

**To:** Communities Policy Overview and Scrutiny Committee

**By:** Mike Hill, Portfolio Holder for Community Services  
Amanda Honey, Managing Director, Communities Directorate

**Date:** 5<sup>th</sup> April 2011

**Subject:** Core Monitoring Report

**Classification:** Unrestricted

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## **SUMMARY**

The purpose of this report is to inform Members about key areas of performance and activity within the Communities Directorate, covering the period October – December 2010.

## **FOR INFORMATION AND COMMENT**

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### **1. Introduction**

- 1.1 The third KCC Core monitoring report for 2010/11 was presented to Cabinet on 4<sup>th</sup> April 2011, showing performance against a selection of key indicators across the authority.
- 1.2 Attached at Appendix One is an extract from that report relating to services within the Communities Directorate up to the end of December 2010, plus the overall summary of performance for KCC as context. It includes an introduction highlighting areas of note in the following graphs and indicator commentaries.
- 1.3 This process contributes to the management of the overall performance of the authority and the reports are published on the external web site as part of KCC's transparency agenda.
- 1.4 Future Core Monitoring reports will be influenced by Item B3 - *Developing a performance framework for Bold Steps for Kent*

### **2. Presentation**

- 2.1 For this quarter the following changes have been made to the format of the report:
  - i) The addition of Data Notes, which show technical information relating to each indicator
  - ii) A new header for each page, which provides an 'at a glance' view of the RAG status for each indicator.

2.2 The corporate indicators within the report are presented with the following information: historic trends; a RAG (Red/Amber/Green) status, a DoT (Direction of Travel rating) and a commentary. A summary of the RAG ratings by indicator is provided at the start of the report together with an explanation of how the RAG ratings and DoT ratings are arrived at. The ratings are always based on quarterly data except where the indicator is only provided with annual figures. To show how the position has changed from the most recent quarter compared to the previous quarter, RAG ratings and DoT ratings for the previous quarter are also shown for the first time.

### **3. Data Quality and Interpretation**

3.1 Some data for the most recent quarters is provisional and may be subject to revisions at a later date. Even so, in all cases the most recent data presented is of sufficient accuracy to provide a reliable indicator of trends.

3.2 Where annual data is presented alongside national benchmarks, this information is taken from nationally published information already in the public domain. Sources for this information are generally government departments, and such data usually comes within the remit of National Statistics. These are produced to high professional standards as set out in the Code of Practice for Official Statistics and they undergo regular quality assurance reviews.

### **4. Indicators Relevant to the Communities Directorate**

4.1 There are eight indicators within the Communities Portfolio that feature in the corporately agreed Core Monitoring reports. They cover library footfall and book issues; Kent Apprenticeships; new entries to the youth justice system; young offenders in education, training and employment, Adult Education and KEY Training enrolments; drug users starting new treatments; and vulnerable people achieving independent living (Supporting People indicator).

### **5. Future Reporting**

5.1 A new Performance Management Framework, based around Bold Steps for Kent, is being developed for 2011/12. A separate paper on the new framework is being provided to each POSC.

### **6. Recommendation**

6.1 Members are asked to NOTE and COMMENT on this report.

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## General notes on interpreting the data included in this report

A selection of key indicators for the core areas of activity and performance of the council is included in this report. Indicator values are shown by graph and data tables, including Direction of Travel and RAG ratings (see tables below for a key to interpreting these).




A range of presentation styles are provided for different indicators depending on the information available. In some cases we provide the most recent results for the last four financial year quarters, while for other indicators we provide annual data for the last few years with the most recent quarter's data also shown.

Where relevant and available, the indicators are provided with comparative data showing national averages or other suitable benchmark information. See the Appendix for more information on the comparative benchmarks used.




It should be noted that past annual data provided in this report is generally validated data which is public domain and available in many cases within the remit of national statistics.

However, quarterly data provided in this report and all information subsequent to March 2010 is classed as provisional local management information which in some cases is provided on an estimated basis. This data is likely to be subject to future revisions.

### Key to RAG (Red/Amber/Green) ratings

		<b>RAG Ratings</b>
Green		Performance is significantly better than the most recently published national average/benchmark or exceeds local targets where set
Amber		Performance not significantly different from most recently published national average or close to but not exceeding local target
Red		Performance significantly worse than the most recently published national average or significantly behind local targets where set
N/a		Data not available in order to assess performance

### Key to DoT (Direction of Travel) ratings

		<b>DoT Ratings</b>
		Improvement in performance or change in activity levels with a positive impact on budgets and resources
		Fall in performance or change in activity levels with a negative impact on budget and resources
		No change in performance or activity levels

## Overall Summary of Performance

This is our third Core Monitoring report for 2010/11. It provides information on key activity and performance for the third financial quarter, up to the end of December 2010.

The publication of this report is part of our transparency agenda, making the information and data we use as an organisation more open to public scrutiny.

The main concern in quarter three was the poor Ofsted report for our children's social services received in November. An Improvement Plan has been drawn up and various actions to improve the service are now underway. The improvement of services for vulnerable children is the top priority for the council.

