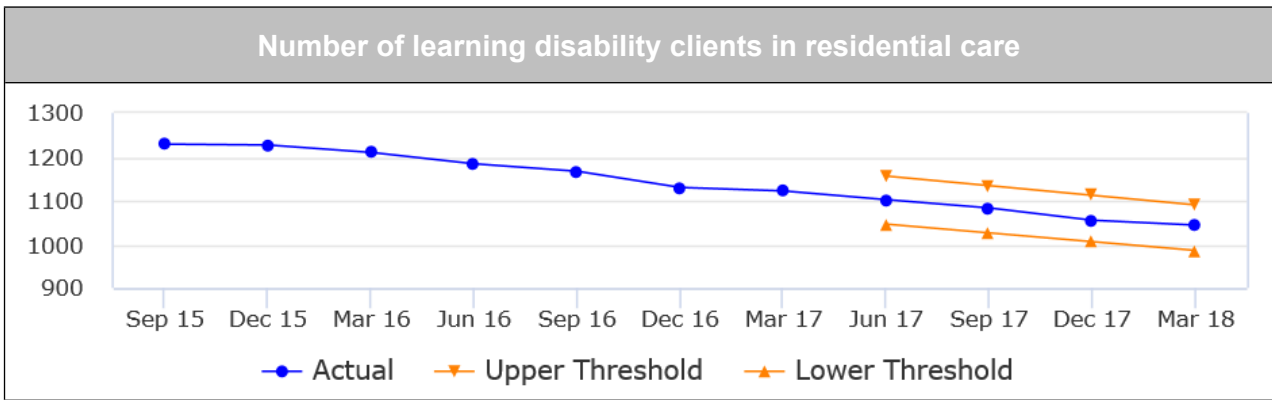
Key Performance Indicators





Activity indicators





Public Health	
Cabinet Member	Peter Oakford
Director	Andrew Scott-Clark

KPI Summary	GREEN	AMBER	RED	↑	↔	↓
	3	1	0	1	2	1

The NHS Health Check programme has now reached the end of its first five-year cycle and within Kent 487,091 invitations for a check were issued against an eligible population of 452,000. This resulted in take-up for 198,980 Health Checks, with 41,677 checks delivered in 2017/18 meeting the target for the year of 41,600. The service has supported the effective roll out of a new client management system which will support delivery for 2018/19 onwards and is compliant with General Data Protection Regulations.

The Health Visiting service has continued to improve performance against the mandated reviews and delivered more than 71,000 mandated reviews in the twelve months to March 2018. This increase reflects ongoing work to improve and integrate services for local residents. From the 1st April 2018, the Health Visiting Service was incorporated into a new overarching Partnership Agreement between KCC and Kent Community Health Foundation Trust (KCHFT). This agreement will support delivery of shared aims and objectives within limited resources and the delivery of the Sustainability and Transformation Plan (STP).

