



AGENDA

CABINET

Monday, 9th July, 2012, at 10.00 am

Ask for: **Karen Mannering /
Geoff Mills**

**Darent Room, Sessions House, County
Hall, Maidstone**

Telephone: **(01622) 694367/
694289**

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

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

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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 11 June 2012 (Pages 1 - 4)
4. Revenue & Capital Budget Outturn 2011 - 12, Roll Forward and Key Activity (Pages 5 - 72)
5. Revenue & Capital Budget Monitoring Exception Report 2012 - 13 (Pages 73 - 80)
6. Approval of the Annual Governance Statement (To follow)
7. Children's Services Improvement Plan - Progress Update (Pages 81 - 88)
Report attached. Presentation by Jenny Whittle, Cabinet Member for Specialist Children's Services
8. The Integrated Youth Service: Youth Justice Plan 2012/13 (Pages 89 - 110)
9. Community Safety Framework 2012-2015 (Pages 111 - 126)
10. Children's Services Improvement Panel - Minutes of 7 June 2012 (Pages 127 - 130)

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

MOTION TO EXCLUDE THE PRESS AND PUBLIC

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

EXEMPT ITEMS

(During these items the meeting is likely NOT to be open to the public)

12. Kent Academies, Batch 2 Procurement - Wilmington Academy (Pages 131 - 136)

13. Excellent Homes for All - Kent Housing Private Finance Initiative (PFI) (Pages 137 - 158)

Peter Sass
Head of Democratic Services
Friday, 29 June 2012

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

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 11 June 2012.

PRESENT: Mr P B Carter (Chairman), Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr A J King, MBE, Mr J D Simmonds, Mr B J Sweetland, Mr M J Whiting and Mrs J Whittle

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Environment and Enterprise), Mrs A Beer (Corporate Director of Human Resources), Ms M Peachey (Kent Director Of Public Health), Mr G Wild (Director of Governance and Law), Mr A Wood (Corporate Director of Finance and Procurement), Ms S Dunn (Head of Skills and Employability), Mr M Burrows (Director of Communications & Engagement), Mrs A Tidmarsh (Director of Older People and Physical Disability) and Mr G Mills (Democratic Services)

UNRESTRICTED ITEMS**35. Minutes of the meeting held on 14 May 2012**
(Item 3)

The minutes of the meeting held on 14 May 2012 were agreed as a true record and signed by the Chairman. Mrs Whittle referred to paragraph 33 of the minutes and said the report on the Transformation of Children's Services would be coming to the July meeting of Cabinet.

36. Update on 2011-12 Revenue Budget Outturn
(Item 4– Report by Mr J Simmonds, Cabinet Member for Finance and Business Support and Mr A Wood the Corporate Director of Finance and Procurement)

(1) The draft of the Council's accounts for 2011/12 had been handed to the Council's auditors and the indication was that there would be a likely under spend of some £16.2m. The report detailed the main reasons for this movement in position and Mr Simmonds said whilst the under spend reflected the Council's good financial management the budget situation would remain tight over the next 2 to 3 years. Mr Sweetland said the £6m proposed to be allocated to the rolling reserve for highways maintenance would, following the successful pothole repair scheme be targeted at road re-surfacing schemes. Mr Cockburn said the £2m earmarked for investment in technology and communications would be built around a robust business case. Mr Hill said investment in these areas would lead to improvements and make savings.

(2) Cabinet resolved to:

- (a) note the provisional revenue outturn position for 2011-12,

(b) agree the transfer of £6m to the rolling budget reserve for highways maintenance, to be drawn down in consultation with the Cabinet Member for Environment, Highways & Waste; and,

(c) agree the transfer of £2m to the rolling budget reserve for investment in technology and communications, to be drawn down upon agreement of a robust business case.

37. Quarterly Performance Report, Quarter 4, 2011/12

(Item 5- Report by Mr Roger Gough, Cabinet Member for Business Strategy and Support and Mr David Cockburn – Corporate Director Business Strategy and Support) (Mr Richard Fitzgerald, Performance Manager was present for this item)

(1) Mr Gough said that the 30 Key Performance Indicators included in the Performance Report showed an encouraging movement from Red and Amber towards Green for the final quarter of the year. . Moving forward, future reports would include more qualitative indicators including ones linked to the Customer Services Strategy and also lead indicators such as information around demand levels. Mr Carter said the role of the Cabinet Committees would be important in helping evolve the reporting process, looking at more detailed directorate dashboards and looking at the quality and relevance of the indicators and ensuring the right things were being measured.

(2) During the course of discussion several Cabinet Members provided further updated information on targets relevant to their portfolios following which Cabinet Resolved to note the report.

38. Bold Steps for Education

(Item 6– Report by Mr Mike Whiting, Cabinet Member for Education, Learning and Skills and Mr Patrick Leeson, Corporate Director for Education, Learning and Skills)

(1) Bold Steps for Education sets out Kent County Council's, Education, Learning and Skills vision, priorities and improvement targets to 2015 and the document had already been discussed by the Education Cabinet Committee and by Head teachers. Mr Whiting said the monitoring of the targets would mainly be through the Education Cabinet Committee but in addition two working boards would also be established to ensure targets remained focused and on course for delivery. There would also be an annual update to Cabinet. Overall Bold Steps for Education was a focused and ambitious strategy which would improve and champion educational excellence and support the drive towards ensuring Kent was one of the best places in the country to be educated. Mrs Dunn spoke of the importance of the 14 to 24 strategy aimed at building links between schools and businesses to help and aid young people move from education into work. There was also a need to look at narrowing the gap of attainment for young people with disabilities. Mr Carter said it was essential for the County Council to take this opportunity to develop momentum around the need for schools to develop programmes which met the needs of its pupils and the business community.