Overall performance for the indicators included in the Core Monitoring is as follows:

RAG Status	Indicators in each category		
	Previous	Current	Change
Green	9	10	+1
Amber	27	27	
Red	14	13	-1
Total	50	50	

### The following areas have shown improvement:

- Attainment for Kent children is now significantly better than the national average at Foundation Stage and Ofsted inspection results for early years settings are also now much better than the national average
- Attainment for looked after children at Key Stage 2 has improved and is now close to the national average
- Response times for routine highway repairs improved and came closer to target in the last quarter
- The numbers of people with serious injury in road traffic accidents in Kent has significantly reduced this year and the rate of reduction is significantly better than the last published national average
- The number of new entrants to the youth justice system has reduced this year and is close to the last published national average.

### The following areas have shown a drop in performance:

- GCSE results for looked after children have fallen significantly behind the national average and actions to address this are in the Improvement Plan
- Referrals to children social services have become significantly higher than the last published national average and work is underway with partners around appropriate thresholds for making referrals, to reduce this pressure on the service
- The number of looked after children has increased rapidly this year and is now closer to the national average
- Average response times for streetlight repair where KCC is responsible fell slightly behind the target of 28 days in the last quarter, due to increased service demands and staff being diverted into winter maintenance works.

**Areas where we have maintained a high level of performance (Green RAG status) are:**

- Our contact centre and location switchboards continue to answer more than 80% of calls received within 20 seconds, which is the standard industry benchmark level
- The number of young people aged 16 to 18 not in education, employment or training in Kent continues to be significantly lower than the national average
- Ofsted inspection results for secondary schools continue to be significantly ahead of the national average
- The percentage of household waste taken to landfill in Kent is significantly lower than the national average, due to good recycling rates and the use of incineration to dispose of waste
- The number of apprenticeships provided by KCC continues to be ahead of the target set
- Adult education enrolments in Kent continue to exceed target
- Success rates for drug treatment services continue to be significantly better than national average.

**Areas of continuing concern where performance is rated with a Red RAG status are:**

- Carbon dioxide emissions from schools have increased and our target for a 10% reduction by 2010 has not been met – with the changing nature of our role with schools, we need to re-examine to what extent we will be able to influence this situation in the future
- Pupil attainment at Key Stage 2 remains significantly behind the national average as do the related primary school Ofsted inspection results – a KCC member Select Committee is looking at this issue
- Attainment results for children with free school meals is significantly below the national average and the above mentioned Select Committee will also investigate this issue
- The number of children with child protection plans continues to increase and remains significantly above the national average – this is being addressed in the Improvement Plan
- The number of unaccompanied asylum seeker children, now aged over 18 and continuing to be supported by KCC continues to be above past levels and KCC continues to work with national agencies to influence this situation
- The number of looked after children placed in Kent by other local authorities continues to be significantly higher than the average for other local authorities and KCC continues to press the case for this practice to change
- The number of adults with learning disability supported in residential care continues to be significantly above the national average resulting in budget pressures
- Average response times for repairing potholes in the quarter was much better than the previous quarter but still significantly behind target
- Average response times for repairing streetlights where the network operator is responsible showed good improvement this quarter but remained some way behind the target level
- The number of library book issues continues to be significantly below the national average and has dropped due to a number of refurbishments in major libraries.

It should be noted that more than one of the areas of concern listed above is not directly within the control of KCC, but the issue remains a concern to us and we will continue to monitor the indicator and take actions to influence the issue.

Further details on these areas of concern and the actions to address them can be found in the main body of this report.

#### **Other points to note:**

- Residents are making good use of Kent's Gateway facilities to access public services with transaction levels in the last quarter being 27% above the same time last year
- The number of complaints received each quarter this year has held fairly steady and we continue to learn from resident feedback to improve our services
- We are continuing to press the case with national government for the necessary investment in vital strategic infrastructure in Kent and in December we launched our proposals for transport infrastructure in the document "Growth Without Gridlock"
- We continue to deliver more personalised adult social services with the successful roll-out of Self Directed Support, giving more people control and choice over the support we provide, through the allocation of Personal Budgets.

#### **Looking Forward**

In December we published our new medium term plan, "Bold Steps for Kent", which sets out the council's ambitions and priorities up to 2014/15. These are centred on three aims of 'helping the Kent economy to grow', 'putting the citizen in control' and 'tackling disadvantage'. At the same time the council approved "Change to Keep Succeeding" which will ensure the organisation is lean and flexible, safeguarding frontline services by focussing on efficiencies and innovative approaches to delivery.

Our recent budget settlement from the government, combined with the decision not to increase council tax means we will have to find £95 million of efficiencies and savings in financial year 2011/12. "Change to Keep Succeeding" will help us deliver this and "Bold Steps for Kent" will help us maintain a focus on key priorities, during a time of great change and financial consolidation.

Future reports for 2011/12 will report on progress against the key priorities in "Bold Steps for Kent" which includes many of the items already reported within Core Monitoring and particularly those listed as areas of continuing concern.

**Katherine Kerswell  
Group Managing Director  
Kent County Council**

## **Communities Directorate**

### Background

The services within the Communities Directorate are developing detailed action plans to deliver the very tough KCC 2011-13 Medium Term Financial Plan, as well as preparing for the transition to the new KCC structures as set out in the 'Change to Keep Succeeding' document.