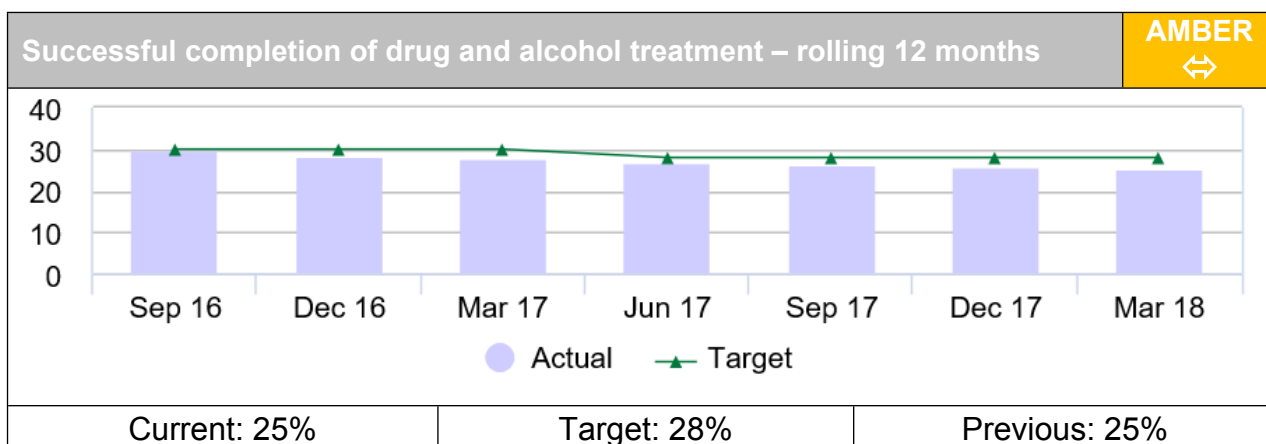
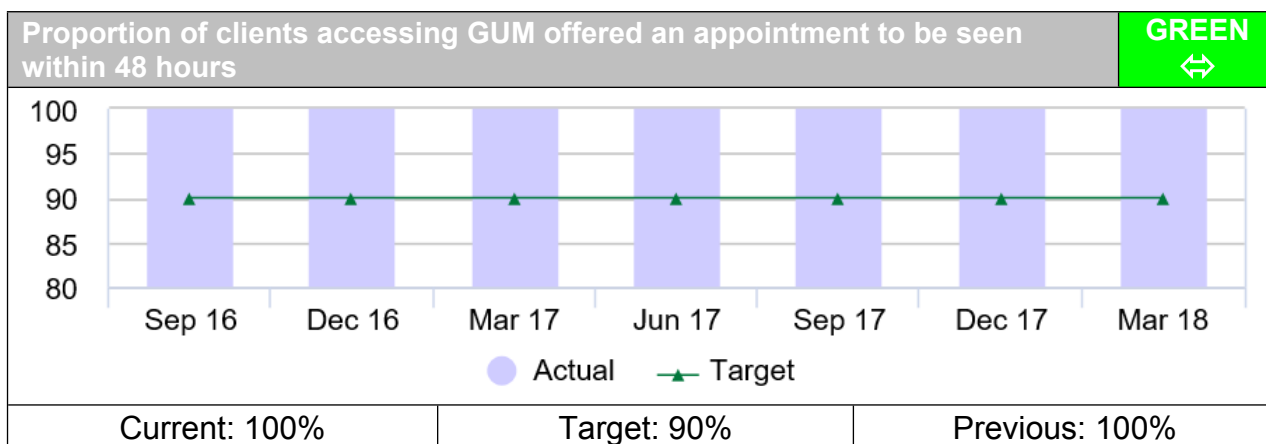
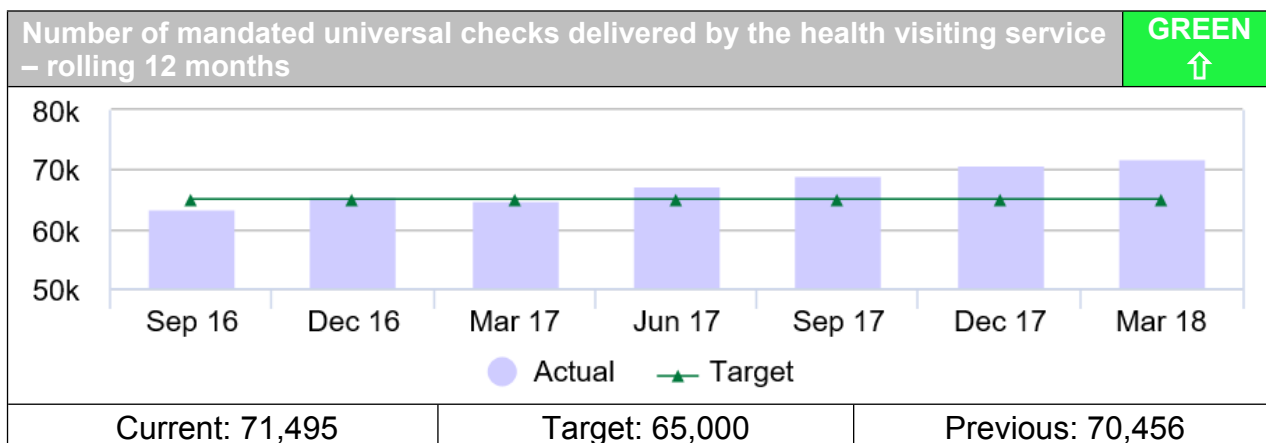
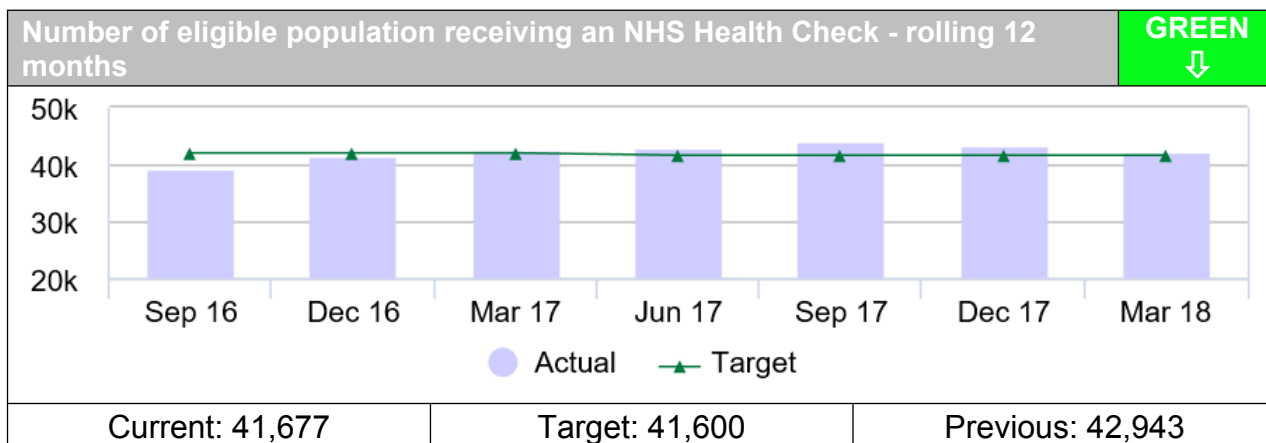
Sexual Health Services in Kent continue to offer rapid access to those needing an urgent genito-urinary medicine (GUM) appointment. Clinic attendances remain relatively stable whilst numbers accessing online services are increasing. We are currently reviewing how people are choosing to access services and this will help inform how we shape services in the future, from 2019 onwards.

The proportion of people accessing drug and alcohol services who successfully complete treatment remained stable at 25%. This is slightly below the 28% target. Drug and alcohol service providers are working with commissioners and other agencies to adapt and improve the services offer, particularly with those service users with the most complex needs.