(2) Following further discussion Cabinet resolved to endorse the Education, Learning and Skills' Vision and Priorities for Improvement, in order to create the conditions in which pupils experienced the best teaching and learning, so that:

- excellence was promoted across the system and the County had more good and outstanding schools;
- the Council commissions and provides sufficient school places of good quality
- educational standards improved and every child and young person in Kent met their full potential; and
- every young person benefited from a broad range of pathways to further learning and employment, both for their own achievement and future employability and for the success of the Kent economy.

39. Update on Change to Keep Succeeding

(Item 7– Report by Mr Roger Gough, Cabinet Member for Business Strategy and Support and Amanda Beer, Corporate Director for Human Resources)

(1) This report provided an update on progress in all areas covered by the Change to Keep Succeeding programme of organisational change including progress on populating the senior level of the new operating framework, changes to staffing across the Authority since April 2011, restructures and other key organisational development activity.

(2) Mr Gough said the past 12 months had seen a reduction in staff numbers of 1,296, which in terms of full time equivalent posts equated to 966. The number of redundancies was 605 with an overall cost of £5m which averaged to £8k per case. Mrs Beer said the restructures currently under consultation and planned would likely see a further reduction in posts and a reduction in the number of tiers of management. The agreed model for tiers and management accountability was being consistently applied across KCC. Staff communication and engagement remained significantly important in order to ensure there was understanding and engagement as these changes evolved. The Organisational Development and People Plan was being embedded in all directorates. Mr Carter said the restructuring had seen some tough decisions needing to be taken over the past 12 months and it was essential as staff numbers changed that there was rigour in ensuring the right people remained with the organisation as it moved forward. Mr Carter placed on record his thanks to staff for maintaining high levels of service and standards during this period.

(3) Cabinet resolved to note the report

40. Decisions from Scrutiny Committee - 23 May 2012

(Item 8– Report by Mr Alex King, Deputy Leader and Mr Peter Sass Head of Democratic Services)

Cabinet resolved that this report be agreed

41. Record of Decision

DECISION TAKEN BY Cabinet – 14 May 2012	DECISION NO. 12/01905
Unrestricted	
Subject: Adult Social Care Transformation Programme. <i>(Mr Mark Lobban was present for this item)</i>	
<p>(The draft minutes of the meeting of the Social Care and Public Health Cabinet Committee were circulated at the Cabinet meeting. The view of the Cabinet Committee was that the Transformation Programme Blue print and Preparation Plan should be endorsed)</p> <p>(1) This report and the Adult Social Care Transformation programme blue print and preparation plan set out the Families and Social Care directorate's initial approach to the longer-term transformation of adult social care. Mr Gibbens said the proposals presented a radical change to way the Council looked after older people. Whilst the Transformation Programme would deliver savings it also demonstrated the County Council's ongoing commitment to support carers and to helping them more. Mr Ireland and Mr Lobban said because of existing pressures there needed to be a radical change in the approach in the way these services were delivered, whilst at the same time helping people to better manage their own health care.</p> <p>(2) Following further discussion Cabinet agreed the Adult Social Care Transformation Programme Blueprint and Preparation Plan and noted the matter would also be discussed at the next meeting of the County Council.</p>	
Any interests declared when the Decision was taken none	
Reason(s) for decision, including alternatives considered and any additional information The reasons for this decision are set out in this notice and also in the Cabinet Report and the accompanying copy of the Adult Social Care Transformation Programme Blueprint and Preparation Plan.	
Background Documents: Adult Social Care Transformation Blueprint and Preparation Plan	

Reason(s) for decision, including alternatives considered and any additional information The reasons for this decision are set out in this notice and also in the Cabinet Report.

To: CABINET – 9 July 2012

By: John Simmonds, Cabinet Member – Finance & Business Support
Andy Wood, Corporate Director of Finance & Procurement

- (1) **REVENUE AND CAPITAL BUDGET OUTTURN 2011-12**
 - (2) **REVENUE BUDGET ROLL FORWARD**
 - (3) **CAPITAL BUDGET ROLL FORWARD**
 - (4) **2011-12 FINAL MONITORING OF KEY ACTIVITY INDICATORS**
 - (5) **2011-12 FINAL FINANCIAL HEALTH INDICATORS**
 - (6) **2011-12 FINAL MONITORING OF PRUDENTIAL INDICATORS**
 - (7) **IMPACT OF 2011-12 REVENUE BUDGET OUTTURN ON RESERVES**
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1. Summary

- 1.1 This report sets out the provisional revenue and capital budget outturn for 2011-12. It details:
- where revenue projects have been rescheduled and/or are committed
 - where there is under or overspending.
- The provisional outturn on the revenue budget shows an underspend of £8.242m (excluding schools). This underspend is £4.213m lower than the projected underspend reported in May but is after £8m has been transferred to reserves for highways maintenance (£6m) and investment in technology and communications (£2m) to deliver further savings.
- 1.2 Details of the proposals for the use of £8.242m of the revenue budget underspending are provided in Appendix 2. This identifies those projects where there is already a commitment to spend in 2012-13, leaving an uncommitted balance of £5.716m. However, Cabinet is also asked to consider a bid for £0.4m of the roll forward for a dedicated central communications and engagement budget within the Customer & Communities portfolio. Further details are provided in Appendix 2. Assuming this initiative is funded, this would leave an uncommitted balance of £5.316m. It is recommended that, in consideration of the potential for further Government funding cuts, this is set aside in the earmarked Economic Downturn reserve.
- 1.3 The report refers to a number of contributions to reserves which Cabinet is asked to approve.
- 1.4 Details of the capital roll forwards are provided in Appendix 3.
- 1.5 Final monitoring of key activity indicators for 2011-12 is detailed in Appendix 4.
- 1.6 The report also provides the year-end financial health indicators in Appendix 5, prudential indicators in Appendix 6 and impact on reserves in section 3.6.