Service plans for 2011/12 are particularly focusing on how services contribute to achieving "Bold Steps for Kent" over the coming four years and concentrating on the critical pieces of work for the year ahead, in light of reduced resources.

The Youth offending service (YOS) is working with partners to prepare for its inspection from 11<sup>th</sup> to 15<sup>th</sup> April, including conducting increased levels of case audits. The inspection will no doubt be challenging but the significant majority of cases audited by YOS so far have been in good order. The service has recently been congratulated by the Chair of the national Youth Justice Board for its ground-breaking work helping young people turn their backs on crime, which has led to an 18% reduction in proven offences across the county.

The new Customer and Communities Directorate is taking shape. The current Communities senior management team is monitoring transition issues to be dealt with during the coming weeks, to make the move to new arrangements as smooth as possible.

### Core Monitoring Indicators

Physical visits and book loans in libraries have been affected by the modernisation programme. Several libraries are currently operating out of temporary accommodation, while refurbishment or new-build projects are in progress. The launch of an eBook loan service has proved popular since its launch in July 2010, with over 7,000 eBooks loaned; 3,500 in the Oct-Dec 2010 period. In addition, the new self-service system in libraries will bring a number of opportunities to increase loans including having library staff spending more time floor walking and helping customers. The offer of public WiFi access in library and archives centres will also be expanded in the first quarter of 2011/12.

A new library strategy will be developed during the coming months to better reflect the needs of new and existing customers.

The Kent Apprenticeship scheme continues to be popular, with 28 new apprentices taking up placements in quarter 3 of 2010/11. Current performance exceeds the "Bold Steps for Kent" target levels at this early stage, although there will be no complacency, as the upcoming re-structuring and tough financial climate will present challenges in the coming years.

The number of first time entrants to the youth justice system in Kent continues to decline (improve), which is testament to positive partnership working in the county during the past few years.

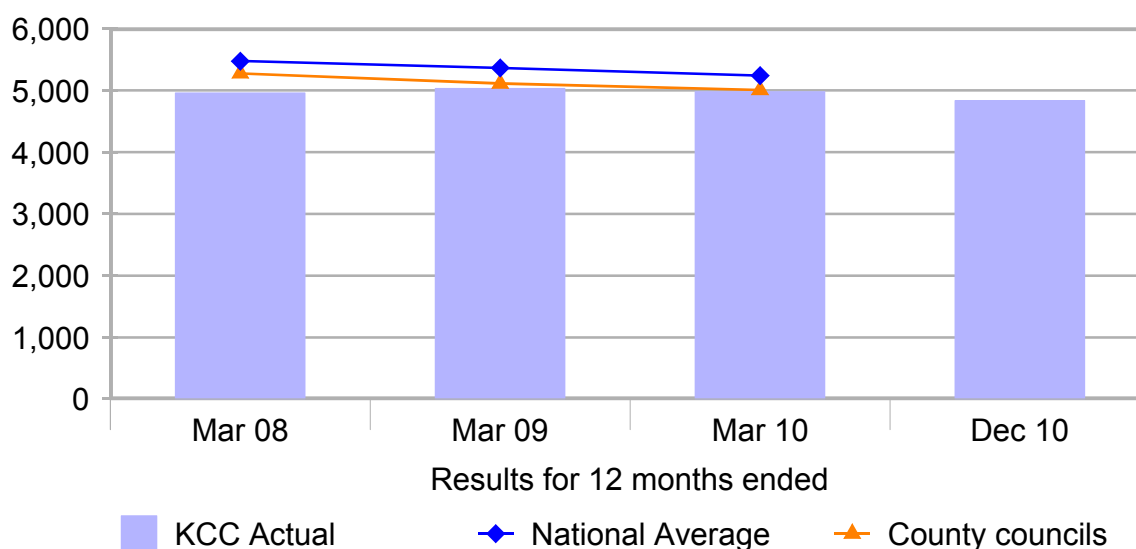
The proportion of young people known to the Youth offending service that are in full-time education, training and employment (ETE) has remained stable in the last quarter and is on par with national average. A range of initiatives such as 'New Skills, New Lives' and apprenticeships, provided in partnership with the Connexions Service, are engaging these young people to reduce their chances of re-offending.

The proportion of adults leaving drug treatment free of dependency is a new indicator included in this report and shows that Kent is performing well above national average on this key measure, which is part of the national drug strategy.

The percentage of clients leaving supported accommodation moving on to independent living has increased over the past two quarters, according to local provisional figures. The totals can fluctuate each quarter and there are some known inconsistencies in reporting nationally, but it is still positive to see Kent performance above the national average, and exceeding the original local target set by the Kent Supporting People Commissioning Body.

**Number of visits to libraries per 1,000 residents**

**Amber**



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Dec 10 Provisional
KCC Result	4,960	5,030 ↑	4,979 ↓	4,832 ↓
National average	5,475	5,363	5,241	N/a
RAG Rating	●	●	●	●
County council average	5,276	5,112	5,006	N/a

Footfall in Kent libraries is being affected by several temporary library re-locations as part of the modernisation programme, with visits in the first 3 quarters of 2010/11 lower than the first 3 quarters of 2009/10.