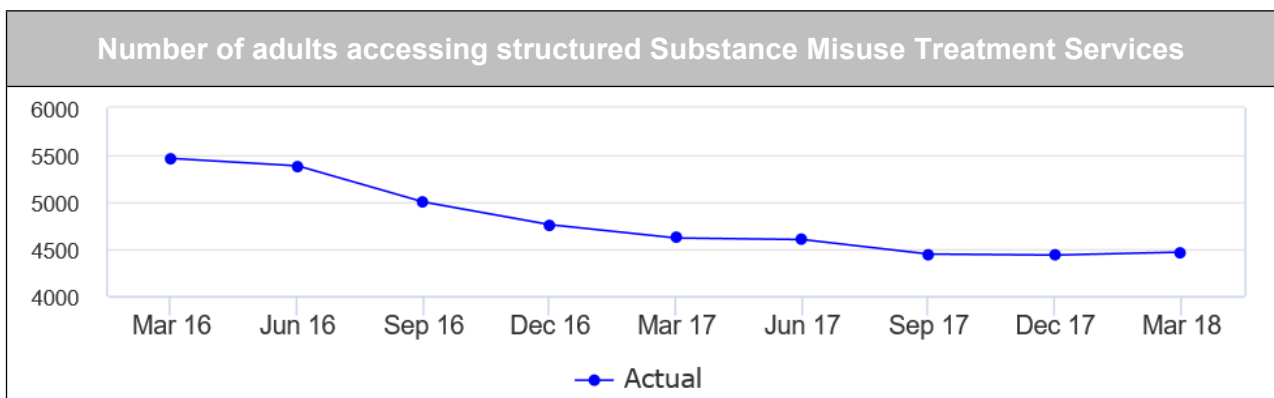
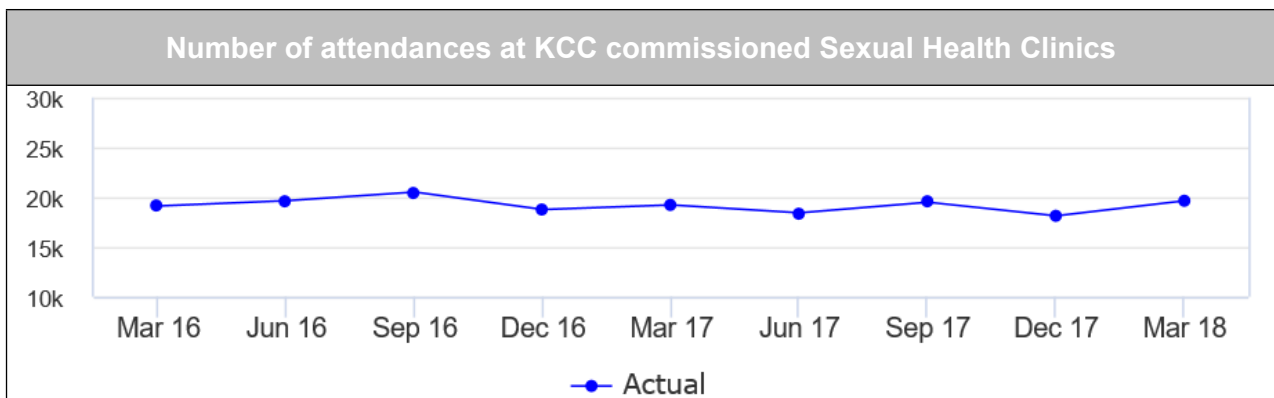
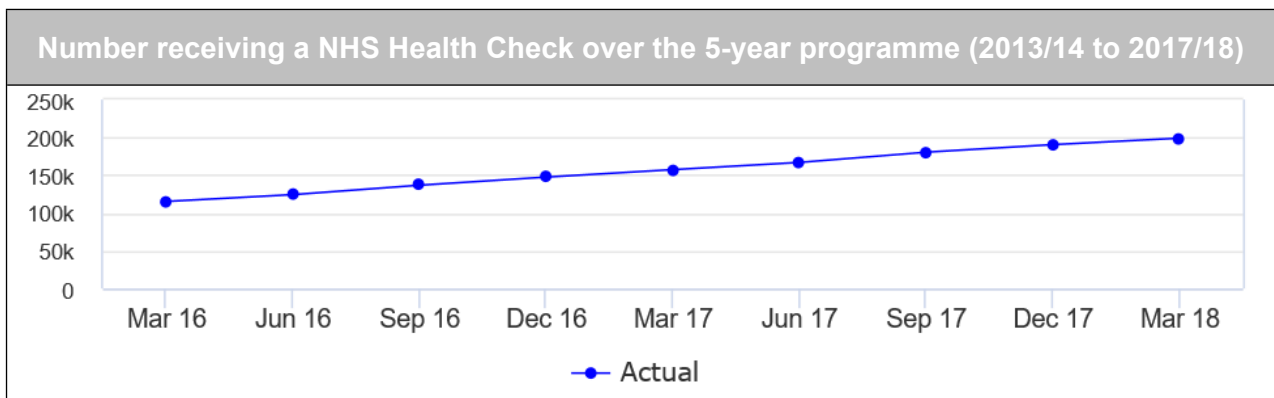
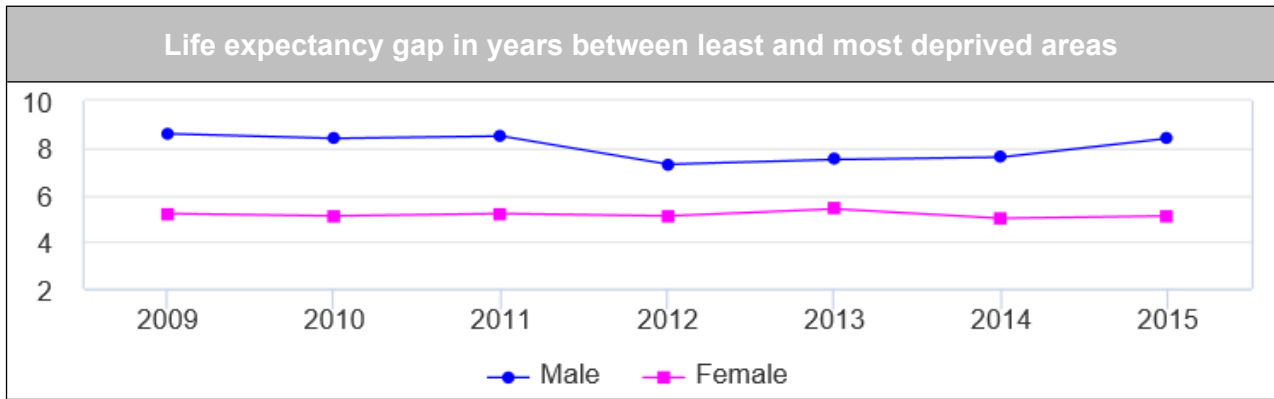
In 2017/18, the *One You* Campaign in Kent had over 155,500 visitors to the website www.oneyoukent.org.uk. There were over 32,000 completions of the 'How Are You' health quiz and 47,000 visits to Know your Score with 25,700 quiz completions. In the Release the Pressure campaign, there were over 50,000 visits to the web pages.