2. Recommendations

Cabinet is asked to:

- 2.1 **Note** the provisional outturn position for 2011-12.
- 2.2 **Agree** that £2.526m of the 2011-12 revenue underspending is rolled forward to fund existing commitments, as detailed in section 2 of Appendix 2.
- 2.3 **Agree** that £0.4m of the 2011-12 roll forward is used for a central communications and engagement budget within the Customer & Communities directorate, as detailed in section 4 of Appendix 2.
- 2.4 **Agree** that the £5.316m remainder of the 2011-12 revenue underspending is set aside in the Economic Downturn reserve.

- 2.5 **Note** that £9.774m of capital re-phasing from 2011-12 will be added into 2012-13 and later years, as detailed in Appendix 3 and the 2012-13 Capital Programme will also be adjusted to reflect other 2011-12 variances as reported in the outturn.
- 2.6 **Note** the final monitoring of the key activity indicators for 2011-12 as detailed in Appendix 4.
- 2.7 **Note** the final financial health indicators for 2011-12 as detailed in Appendix 5.
- 2.8 **Note** the final monitoring of the prudential indicators for 2011-12 as detailed in Appendix 6.
- 2.9 **Note** the impact of the 2011-12 provisional revenue budget outturn on reserves as detailed in section 3.6.
- 2.10 **Note** that the schools' revenue and capital reserves have reduced by some £1.381m. Details are provided in this report.

3. BUDGET OUTTURN 2011-12

3.1 INTRODUCTION

- 3.1.1 This report sets out the provisional revenue and capital budget outturn for 2011-12. There may be minor variations in figures during the final stage of the closing of accounts process and the accounts are also still subject to external audit.
- 3.1.2 For the 12th consecutive year the Council is able to demonstrate sound financial management, by containing its revenue expenditure within the budgeted level (excluding schools).

3.2 REVENUE BUDGET OUTTURN 2011-12

- 3.2.1 The provisional outturn is a net underspend of £8.242m against portfolio budgets and a £3.898m increase in school reserves, giving a total underspend of £12.140m.
- 3.2.2 This -£8.242m provisional outturn position (excluding schools) compares with the adjusted net variance of -£12.455m last reported to Cabinet at its meeting on 14 May, which represents a movement since the last report of +£4.213m. The net provisional outturn by portfolio and the movement since the last report are shown below in table 1.

TABLE 1: PROVISIONAL FINAL REVENUE OUTTURN BY PORTFOLIO

Portfolio	Budget	Provisional Outturn	Variance	Variance per last report	Movement
	£k	£k	£k	£k	£k
Education, Learning & Skills	+38,720	+35,916	-2,804	-2,812	+8
Specialist Children's Services	+111,326	+126,839	+15,513	+15,591	-78
Adult Social Care & Public Health	+308,266	+302,684	-5,582	-5,014	-568
Environment, Highways & Waste	+149,162	+141,897	-7,265	-6,216	-1,049
Customer & Communities	+91,704	+89,807	-1,897	-1,081	-816
Regeneration & Enterprise	+4,730	+4,731	+1	0	+1
Finance & Business Support	+159,145	+155,664	-3,481	-10,187	+6,706
Business Strategy, Performance & Health Reform	+51,581	+49,264	-2,317	-2,402	+85
Democracy & Partnerships	+7,296	+6,886	-410	-334	-76
SUB TOTAL (excl Schools)	+921,930	+913,688	-8,242	-12,455	+4,213
<i>Schools (ELS portfolio) (Note 1)</i>	<i>0</i>	<i>-3,898</i>	<i>-3,898</i>	<i>+3,126</i>	<i>-7,024</i>
<i>Schools (SCS portfolio)</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Schools (TOTAL)	0	-3,898	-3,898	+3,126	-7,024
TOTAL	+921,930	+909,790	-12,140	-9,329	-2,811

Note 1: Although schools reserves have increased by £3.898m, this is made up of a £2.513m increase in reserves by schools against the schools delegated budgets (a £4.361m drawdown as a result of 41 schools changing to new style academy status and taking their

reserves with them offset by a £6.874m underspend for the remaining Kent schools), together with an underspend on the unallocated schools budget of £1.385m.

3.2.3 Detailed below are the main reasons for the movement in the portfolio forecasts since the last monitoring report to Cabinet on 14 May, as shown in Table 1:

3.2.4 **Education, Learning & Skills:**

The overall position for the portfolio has only moved by +£0.008m since the 14 May report to Cabinet. However, within this is a couple of offsetting movements over £0.1m: a £0.151m reduction in Special School and Hospital Recoupment income, due to a reduction in other local authority pupils in our special schools during the spring term, has been offset by a £0.136m underspend on the Participation by Rights budget within Strategic Management & Directorate Support.

3.2.5 **Specialist Children's Services Portfolio:**

The overall position for the portfolio has moved by -£0.078m since the 14 May report to Cabinet. The main movements are:

3.2.5.1 -£0.300m underspend on the Kent Safeguarding Children Board. This represents KCC's share of the underspend of the KSCB Board and the underspending related to partners contributions is held in a Fund. Under the terms of the inter-agency agreement, KCC has an obligation to provide this funding to the Board and therefore this is included in the roll forward proposals detailed in appendix 2.

3.2.5.2 +£0.199m due to a contribution to a provision for the review of 15 Adoption/Special Guardianship Order cases.