However, the number of activities such as Reading Clubs and Baby Bounce & Rhyme Time continues to increase in 2010/11.

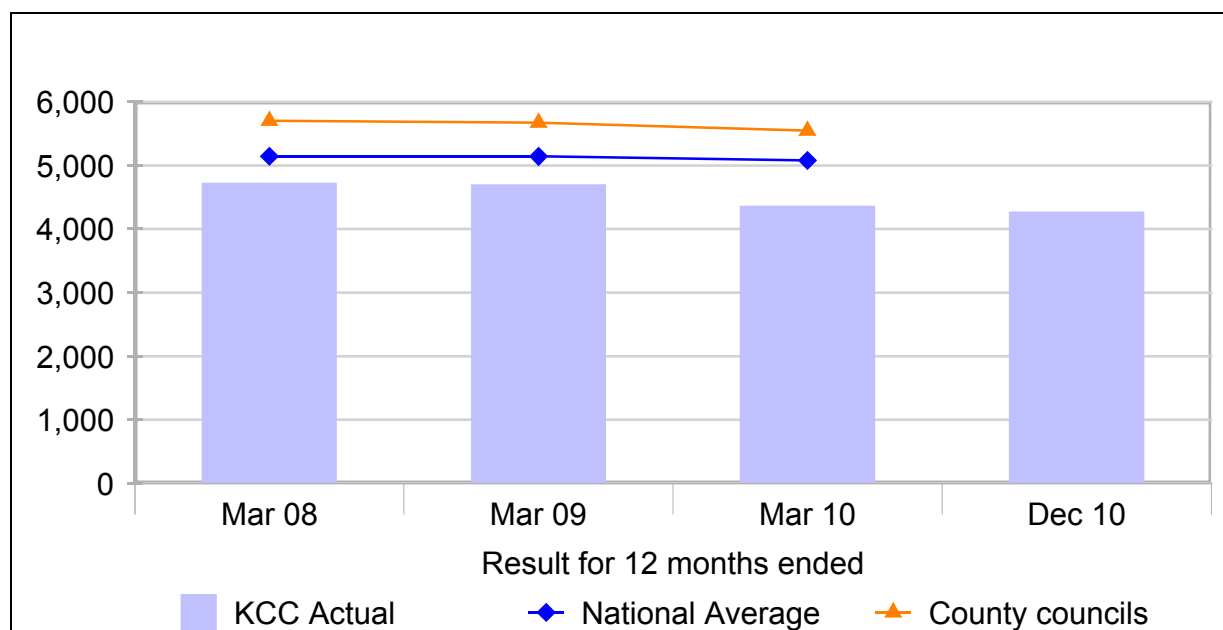
There are 300,000 more 'virtual visits' forecast in 2010/11 compared to 2009/10, reflecting an alternative or complementary way of accessing library services.

**Data Notes:**

- Comparative data drawn from annual CIPFA statistics.
- The RAG ratings for December is based on comparison to the most recently published national average – March 2010.

**Number of library book issues per 1,000 residents**

**Red**



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Dec 10 Provisional
KCC Result	4,724	4,695 ↓	4,361 ↓	4,269 ↓
National average	5,147	5,143	5,081	N/a
RAG Rating	●	●	▲	▲
County council average	5,705	5,675	5,547	N/a

The number of books loaned in Kent has historically been below the national average and other county councils.

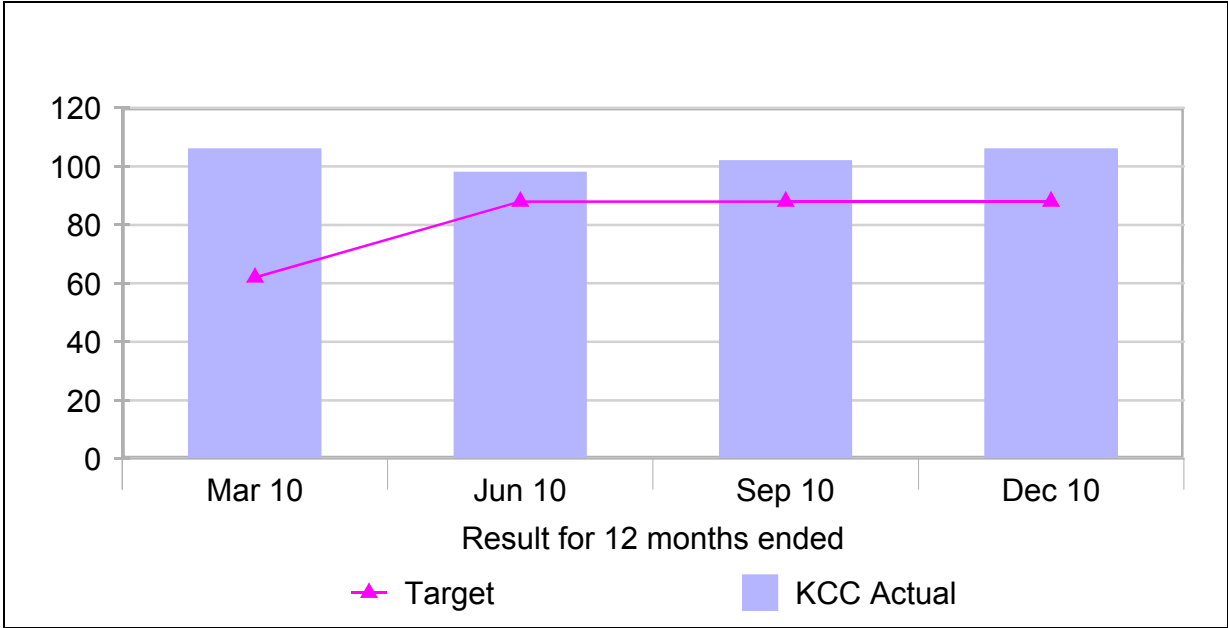
More recently, the number of book loans has been affected by the libraries modernisation programme over the past 18 months. In particular, three of the county's busiest libraries (Gravesend, Ashford and Canterbury) are currently operating out of temporary accommodation.