In January 2018 Public Health England launched a campaign entitled 'Protect against STIs'. This campaign generated 84,000 visits to Kent specific pages up to the end of March, a more than three fold increase compared to the usual number of visits to these pages.

Key Performance Indicators



Activity indicators



Corporate Risk Register – Overview

The table below shows the number of Corporate Risks in each risk level (based on the risk score). The Target risk level is the expected risk level following further management action. Since the last quarter, one new risk has been added to the register and one risk score has been amended.

	Low Risk	Medium Risk	High Risk
Current risk level	0	8	9
Target risk level	3	14	0

NEW RISK

CRR0042 - Post Brexit border systems and infrastructure arrangements:

As UK - EU negotiations progress, there is still uncertainty as to the shape of any future customs arrangement. If one is not agreed, and / or a 'transition period' is not enacted, there are risks such as delays in the physical transport of people / goods across the border; consequential impact on the strategic road network affecting local residents and businesses; insufficient Government funding to address issues arising; or insufficient time to implement the necessary changes.

CHANGES TO RISK RATINGS

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

The risk rating has been amended to take into account the Corporate Director of Finance view on the 2018/19 position. The rating now rests at 9 (amber).

More details of this risk and associated mitigating actions are detailed within Kent County Council's Corporate Risk Register.

MITIGATING ACTIONS

Updates have been provided for 16 actions to mitigate elements of Corporate Risks that were due for completion or review up to the end of March 2018, together with updates for 11 actions due for completion or review by June 2018 and 3 updates due for completion or review by October 2018. These are summarised below.

Due Date for Completion	Actions Completed/ Closed	Actions Outstanding or Partially complete	Regular Review
March 2018	6	6	4
June 2018 and beyond	4	4	6

Mitigating actions during this period are summarised below:Safeguarding – protecting vulnerable adults

The testing of the new safeguarding operating model commenced in February 2018 and will end on 8 August 2018. The evaluation of the new model is planned to complete by 15 August 2018. This will pave the way for the countywide roll out.

Safeguarding – protecting vulnerable children

The actions set out in the Ofsted Practice Development Plan have now been implemented. Preparation for the new multi-agency safeguarding arrangements, in response to the Children & Social Work Act requirements, have begun and will be complete by September 2019.

Access to resources to aid economic growth and enabling infrastructure – The Growth & Infrastructure Framework has been updated for 2018 and was endorsed at the Environment & Transport Cabinet Committee in March 2018. It provides a picture of planned growth across Kent and Medway to 2031 and looks ahead to 2050 including analysis on potential impacts of climate change and economic growth. KCC has contributed to the new South East Local Enterprise Partnership Strategy, which is expected to be launched in the summer 2018. The Enterprise & Productivity Strategy 2018-2050 is currently being scoped. Advisory Board and Governance is being worked through.

Civil Contingencies and Resilience – A ‘move to critical’ terror alert exercise is included in the Resilience Activity Calendar for 2018-19 which will incorporate learning from recent multi-agency exercises. The mutual aid agreement has been drafted and will go to the Kent Local Authority Emergency Planning Group before being reported to Kent Joint Chiefs. Psychometric testing for Duty Director, Recovery Director and Incident Co-ordinator roles has been undertaken by the Corporate Management Team (CMT) ahead of the allocation of most suitable roles.