3.2.5.3 +£0.154m increase in the pressure on Fostering to £8.922m, mainly due to a further increase in legal costs.

3.2.5.4 +£0.198m increase in the pressure on Asylum to £2.784m mainly due to increased costs of rent, client support, infrastructure and fostering payments.

3.2.5.5 -£0.230m increase in the underspend on Strategic Management & Support mainly due to additional income and staffing vacancy savings.

3.2.5.6 There were a number of smaller movements across the other budgets within Specialist Children's Services which account for the remaining movement of -£0.099m.

3.2.6 **Adult Social Care & Public Health Portfolio:**

The overall position for the portfolio has moved by -£0.568m to an underspend of -£5.582m since the 14 May report to Cabinet. The main movements are:

3.2.6.1 -£0.567m Strategic Management & Directorate Support - this is due to £0.285m of underspending against the Integrated Community Equipment Store, Excellent Homes for All project and Kent & Medway Safeguarding Vulnerable Adults Committee. These are all partnership agreements and therefore this underspending is required to roll forward to fund our obligation to these inter-agency pooled budgets. Details are included in the roll forward proposals shown in Appendix 2. The remainder of the underspending on this budget is largely due to lower than expected charges for ICT.

3.2.6.2 -£0.192m Older People Domiciliary Care mainly as a result of lower than expected costs of sheltered housing and a drawdown from the bad debt provision.

3.2.6.3 +£0.237m Other Adult Services – this is mainly due to an increase in demand for Occupational Therapy equipment and services and a penalty payment as the number of meals provided was lower than expected.

3.2.6.4 There are a number of smaller movements across the other budget lines within this portfolio, all below £0.1m.

3.2.7 **Environment, Highways & Waste Portfolio:**

The overall underspend for the portfolio has increased by a further £1.049m, to £7.265m since the 14 May report to Cabinet. The main movements are:

- 3.2.7.1 -£0.547m on Highways Services – this is made up of a number of smaller movements across all of the A-Z budgets within this service grouping. The main changes relate to lower than anticipated costs of road safety speed awareness and cycle training (-£0.271m), lower than anticipated costs of street light energy (-£0.140m) and a £0.135m increase in the underspend for Traffic Management predominately due to additional income from traffic systems (road works activity) and the Permit Scheme.
- 3.2.7.2 -£0.333m on Transport Services – this is due to additional underspending on the Freedom Pass, and Concessionary Fares, together with a reduction in costs of multi modal transport models and ICT development within Sustainable Transport.
- 3.2.7.3 -£0.208m Directorate Management & Support predominately reflecting lower than anticipated costs of training, computer related expenditure and legal services and additional income for staff recharges.

3.2.8 **Customer & Communities Portfolio:**

The underspend on this portfolio has increased by £0.816m to £1.897m since the 14 May report to Cabinet. This is made up of several relatively small movements across most A-Z budgets. The main movements are:

- 3.2.8.1 -£0.205m Library Services – this is mainly due to additional income for stock purchases, salary recharges and income from the on-line shop together with lower than anticipated spend on equipment, computers and audio visual stock.
- 3.2.8.2 -£0.130m Registration Service, which is due to additional income from ceremonies.
- 3.2.8.3 -£0.123m Youth Service & Youth Offending Service – this is mainly due to a reduction in staffing costs and additional income.
- 3.2.8.4 The balance of the movement is due to smaller movements on most budgets including Strategic Management & Directorate Support, Gateways, Local Boards & Member Grants and the Contact Centre.

3.2.9 **Finance & Business Support Portfolio:**

The underspend on this portfolio has reduced by £6.706m to £3.481m since the 14 May report to Cabinet, which is due to:

- 3.2.9.1 A £1.1m increase in the underspend on the Financing Items budgets, which is predominately on the net debt charges and investment income budget to do with our recovery of Icelandic monies and re-phasing of the capital programme.
- 3.2.9.2 A transfer of £6m to the rolling budget reserve for Highways maintenance, following the prolonged spell of wet weather during the spring in order to protect our recent investment in Kent highways, as approved by Cabinet in June.
- 3.2.9.3 A transfer of £2m to the rolling budget reserve for investment in communications and technology following identification that the Customer Service Strategy has the potential to realise significant savings from how we engage with our customers and residents. This modest investment should enable a radical change to a more cost effective means of communication with the people of Kent.
- 3.2.9.4 This position also reflects an overspend on the Insurance Fund of £2.470m which has been met by a drawdown from the Insurance Reserve. This overspend, which is due to an increase in the provision for liability claims and claims paid, together with a reduction in premium income, was only marginally higher than previously forecast.
- 3.2.9.5 A £0.2m increase in the underspend within the Finance & Procurement Unit mainly due to ICT charges being lower than expected.

3.2.10 **Business Strategy, Performance & Health Reform Portfolio:**

The underspend for the portfolio has reduced by £0.085m to -£2.317m since the 14 May report to Cabinet. The main movements are:

3.2.10.1 +£0.367m within Property & Infrastructure due to increased spend in relation to Corporate Landlord and lower recharge income than previously forecast

3.2.10.2 -£0.326m within ICT which was mainly due to -£0.192m underspending within EiS related to re-phasing of implementation of the contract to take over the IT services for BSF schools. This was due to complete in February 12 but has been postponed until the start of 2012-13 due to legal complications. In addition, there was a £0.080m increase in the re-phasing of KPSN orders placed with the External Provider, but due to delivery constraints, these were not completed before 31st March 2012. Both of these are included within the roll forward proposals detailed in Appendix 2.

3.2.11 **Democracy & Partnerships Portfolio:**

The underspend for the portfolio has increased by £0.076m to -£0.410m since the 14 May report to Cabinet. This is mainly due to a draw down from the elections reserve for the costs of the bi-elections held during 2011-12.