New initiatives in libraries will bring a number of opportunities to increase loans. These include the self-service system in libraries, allowing library staff to spend more time floor walking and helping customers; and e-books, which can be downloaded 24 hours a day, seven days a week, and taps into a growing market.

**Data Notes:**

- Comparative data drawn from annual CIPFA statistics.
- The RAG ratings for December is based on comparison to the most recently published national average – March 2010.

<b>Number of new starts on the KCC Apprenticeship scheme</b>	<b>Green</b>
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Higher figure is better	Year ending Mar 10	Year ending Jun 10	Year ending Sep 10	Year ending Dec 10
KCC Result	106	98 ↓	102 ↑	106 ↑
Target	63	88	88	88
RAG Rating	★	★	★	★

The number of KCC apprenticeship starts continues to exceed target levels.

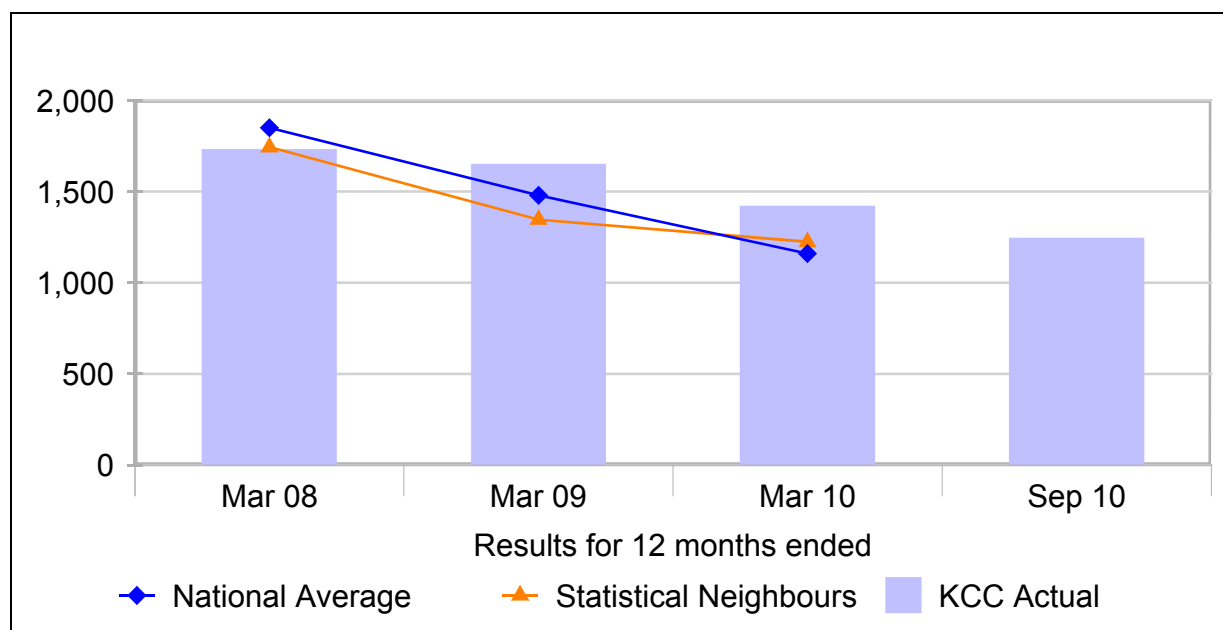
In future, all vacant posts at staff grades KR2-4 and which are considered suitable for an apprenticeship will be filled by apprentices in all cases, unless these is an existing member of staff at risk of redundancy, who would be suitable for and who could be deployed to the position.

**Data Notes:**

- The target level shown for June, September and December 2010 is based on 350 new starts over a four year period, as stated in "Bold Steps for Kent".