Kent & Medway Sustainability and Transformation Partnership (STP) – Agreement has been given for the establishment of a joint KCC and Medway Health and Wellbeing Board, with the first meeting being held in June 2018. All 8 Clinical Commissioning Groups have committed to establishing the Strategic Commissioner function and the sharing of a single senior management team with one accountable officer. A sub-committee, consisting of the chairs of each CCG, has been established to act as overall governance and development of the Strategic Commissioner function. A Local Care Implementation Board has also been established.

Integration of Early Help and Preventative Services and Specialist Children’s Services to improve outcomes and manage demand – Implementation of the Front Door Integration Project to better manage ‘front door’ referrals is being finalised during the Summer 2018. Potential implications arising as a result of the Children and Social Work Act regulations have been assessed.

Future financial and operating environment for local government – KCC responded to the Fair Funding Formula consultation in February 2018. Engagement with Government continues.

Evolution of KCC's Strategic Commissioning approach - Phases 1 and 2 of the restructure of the Strategic Commissioning division are now complete. However, some key appointments still to be made. All elements of the restructure are due to be completed by autumn 2018.

Cyber-attack threats – The ICT Transformation Programme includes the rollout of the Enterprise Mobility suite, the continuing progress that is being made rolling out Windows 10 across the authority and the transformation to the cloud. All of which are strengthening the ICT resilience of the authority. The Cyber incident response policy is currently being developed and expected to be completed in June 2018.

Information Governance – The appointment of Data Protection Officer has been made. Privacy Notice guidance and templates have been produced and launched to staff. Procedures and protocols for investigating and reporting data breaches have been reviewed.

Opportunities and risks associated with alternative service delivery models – A review of KCC company governance and ownership is currently being undertaken and expected to complete in June 2018. Training has been delivered to members of Shareholder Boards to support the knowledge required. Further training will be delivered as determined by the General Counsel. The Governance arrangements for Member oversight and scrutiny have been agreed and arrangements are in place to give effect to them. Arrangements for exit strategies are being built into project planning for the creation of any planned or future KCC companies.

By: Mr Roger Gough, Cabinet Member for Children, Young People and Education

To: Cabinet meeting - 25 June 2018

Subject: Select Committee: The Pupil Premium

Summary: To receive and comment on the report of the Select Committee on the Pupil Premium.

1. Introduction

One of the key ambitions of Kent County Council is for Kent to be a place where families thrive and where all children and young people develop well and are equipped for achievement in life.

Education is the greatest opportunity young people have to achieve life-long benefits but at present the life chances of some are greater than those open to others, as social and economic conditions determine more than ever a child's success in the education system and labour market.

Although the school system alone cannot solve the issue of low social mobility, it can make a significant contribution to improving the life outcomes of disadvantaged children.

The introduction of the Pupil Premium in 2011 provided schools with additional funding for disadvantaged pupils with the aim of improving their academic achievement and narrowing the attainment gap between them and their peers. Although the schooling system in Kent is performing generally well, gaps in educational achievement for pupils supported by the Pupil Premium - such as children in receipt of free school meals and Looked After Children - remain too wide.

KCC, as a champion and advocate for all children, young people and families in Kent, aims to ensure that there is high quality support to improve the life prospects of vulnerable pupils in the County. The Pupil Premium Select Committee has been set up to investigate the impacts of the Pupil Premium, and to inform policies aimed at narrowing the attainment gap and at helping disadvantaged children and young people achieve the educational and life outcomes they deserve.

2. Select Committee

2.1 Membership

The Chairman of the Select Committee was Mrs Lesley Game. Other members of the Committee were Mrs Clair Bell, Mr Andy Booth, Mrs Penny Cole, Mrs Trudy Dean, Ms Sarah Hamilton, Mr James McInroy, Dr Lauren Sullivan and Mr Mike Whiting. Mr Whiting stood down from the Committee in December 2017 due to his new appointment as Cabinet Member for Planning, Highways, Transport and Waste.

2.2 Terms of Reference

The final terms of reference were:

1. To contextualise the Pupil Premium and to identify the groups of vulnerable learners who are currently supported by the Pupil Premium in Kent.
2. To assess the extent to which the Pupil Premium is currently effective in closing the attainment gap between disadvantaged pupils and their peers in Kent.
3. To identify best practice interventions and strategies where the Pupil Premium has been used successfully to narrow the attainment gap between vulnerable learners and their peers.
4. To recommend initiatives and strategies to improve the effectiveness of the Pupil Premium in raising the educational achievement of disadvantaged learners and in narrowing the attainment gap in Kent.

2.3 Evidence

The Pupil Premium Select Committee held 25 hearing sessions with a wide range of witnesses, including representatives of nurseries and of Kent primary and secondary schools, the Education Endowment Foundation, other local authorities, as well as a number of senior KCC officers.

The Committee also made one visit to local children in care, four visits to local primary and secondary schools, and one visit to the Sacred Heart Catholic School in London – the 2017 National Pupil Premium Award (Secondary) winner. Finally, the Committee received written evidence from a variety of sources, including the Kent Association of Headteachers.

A list of the witnesses who provided oral and written evidence, as well as details of the visits, are in Appendix 1.

2.4 *Timescale*

The Select Committee conducted a programme of hearings and visits in September 2017 and in January 2018. It reconvened in February 2018 to make recommendations, before producing its report. The report is planned to be considered by a meeting of Full Council on 12 July 2018.