3.3 A reconciliation of the revenue gross and income cash limits to the last full monitoring report, as reported to Cabinet on 19 March, is provided in Appendix 1.

3.4 **REVENUE BUDGET ROLL FORWARD PROPOSALS**

3.4.1 The 2012-13 approved budget assumes rolled forward underspending from 2011-12 of £3.512m, which has already been transferred to an earmarked reserve to support the 2012-13 budget. Of the £8.242m provisional underspend, £2.526m is required to roll forward to fund the completion of a number of projects within directorates, which have been rescheduled and/or are committed. Details of these commitments are provided in Appendix 2. **Cabinet is asked to approve these roll forward proposals.** This leaves a residual uncommitted balance of £5.716m. It is recommended that this be used as follows:

- £0.4m to establish a dedicated communications and engagement budget, the details of which are provided in section 4 of Appendix 2. **Cabinet is asked to approve this roll forward proposal.**
- in consideration of the potential for further Government funding cuts, the balance of £5.316m is set aside in the earmarked Economic Downturn reserve. **Cabinet is asked to approve this contribution of the remaining 2011-12 underspend to reserves.**

3.5 **DELEGATED SCHOOLS BUDGET**

3.5.1 The previously forecast draw down from reserves of £3.126m, which was made up of a drawdown of £4.626m as a result of 41 schools converting to academies together with an increase of £1.5m in reserves for the remaining Kent schools, was based on the schools nine month monitoring returns. The actual movement in schools reserves in 2011-12 was an increase of £3.898m, a movement of -£7.024m from the forecast position, which is due to previously unforecast savings against the schools unallocated budget of £1.385m, a reduction in the estimated drawdown as a result of schools converting to academies of -£0.265m and a shift of -£5.374m in the remaining Kent schools position.

3.5.2 The £3.898m increase in schools reserves in 2011-12 is made up of:

- a £4.361m drawdown of reserves as a result of 41 schools converting to new style academy status and taking their reserves with them,
- an underspend of £6.874m for the remaining Kent schools,
- in addition, there is an underspend on the unallocated schools budget of £1.385m, which is mainly due to a £1.3m increase in DSG after the schools budgets were set which has yet to be allocated by the Schools Funding Forum, an underspend on early years placements of £0.184m, offset by +£0.099m of other minor variances. This has increased total school revenue reserves to £59.088m of which £21.990m relates to unallocated schools budget. Of the remaining £37.098m, the schools returns show that of this balance, £10m is committed for specific revenue projects and contributing towards larger capital projects.

3.6 IMPACT ON RESERVES

These are provisional figures and are subject to change during the final stages of the closing of accounts process.

Account	Balance at 31/3/11 £m	Balance at 31/3/12 £m	Movement £m
Earmarked Reserves	118.1	141.3	+23.2
General Fund balance	26.7	31.7	+5.0
Schools Reserves	55.2	59.1	+3.9

3.6.1 The general reserves position at 31 March 2012 was £31.7m, this is an increase of £5m from the position as at 31 March 2011 reflecting the budgeted contribution, as approved by County Council in February 2011, in consideration of our increased risk profile. £31.7m amounts to 3.5% of the 2012-13 net revenue budget, and 2.2% of the 2012-13 gross revenue budget (excluding schools). This is reviewed formally as part of the annual budget process – see Appendix F of the 2012-15 Medium Term Financial Plan for further details.

3.6.2 The provisional movement of +£23.2m in earmarked reserves since 31 March 2011 is mainly due to:

- New NHS Support for Social Care reserve +£12.9m Reflecting the balance of monies pass ported from PCTs to be spent on jointly agreed plans with Health
- Increase in Rolling Budget Reserve +£8.9m
- Increase in the Kingshill development smoothing reserve +£5.5m Reflecting a profit share received in 2011-12
- Increase in DSG reserve +£4.2m
- Increase in the reserve to support next year's budget +£3.5m
- Increase in the Economic Downturn Reserve +£3.3m reflects decisions taken during 2011-12
- Increase in Commercial Services earmarked reserves +£1.6m
- Increase in IT Asset Maintenance Reserve +£0.7m
- Increase in Social Care – Supported Living Costs reserve +£0.6m to fund potential back dated costs for clients currently funded by OLAs following legal negotiations
- Reduction in the PFI Reserves -£10.6m reserve to equalise costs. The reduction largely reflects the corporate draw down to support the 2011-12 budget, to be paid back over the medium term
- Reduction in the reserve for projects previously classified as capital but now considered revenue -£2.5m includes Member Highway Fund
- Reduction in Landfill Allowance Taxation Scheme reserve -£1.2m reflects value of unsold landfill allowance permits – this reserve is currently zero as the remaining permits cannot be sold and therefore have no value
- Reduction in the Supporting People Reserve -£1.0m

• Reduction in Turner Contemporary reserve	-£1.0m	
• Reduction on the KPSN Development Reserve	-£1.0m	to cover the costs of this re-phased project from 2010-11
	+£23.9m	