**Number of first time entrants to the youth justice system per 100,000 population aged 10 to 17**

**Amber**



Lower value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Sep 10 Provisional
KCC Result (PNC data)	1,730	1,650 ↑	1,420 ↑	1,240 ↑
National average	1,850	1,480	1,160	N/a
RAG Rating	●	●	▲	●
Statistical neighbours	1,744	1,347	1,225	N/a
Number of young people	2,570	2,450	2,080	1,820

The numbers of first time entrants to the youth justice system in Kent continue to reduce (improve), although reductions in recent years have lagged behind those seen nationally.

The reasons for the large drop seen both nationally and locally include: a stronger focus on targeted youth crime prevention strategies, an increasing use of informal sanctions (such as restorative justice approaches) in place of a formal reprimand and changes in police policy with a greater focus on more serious offences.

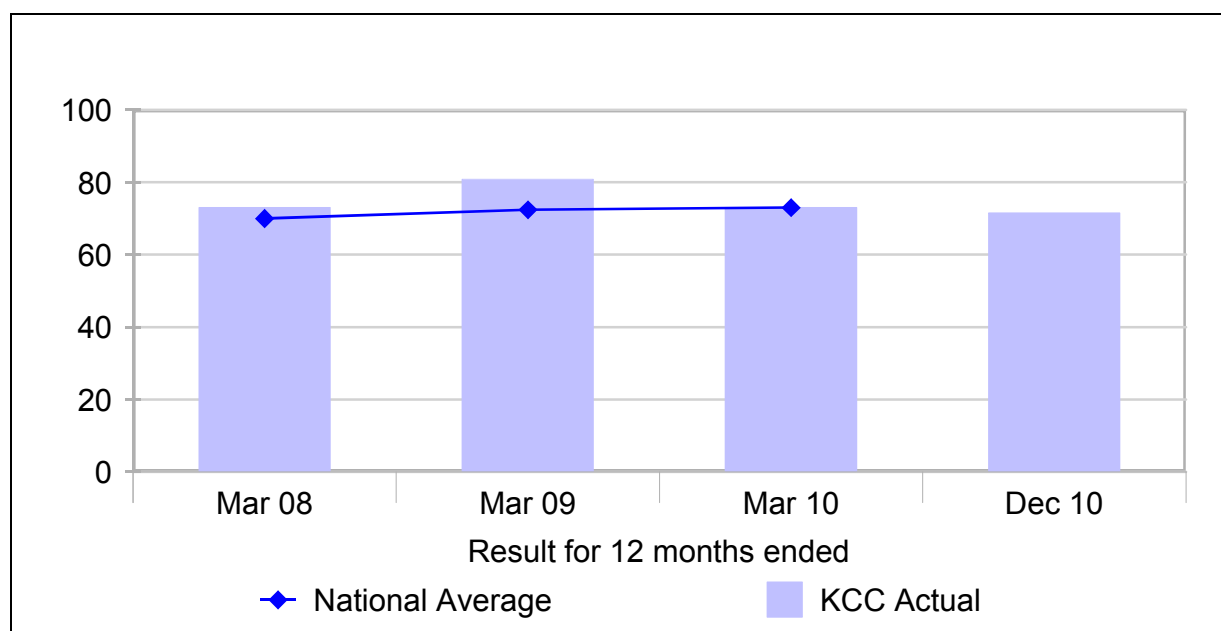
Restorative justice approaches have been implemented by Kent Police during 2010. The youth offending service (YOS) will work with the police to expand "Triage" work in 2011/12 which will lead to closer involvement by YOS staff in police decision making, to enable diversion from the youth justice system of young people coming to their attention. Youth Inclusion Support Panels (YISPs) will be retained in 2011/12 to deliver a preventative strategy.

**Data notes:**

- Data to March 10 is based on national statistics taken from Police National Computer (PNC).
- The data for September 10 is based on local records of young people known to local youth offending teams with an uplift of 8% to account for differences to PNC data.
- The data table shows a change in RAG rating from Red to Amber, as this compares the latest performance with the position at the end of last year. However, this indicator was also rated as Amber in the last quarter's report.

Percentage of young offenders in education, employment or training

Amber



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Dec 10 Provisional
KCC Result	73%	81% ↑	73% ↓	72% ↓
National average	70%	72%	73%	N/a
RAG Rating	●	★	●	●