3. **The Report**

3.1 The key themes of the report's 10 recommendations include:

- Ensuring that Pupil Premium best practice at many Kent schools continues to be encouraged and shared across all Kent schools and Early Years providers.
- Carrying out an in-depth investigation into the reasons behind the under-registration of children eligible for Free School Meals and Pupil Premium funding, and into interventions that will promote Free School Meal registrations and Pupil Premium take-up.
- Informing the Secretary of State for Education that the Committee supports the recommendation of the Social Mobility Commission's report that Early Years Pupil Premium funding should be doubled, funded by either a re-distribution of Primary Pupil Premium or from elsewhere within the DfE budget.
- Carrying out a pilot in Kent to determine the extent to which increasing the Early Years Pupil Premium funding rate would have a positive impact on narrowing the attainment gap.
- Working with other local authorities that place children in care in Kent schools to ensure that consideration is given to the appropriateness of the placements, taking into account whether adequate support is in place for the Pupil Premium Plus to be spent effectively.
- Continuing to promote better information sharing between Kent Early Years providers, primary and secondary schools in order to facilitate a smoother transition for disadvantaged children.
- Explore opportunities to support and promote additional speech and language provision in pre-school settings.

3.2 The executive summary of the report is attached in Appendix 2. To obtain a copy of the full report please contact the report's authors (details below). The full report can be accessed via the link below

http://www.kent.gov.uk/_data/assets/pdf_file/0017/82043/Pupil-Premium-report.pdf

4. Conclusion

4.1 I welcome the report and would like to congratulate the Select Committee on completing this piece of work.

4.2 I would also like to thank all the witnesses who gave evidence to the Select Committee, and the officers who supported it.

4.3 Mrs Lesley Game - the Chairman of the Select Committee - Mrs Trudy Dean and Dr Lauren Sullivan will present the report to Cabinet, and the Committee would welcome your comments.

5. Recommendations

5.1 The Select committee be thanked for its work and for producing a relevant and balanced document.

5.2 The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.

5.3 Cabinet's comments on the report and its recommendations be welcomed.

Research Officers – Overview and Scrutiny:

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Appendix 1

Evidence

Oral Evidence

The list includes a summary of the key topics discussed in each session.

Monday 6th November 2017

- **Linda Pickles, Principal Adviser for Primary School Improvement, and Celia Buxton, Principal Adviser for Secondary, PRUs and Special Schools, Kent County Council**
 - Overview of Pupil Premium: its purpose, who is eligible, who is responsible
 - The attainment gap in Kent
 - The Kent toolkit and examples of interventions used
 - Challenges, including teacher recruitment and retention

- **Roger Gough, Cabinet Member for Children, Young People & Education, and Shellina Prendergast, Deputy Cabinet Member for Children, Young People & Education, Kent County Council**
 - FSM as eligibility criteria
 - Early Years Pupil Premium
 - Key messages from research
 - The Kent toolkit

Friday 10th November 2017

- **Tony Doran, Headteacher, Virtual School Kent**
 - The responsibilities of KCC in relation to Children in Care
 - Children in Care from other Local Authorities
 - Other areas of need: Early Years, SEN and Post-16

- **Patrick Leeson, Corporate Director Children, Young People & Education, Kent County Council**
 - KCC and school responsibilities for Pupil Premium
 - FSM as eligibility criteria
 - Kent's Strategy for Vulnerable Learners

- **Steve Ackerley, Senior Improvement Advisor, Children, Young People & Education, Kent County Council**
 - Pupil Premium spending in Special Schools
 - Children with SEN
 - Evidence-based interventions

Monday 13th November 2017

- **Tim Woolmer and Debra Exall, Kent County Council, with Angela Maxted, Headteacher, Cheriton Primary School, Folkestone, and Deby Day, Headteacher, Guston C of E Primary School, Dover**
 - Overview of the Service Pupil Premium
 - Issues that face Service children
 - Barriers in schools with few Service children
 - Views on what KCC can do
- **James Turner, Deputy CEO, Education Endowment Foundation**
 - Roles and responsibilities of the Education Endowment Foundation
 - The EEF toolkit
 - Transition from primary to secondary school
 - Early Years
 - Opportunities and challenges and what KCC can do

Friday 17th November 2017

- **Simon O'Keefe, Principal, Stour Academy Trust**
 - Overview of the Stour Academy Trust and its Pupil Premium allocation and strategy
 - Early Years
 - Recruitment
 - Opportunities and challenges and what KCC can do
- **Richard Hawkins, Headteacher, Green Park Community Primary School**
 - Overview of Pupil Premium in Green Park, and the school's strategy for spending it
 - Best practice interventions
 - How they encourage parents to apply for FSM
- **Sue Nicholson, Executive Headteacher, The Brent Primary School**
 - Overview of Pupil Premium in The Brent School, and the school's strategy for spending it
 - Best practice interventions

Monday 20th November 2017

- **Stephen Mellors, School Effectiveness Partner, and Carole Farrer, School Effectiveness Partner, Essex County Council**
 - Roles and responsibilities of Essex CC in relation to Pupil Premium and Pupil Premium Plus
 - Essex toolkit
 - Best practice and how to promote it
- **Carl Roberts, Headmaster of The Malling School**
 - Overview of Pupil Premium in The Malling School, and the school's strategy for spending it
 - FSM as eligibility criteria
 - Best practice interventions
- **Rosemary Hafeez, Associate Director for School Standards and Performance, Achieving for Children, Richmond upon Thames Borough Council**
 - Roles and responsibilities of SPARK
 - Overview of the attainment gap in Kingston and Richmond
 - Interventions and strategies
 - Virtual School