3.7 CAPITAL BUDGET OUTTURN 2011-12

3.7.1 The following changes have been made to the capital programme since the last report to Cabinet:

	£000s 2011- 12	£000s 2012- 13	£000s Future Years
1 Cash Limits as reported to Cabinet on 14th May	272,426	296,486	696,543
2 Re-phasing agreed at Cabinet on 14th May			
Childrens Social Care (exc PFI)			
Adults Social Care (exc PFI)	-239	-3,245	3,484
Business Strategy & Support	-319	319	
Regeneration	-1,084	1,084	
Education, Learning & Skills (exc Schools)	-3,511	3,515	-4
Customer & Communities	-583	583	
Enterprise & Environment	-681	1,302	-621
3 Learning Disability Good Day Programme - reduction in capital receipt funding - ASC&PH portfolio	-75		
4 Disposal Costs - increase capital receipt funding - BSS&HP portfolio	36		
5 Faversham Family Centre - increase capital receipt funding - BSS&HP portfolio			26
6 Margate eastern seafront - reduction in grant funding - R&ED portfolio	-50		
7 Sittingbourne Adult Education Centre - increase capital receipt and PEF2 funding - C&C portfolio			482
8 Youth Reconfiguration - increase developer contribution funding - C&C portfolio	28		
9 Cyclo Park - increase capital receipt funding - E&E portfolio	75		
10 Coldharbour Gypsy Site - increase other external funding - E&E portfolio	11		240
11 Devolved Schools - changes to revenue and grant - ELS portfolio	5,580		
12 PFI Lifecycle costs - ELS	625		
13 PFI Lifecycle costs - ASC&PH	485		
	272,724	300,792	699,402
14 PFI			66,800
	272,724	300,792	766,202

3.7.2 The provisional outturn for the capital budget, excluding schools devolved capital and the Property Enterprise Fund is £237.265m, a variance of -£5.159m. This outturn compares with the variance (after re-phasing) of £0.664m last reported to Cabinet at its meeting on 14 May. In addition, the Schools' have underspent their available capital resources by some £2.000m, having previously forecast a balanced position. The provisional outturn by portfolio and the movement since the last report are shown below in table 3.

TABLE 3: PROVISIONAL FINAL CAPITAL OUTTURN BY PORTFOLIO

Portfolio	Budget	Provisional Outturn	Variance	Variance per last report exc re-phasing	Movement
	£k	£k	£k	£k	£k
Education, Learning & Skills	100,796	96,897	-3,899	-893	-3,006
Specialist Children's Services	14,408	15,139	731	762	-31
Adult Social Care & Public Health	3,664	3,292	-372	-263	-109
Environment, Highways & Waste	96,654	96,795	141	1,357	-1,216
Customer & Communities	16,863	16,490	-373	-225	-148
Regeneration & Enterprise	2,483	2,450	-33	-91	58
Business Strategy, Performance & Public Health	7,556	6,202	-1,354	17	-1,371
TOTAL (excl Schools)	242,424	237,265	-5,159	664	-5,823
Schools	30,300	28,300	-2,000	0	-2,000
TOTAL	272,724	265,565	-7,159	664	-7,823
Property Enterprise Fund 1		37	37		37
Property Enterprise Fund 2		159	159		159
TOTAL incl PEF	272,724	265,761	-6,963	664	-7,627

3.7.3 Table 4 shows how the capital spend of £265.761m, including Schools and Property Enterprise Fund has been funded.

TABLE 4: PROVISIONAL FUNDING OF CAPITAL OUTTURN

Funding Source	Capital Cash Limit			Capital Variance			
	KCC portfolios	Schools Devolved	TOTAL	KCC portfolios	Schools Devolved	Property Enterprise Fund (1&2)	TOTAL
	£k	£k	£k	£k	£k	£k	£k
Supported Borrowing	2,674		2,674	-37			-37
Prudential	29,534		29,534	-4,751			-4,751
Prudential/Revenue (directorate funded)	5,386		5,386	-330			-330
PEF2	4,105		4,105	-3,025			-3,025
Grant	171,164	12,785	183,949	-6,105	-1,867		-7,972
External Funding - Other	11,172	4,104	15,276	133	-133		
External Funding - Developer contributions	4,377		4,377	945			945
Revenue & Renewals	8,495	13,411	21,906	2,921			2,921
Capital Receipts	5,232		5,232	-493			-493
General Capital Receipts (generated by Property Enterprise Fund 1)	285		285	1,595		37	1,632
PEF2 Capital Receipts	0		0	3,988		159	4,147
TOTAL	242,424	30,300	272,724	-5,159	-2,000	196	-6,963

3.7.4 The main reasons for the movement in the forecast since the last monitoring report to Cabinet on 14 May, as shown in table 3, are as follows:

3.7.5 **Education, Learning & Skills Portfolio:**

The overall capital position for the portfolio (excluding capital devolved to schools) has moved by -£3.006m since the last report. The main movements are:

- Academies (£-3.745m) - most of the required rephasing within the Academy Programme relates to Contractor delays in reaching Academy Milestone payments (£-3.704m) - the Academies projects affected by these delays are: Marsh (£-1.109m), Skinners (£-0.842m), Cornwallis (£-0.707m), Spires (£-0.586m), New Line Learning (£-0.290m) & Knole Academy (£-0.170m). Other Academy rephasings are required at: Sheppey Academy (-1.048m) - where the build Programme is approximately five weeks behind schedule. The programme is expected to catch up and complete on schedule by February 2013. Longfield Academy (£+0.780m) – the build has completed ahead of schedule following pressure by the Headteacher and the need to vacate the old buildings for demolition. Academy Unit Costs (£+0.227m) - additional fees have been incurred to progress the Academy Programme.
- Building Schools for the Future (£+0.510m) - the major areas of rephasing on BSF are: BSF Wave 3 Programme (£-0.884m) the rephasing relates to the delay in renegotiating the ICT contract which is expecting to complete in the near future & BSF Unit Costs (£-0.365m) where proactive management action has been taken to minimise spend on external fees. BSF Wave 5 Programme (+£1.592m) relates to the abortive costs written off to revenue. This has increased capital spend as this relates to the reversal of a creditor.

Overall this leaves a residual balance of +£0.23m on a number of minor projects.