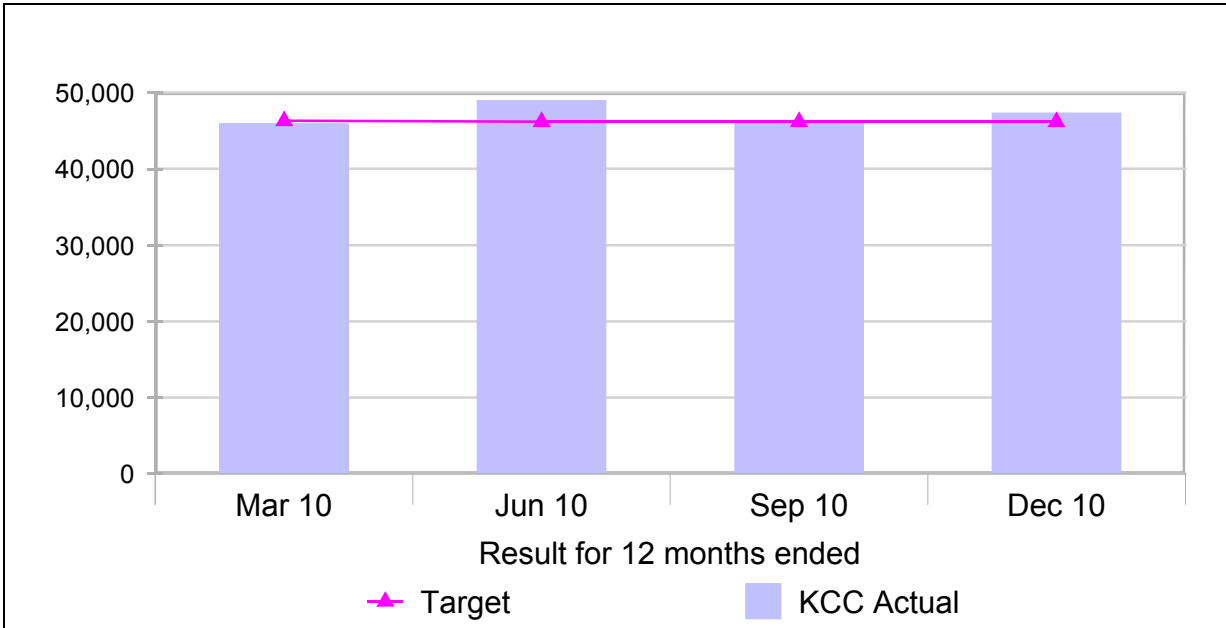
Improved recording methodology adopted by Kent in 2009/10, ensuring that only those young people actively engaged in education, training or employment were included, led to a lower figure being reported.

Performance in 2009/10 matched the national average and 2010/11 sees performance continue at a similar level.

Data notes:

- Data source is YOS Careworks case management system. Data cross-referenced with KCC Education 'Impulse' system.

<b>Number of adult education and Key Training enrolments</b>	<b>Green</b>
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Higher figure is better	Year ended Mar 10	Year ended Jun 10	Year ended Sept 10	Year ended Dec 10 Provisional
KCC Result current yr	46,000	49,000 ↑	46,300 ↓	47,300 ↑
Targets	46,300	46,200	46,200	46,200
RAG Rating	●	★	★	★

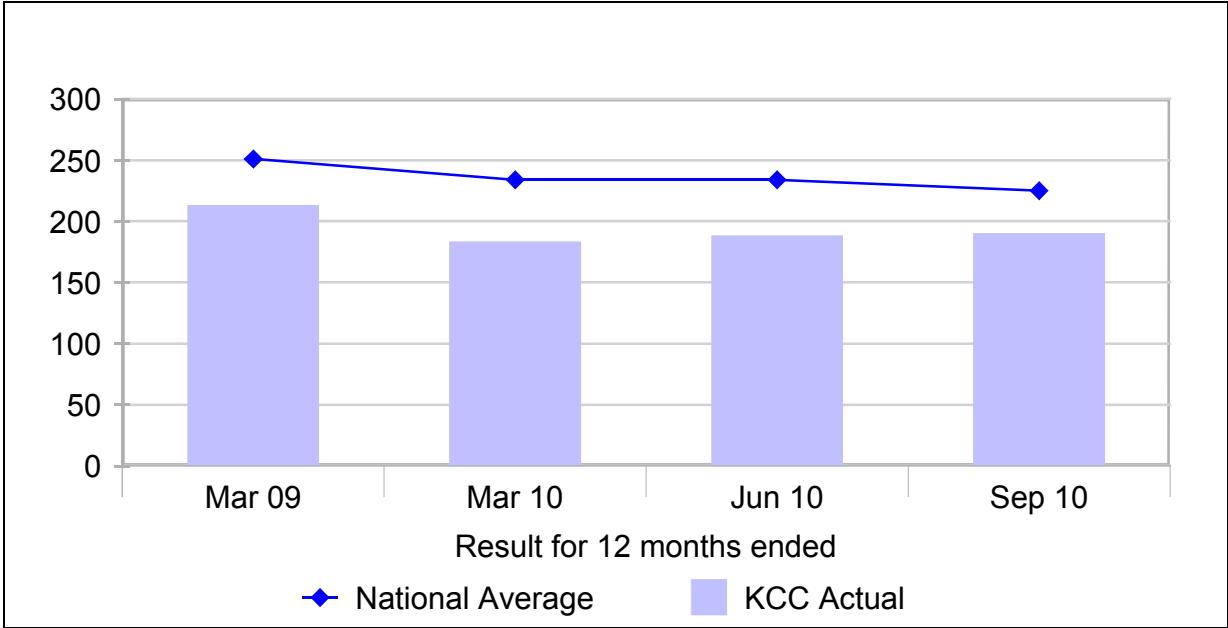
Adult education and Key Training enrolments are marginally above target for the year ending December 2010.

Fee-paying enrolments are slightly down against target but this is compensated for by higher fees on some courses (in line with government direction).

There has been an increase in enrolments for courses without fees due to the client profile of enrolments on Family Learning Courses, and also because additional unplanned funds for community projects under the "aiming high" scheme have been obtained.