Tuesday 21st November 2017

- **Ashley Crittenden, Headteacher, West Borough Primary School**
 - Overview of West Borough including the on-site nursery, and how Pupil Premium/ Early Years Pupil Premium is spent
 - Strategies used
 - Increasing take-up of FSM
- **Viki Butler and James Brooke, Vice Principals, The Canterbury Academy, Canterbury**
 - Overview of Pupil Premium in The Canterbury Academy
 - Best practice interventions and strategies
- **Sue Beauchamp, Head Teacher, Two Bridges PRU, serving Tonbridge, Tunbridge Wells and South Sevenoaks**
 - Roles and responsibilities of the PRU, along with its strategy for spending the Pupil Premium
 - Best practice interventions

Thursday 23rd November 2017

- **Linda Pickles, Principal Adviser for Primary School Improvement, Kent County Council**
 - Session to discuss and clarify any issues

Monday 15th January 2018

- **Steve Ward, Deputy Head Teacher, Oasis Academy Isle of Sheppey**
 - Overview of the Academy's Pupil Premium funding, how it is spent and variations between the two school sites
 - Challenges (including aspirations, increasing eligibility, parental engagement, teacher recruitment and retention)
- **Paul Luxmoore, CEO, Coastal Academies Trust**
 - Overview of Trust's Pupil Premium funding
 - Views on problems with Pupil Premium
 - Challenges

Monday 22nd January 2018

- **Matt Dunkley, new Corporate Director for Children, Young People & Education, Kent County Council**
 - Revised Strategy for Vulnerable Learners
 - Attendance
 - FSM as eligibility criteria
 - What KCC has done and what more can it do
- **Deborah Stanley, Headteacher, Maidstone Grammar School for Girls**
 - Overview of school's Pupil Premium Strategy and how it is spent
 - Transition from primary to secondary school
 - What more KCC can do

Monday 29th January 2018

- **Alex Gamby, Head of Early Years and Childcare, and Sue Smith, Early Years and Childcare Equalities and Inclusion Manager, Kent County Council**
 - Role of Early Years and Childcare team
 - Early Years Pupil Premium

- **Julie Miles, Manager, Discovery Day Nursery, Maidstone, and Christine Robinson, Early Years and Childcare Equality and Inclusion Adviser, KCC**
 - Overview of Discovery Day Nursery
 - Early Years Pupil Premium

- **Chris Millins, Manager, Manor Road Pre-School, Tunbridge Wells, and Barbara Hall, Early Years and Childcare Equality and Inclusion Adviser, KCC**
 - Overview of Manor Road Pre-School
 - Early Years Pupil Premium

Thursday 1st February 2018

- **Celia Buxton, Principal Adviser for Secondary, PRUs and Special schools, Kent County Council**
 - Final session to discuss and clarify any issues

Written Evidence

- Anonymous, parent of adopted child in receipt of Pupil Premium
- Tony Doran, Virtual School Headteacher, KCC
- Caroline Hallett, Director of Strategy and Development, Imago Community - young carers and Pupil Premium
- Emma Hickling, Executive Headteacher, Kingswood, Ulcombe C of E, Leeds and Broomfield C of E Primary Schools Federation (KULB) – GRT pupils
- Sally Lees, Chair of Kent Association of Headteachers
- Carl Roberts, Headteacher, The Malling School – selective system

Visits

Thursday 9th November 2017

- Fulston Manor Academy
- The Oaks Infant School
- Queenborough Primary School

Thursday 16th November 2017

- Infozone Youth Club

Wednesday 17th January 2018

- St Mary's Church of England Voluntary Aided Primary

Thursday 25th January 2018

- Sacred Heart Secondary School and Sixth Form, Camberwell

Appendix 2

The Pupil Premium Select Committee Report

1. Executive Summary

1.1. Committee Membership

1.1.1. The Committee consisted of nine elected Members of Kent County Council (KCC): seven members of the Conservative Party, one member of the Labour Party and one member of the Liberal Democrat Party.

1.1.2. The Chairman of the Select Committee was Mrs Lesley Game. Other members of the Committee were Mrs Clair Bell, Mr Andy Booth, Mrs Penny Cole, Mrs Trudy Dean, Ms Sarah Hamilton, Mr James McInroy, Dr Lauren Sullivan and Mr Mike Whiting. Mr Whiting stood down from the Committee in December 2017 due to his new appointment as Cabinet Member for Planning, Highways, Transport and Waste.

1.2. Scene Setting

- 1.2.1. One of the key ambitions of KCC is that Kent should be a place where families thrive and where all children and young people develop well and are equipped for achievement in life.
- 1.2.2. Education is the greatest opportunity young people have to achieve life-long benefits but at present the life chances of some are greater than those of others, as social and economic conditions determine more than ever a child's success in the education system and labour market.
- 1.2.3. Although the school system alone cannot solve the problem of low social mobility, it can make a significant contribution to improving the life chances of disadvantaged children.
- 1.2.4. The introduction of the Pupil Premium in 2011 provided schools with additional funding for disadvantaged pupils with the aim of improving their academic achievement and narrowing the attainment gap between them and their peers. Although the school system in Kent is performing generally well, gaps in educational achievement for pupils supported by the Pupil Premium - such as children in receipt of free school meals (FSM) and looked-after children (LAC) - remain too wide.
- 1.2.5. KCC, as a champion and advocate for all children, young people and families in Kent, aims to ensure that there is high quality support to improve the life prospects of vulnerable pupils in the County. The Pupil Premium Select Committee was set up to investigate the impact of the Pupil Premium, and to inform policies aimed at narrowing the attainment gap and at helping disadvantaged children and young people to achieve the educational and life outcomes they deserve.