3.7.6 **Specialist Children's Services Portfolio:**

The capital outturn for the portfolio has moved by -£0.031m since the previous reported position.

3.7.7 **Adult Social care & Public Health Portfolio:**

The overall capital position for the portfolio has moved by -£0.109m since the last report. This is due to:

- Good Day Programme (-£0.110m) - changes relate to rephasing of ongoing projects by external organisations to which KCC makes capital grants. It is understood that there are no contractual difficulties.

3.7.8 **Environment, Highways and Waste Portfolio:**

The overall capital position for the portfolio has moved by -£1.216m since the last report. This is mainly due to:

- A2 Cyclo Park (-£0.518m) - the pavilion works have been delayed due to reprogramming as a result of additional requested works to construct a workshop building, and some works transferring from the main contractor to the pavilion contractor.
- East Kent Waste Facilities (-£0.580m) - the underspend was the result of comprehensive survey work carried out to determine the number and type of containers required, and the successful management of the roll-out programme for delivering new waste collection services in Dover and Shepway districts. Roll-out of new waste containers for Shepway and Dover has now been completed by the client and the contractor. Underspend will roll forward to 2013-14 to support the roll out containers for phase 2.
- Ashford Drivers Roundabout (-£0.281m) - The revised out-turn reflects some progress on negotiations and settlements of claims relating to the final account, with the contractor.

Overall this leaves a residual balance of +£0.163m on minor projects.

3.7.9 Customer & Communities Portfolio:

The overall capital position for the portfolio has moved by -£0.148m since the last report. The main movement is:

- Modernisation of Assets (-£0.148m, rephasing) - rephasing from quarter four of 11-12 to quarter one of 12-13 across a number of projects due to planning consent delays and snagging works which will now take place in quarter one. Overall the programme is showing an additional gross cost of £0.342m which is fully funded by an additional revenue contribution this year of £0.227m (£0.315m previously reported)

3.7.10 Regeneration & Enterprise Portfolio:

The capital outturn for the portfolio has moved by +£0.058m since the previous reported position.

3.7.11 Business Strategy, Performance & Public Health Portfolio:

The capital outturn for the portfolio has moved by -£1.371m since the previous reported position.

- Modernisation of Assets (+£0.126m) – mainly due to the fact that in 2011-12 a significant amount of Modernisation of Assets work was originally delayed due to the team working on other Corporate priorities. This work was then completed earlier than planned and some boiler replacement work was able to start in 2011-12, which has now resulted in a +£0.115m increase from the previous forecast.
- Corporate Property Strategic Capital (-£0.201m) - the underspend is due primarily to surveys that were due to take place in March at the Christchurch Academy being postponed to April and May. Rephasing is required to 2012-13 to meet these costs.
- Oracle Release 12 (-£0.210m) - the emphasis has been to deliver the ERP Programme and Project Activity (MIDAS replacement), both of which have been funded separately, resulting in an underspend on this budget. Rephasing is required for the Oracle Release 12 work, which will be completed in 2012-13.
- Sustaining Kent Maintaining the Infrastructure (-£0.293m) - there have been further delays in the Unified Communications programme caused by problems with technical resource availability and a considerable amount of time spent on ensuring the technical design meets the Government Connects code of connection security requirements. In addition, the final payment was expected to be made for the data centre in 2011-12, but this has been delayed to 2012-13 as satisfactory completion has not yet been agreed due to ongoing noise nuisance issue in A Block offices.
- Enterprise Resource Programme (-£0.610m) - the main element of the reduction between the previous forecast and the outturn position is £0.510m for the Oracle Business Intelligence (OBI) licences. These licences were planned to be procured in 2011-12 but because of a last minute change to the purchasing route, which improved KCC's cash flow, the formal contract start date is now 1 April 2012.
- Integrated Children's System (-£0.138m) - due to threat of challenge from one of the potential suppliers, we had to extend the software demonstrations timeline which meant that the procurement phase of the ICS project went on longer than expected. This caused delays to ordering hardware, and budget rephasing of £0.138m will therefore be required to 2012-13.

Overall this leaves a residual balance of -£0.045m on minor projects.

3.8 CAPITAL PROJECT ROLL FORWARDS:

The 2012-13 Capital Programme will now be revised to reflect the rephasing and other variations of the 2011-12 Capital Programme that resulted in the -£5.159m variance in 2011-12. The rephasing details are included in appendix 3 and are adjusted in the exception monitoring report of the 2012-13 budget which is also included on the agenda of this meeting.

3.9 CAPITAL RECEIPTS:

Capital Receipts realised in 2011-12 were £2.575m from the sale of property and £0.552m from the repayment of loans. All of these receipts are required to fund existing capital programme commitments. This position excludes the receipts generated through the Property Enterprise Fund which are referred to in section 3.11 below.

3.10 SCHOOLS DEVOLVED CAPITAL

3.10.1 Capital expenditure incurred directly by schools in 2011-12 was £28.300m. Schools have in hand some £2.000m of capital funding which will be carried forward as part of the overall schools reserves position. This represents a decrease in schools capital reserves of £5.254m.

3.11 PROPERTY ENTERPRISE FUND (PEF)

3.11.1 PEF1

At the end of 2010-11 the fund was in deficit by £7.162m, and this was covered by temporary borrowing.

In 2011-12, the costs of disposal activity undertaken within PEF1 amounted to £0.037m, as shown in table 3 above. In addition, PEF1 was earmarked to fund £0.497m of capital spend in 2011-12 on the Integrated Transport and the Gateway programme. Therefore, total costs to be met from PEF1 were £0.534m. Capital receipts realised through PEF1 from the sale of non-operational property were £1.916m, leaving a surplus to reduce the deficit of £1.382m. When taken together with the deficit brought forward from 2010-11, the deficit on PEF1 at the end of 2011-12 was £5.780m.