- Data Notes:
- Learner data produced locally and subject to annual audit by the Skills Funding Agency.

<b>Percentage of adult drug users leaving treatment free of dependency</b>	<b>Green</b>
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Higher value is better	Qtr to Mar 10	Qtr to Jun 10	Qtr to Sept 10	Qtr to Dec 10
KCC Result	67%	63% ↓	56% ↓	58% ↑
National average	42%	43%	43%	42%
RAG Rating	★	★	★	★
Number of adults leaving treatment	176	359	399	391

Previously reported figures showed the number of all adult drug users starting new treatment, which gave an indication of activity but did not focus on outcomes.

The data above now shows successful treatment completions presented as a proportion of those in treatment. This indicator has been identified in the national drug strategy and the draft Public Health Outcomes Framework as being the key measure for drug services.

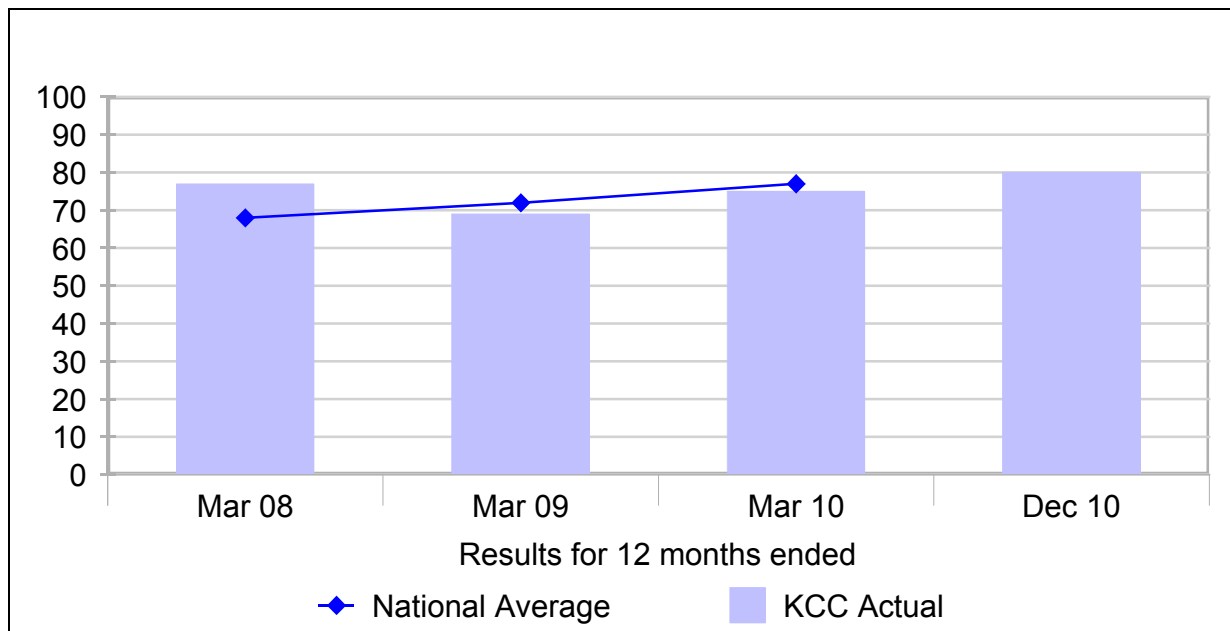
Quarterly results for this indicator show some variation in Kent due to the different types of clients who may be in treatment at any given time. However, Kent retains a higher recorded success rate on this indicator than the national average.

Data notes:

- Data relates to individual quarters rather than cumulative figures.

**Percentage of clients leaving supported accommodation who moved onto independent living**

**Amber**



Higher value is better	Year ended Mar 08	Year ended Mar 09	Year ended Mar 10	Year ended Dec 10 Provisional
KCC Result	77%	69% ↓	75% ↑	80% ↑
National average	68%	72%	77%	N/a
RAG Rating	★	●	●	●
Number of clients moving on	990	1,760	1,880	2,010

The Kent results for the key performance indicator for the Supporting People services have been behind the national average for the last two years but the gap has been reduced and Kent is now close to the national average.

However, Kent results exceed the 71% target originally set by the Supporting People Commissioning Body as part of the Local Area Agreement.

Data notes:

- Client numbers rounded to nearest 10.
- Data for December 2010 is provisional, unvalidated and may be subject to later revision.
- The descriptions of services across the country are not consistent and therefore benchmark comparisons should be treated with caution.

## **Appendix: Comparative Benchmarks**

In most cases the data is presented with the national average as the comparative benchmark. The national average will refer to data for all English councils.

We are developing the report to include more comparative information where relevant. For some services, the outcomes and performance will be correlated or related to various factors which are different in different places. Often the social and economic background of a local authority area will have a significant influence on the outcomes that are reported for key service areas. There are different comparators for different service areas and these are known as statistical neighbours.

For indicators relating to libraries we have provided a comparative benchmark for all county councils, as no agreed statistical neighbour list exists for this service but county council areas have similar geography to each other in terms of rural communities, whereas cities and metropolitan areas will have very different factors influencing the delivery of the service.