1.3. Terms of Reference

- 1.3.1 To contextualise the Pupil Premium and to identify the groups of vulnerable learners who are currently supported by the Pupil Premium in Kent.
- 1.3.2 To assess the extent to which the Pupil Premium is currently effective in closing the attainment gap between disadvantaged pupils and their peers in Kent.
- 1.3.3 To identify best practice interventions and strategies where the Pupil Premium has been used successfully to narrow the attainment gap between vulnerable learners and their peers.
- 1.3.4 To recommend initiatives and strategies to improve the effectiveness of the Pupil Premium in raising the educational achievement of disadvantaged learners and in narrowing the attainment gap in Kent.

1.4. Scope

1.4.1. The complexity of this topic and the tight timetable for the review required a clear and focused approach. Key themes and aspects covered by the review are detailed below:

- 1. To contextualise the Pupil Premium and to identify the groups of vulnerable learners who are supported by the Pupil Premium in Kent.**
 - a. To define and contextualise the Pupil Premium, the Early Years Pupil Premium and the Pupil Premium Plus as school funding policies.
 - b. To identify the groups of vulnerable learners who are currently supported by the Pupil Premium in Kent.

- 2. To assess the extent to which the Pupil Premium is currently effective in closing the attainment gap between disadvantaged pupils and their peers in Kent.**
 - a. To examine how the Pupil Premium is allocated, and whether it is currently used to support the children in Kent who need it the most.
 - b. To assess the extent to which the Pupil Premium is closing the attainment gap between vulnerable learners and their peers in each academic Key Stage in Kent.

- 3. To identify best practice interventions and strategies where the Pupil Premium has been used successfully to narrow the attainment gap between vulnerable learners and their peers.**
 - a. To identify best practice examples of Kent primary and secondary schools that have successfully used the Pupil Premium to narrow the attainment gap between disadvantaged pupils and their peers.
 - b. To explore best practice interventions and strategies in other local authorities in England where the Pupil Premium is closing the attainment gap between vulnerable learners and their peers.

- 4. To recommend initiatives and strategies to improve the effectiveness of the Pupil Premium in raising the educational achievement of disadvantaged learners and in narrowing the attainment gap in Kent.**

1.5. Recommendations

Recommendation 1

KCC's Directorate for Children, Young People and Education should carry out an in-depth investigation into the reasons behind the under-registration of children eligible for Free School Meals and Pupil Premium funding, and into interventions that will promote Free School Meal registrations and Pupil Premium take-up.

Recommendation 2

Many Kent schools identify one school governor to act as champion for all children in receipt of any type of Pupil Premium. The Committee recommends that this good practice is shared by all Kent schools.

The governor should:

- be responsible for monitoring the allocation of Pupil Premium funding and its impact**
- raise awareness of this funding amongst the rest of the governing body**
- attend regular Pupil Premium training to keep up-to-date with policy developments in this area.**
- encourage better exchange of information between schools to promote a smoother transition.**

Recommendation 3

KCC's Early Help and Preventative Services team should increase the provision and presence of its services within local schools' premises by locating some of its operations within those settings.

Recommendation 4

KCC's Directorate for Children, Young People and Education should continue to actively promote better information sharing between Kent Early Years providers, primary and secondary schools in order to facilitate a smoother transition for disadvantaged children and to provide them with the academic and pastoral support that meets their specific needs.

Recommendation 5

KCC's Directorate for Children, Young People and Education should explore opportunities to support and promote additional speech and language provision in pre-school settings, including working with the NHS as a key partner and organisations in the voluntary sector.

Recommendation 6

KCC's Cabinet Member for Children, Young People and Education should write to the Secretary of State for Education to inform him that the Committee supports the recommendation of the Social Mobility Commission's report that Early Years Pupil Premium funding should be doubled, funded by either a re-distribution of Primary Pupil Premium or from elsewhere within the DfE budget.

Recommendation 7

KCC's Directorate for Children, Young People and Education should carry out a pilot to determine the extent to which increasing the Early Years Pupil Premium funding rate would have a positive impact on narrowing the attainment gap.

Recommendation 8

KCC's Corporate Director for Children, Education and Young people should work with other local authorities that place children in care in Kent schools to ensure that consideration is given to the appropriateness of the placements, taking into account whether adequate support is in place for the Pupil Premium Plus to be spent effectively.

Recommendation 9

KCC's Directorate for Children, Young People and Education should produce more concise versions of both the Kent Primary and Secondary Pupil Premium Toolkits. For the current cost of £240, each of these versions should be sold as part of a package that includes the full version as well as training for school leaders on how best to use them.

Recommendation 10

KCC's Directorate for Children, Young People and Education should ensure that Pupil Premium best practice at many Kent schools continues to be encouraged and shared across all Kent schools and Early Years providers. This best practice should be further promoted through the Kelsi website and through collaboration with the Kent Association of Headteachers.