Further details of the Property Enterprise Fund are provided in section 5.2 of Appendix 4.

3.11.2 PEF2

At the end of 2010-11 the fund was in deficit by £20.463m, and this was covered by temporary borrowing.

Costs associated with PEF2 in 2011-12 were £0.159m, as shown in table 3 above, and PEF2 funding support to the capital programme was £2.654m. This was offset by £4.147m of capital receipts realised through the Fund, therefore during 2011-12, there was a surplus of £1.334m on PEF2. When taken together with the surplus brought forward from 2010-11, the deficit on PEF2, against the £85m overdraft limit, at the end of 2011-12 was £19.129m.

Further details of the PEF2 are provided in section 5.3 of Appendix 4.

4. STAFFING LEVELS

4.1 The following table provides a snapshot of the staffing levels by directorate as at 31 March 2012 compared to the numbers as at 31 December, 30 September, 30 June and 1 April 2011 for the new directorate structure, based on active assignments. However, due to the large movements of staff between directorates as a result of the council restructure, direct comparisons between old and new directorates are not possible, so staffing levels as at 31 March 2011 are only provided in total, together with a split of schools and non schools staff. The difference, in the right hand columns of the table, represents the movement in staffing numbers from 1 April to 31 March, which was a reduction of 2,804.26 FTEs, of which -2,007.80 were in schools and -796.46 were non-schools. However, there was also a reduction of 651.32 FTEs between 31 March 11 and 1 April 11, of which -573.55 were in schools and -77.77 were non-schools. So overall, between 31 March 11 and 31 March 12, there has been a reduction of 3,455.58 FTEs of which 2,581.35 were in schools and 874.23 were non-schools. The reduction in schools based staff is largely as a result of schools converting to academies; hence the staff are no longer employed by KCC.

		31-Mar-11	structure 01-Apr-11	Jun-11	Sep-11	Dec-11	Mar-12	Movement in year	
								Number	%
KCC	Assignment count	49,960	48,819	47,745	45,438	44,934	44,226	-4,593	-9.41%
	Headcount (inc. CRSS)	42,432	41,434	40,484	38,457	37,954	37,399	-4,035	-9.74%
	Headcount (exc. CRSS)	37,644	36,881	35,971	34,234	33,779	33,274	-3,607	-9.78%
	FTE	27,845.19	27,193.87	26,479.32	25,153.37	24,782.76	24,389.61	-2,804.26	-10.31%
KCC - Non Schools	Assignment count	15,330	15,191	14,916	14,427	14,100	13,901	-1,290	-8.49%
	Headcount (inc. CRSS)	13,850	13,740	13,501	13,065	12,805	12,652	-1,088	-7.92%
	Headcount (exc. CRSS)	11,944	11,854	11,662	11,311	11,045	10,865	-989	-8.34%
	FTE	10,060.87	9,983.10	9,826.35	9,544.95	9,336.50	9,186.64	-796.46	-7.98%
BSS	Assignment count		1,761	1,744	1,704	1,685	1,673	-88	-5.00%
	Headcount (inc. CRSS)		1,743	1,727	1,695	1,676	1,665	-78	-4.48%
	Headcount (exc. CRSS)		1,719	1,703	1,673	1,654	1,646	-73	-4.25%
	FTE		1,587.72	1,575.10	1,546.35	1,531.79	1,523.86	-63.86	-4.02%
ELS	Assignment count		1,770	1,741	1,625	1,598	1,646	-124	-7.01%
	Headcount (inc. CRSS)		1,701	1,678	1,566	1,540	1,585	-116	-6.82%
	Headcount (exc. CRSS)		1,396	1,370	1,267	1,250	1,295	-101	-7.23%
	FTE		1,067.90	1,044.36	961.89	951.76	990.93	-76.97	-7.21%
C&C	Assignment count		4,425	4,328	4,123	4,005	3,971	-454	-10.26%
	Headcount (inc. CRSS)		3,800	3,715	3,534	3,438	3,415	-385	-10.13%
	Headcount (exc. CRSS)		2,611	2,551	2,439	2,319	2,274	-337	-12.91%
	FTE		1,985.84	1,941.35	1,854.80	1,761.62	1,730.35	-255.49	-12.87%
E&E	Assignment count		1,293	1,270	1,233	1,229	1,205	-88	-6.81%
	Headcount (inc. CRSS)		1,279	1,256	1,219	1,215	1,190	-89	-6.96%
	Headcount (exc. CRSS)		1,187	1,167	1,124	1,113	1,079	-108	-9.10%
	FTE		1,129.44	1,108.97	1,071.36	1,061.03	1,028.29	-101.15	-8.96%
FSC	Assignment count		5,942	5,833	5,742	5,583	5,406	-536	-9.02%
	Headcount (inc. CRSS)		5,326	5,236	5,161	5,041	4,897	-429	-8.05%
	Headcount (exc. CRSS)		4,988	4,920	4,856	4,754	4,611	-377	-7.56%
	FTE		4,212.20	4,156.57	4,110.55	4,030.30	3,913.21	-298.99	-7.10%
Schools	Assignment count	34,630	33,628	32,829	31,011	30,834	30,325	-3,303	-9.82%
	Headcount (inc. CRSS)	28,816	27,915	27,206	25,593	25,342	24,932	-2,983	-10.69%
	Headcount (exc. CRSS)	25,799	25,123	24,407	23,011	22,817	22,487	-2,636	-10.49%
	FTE	17,784.32	17,210.77	16,652.97	15,608.42	15,446.26	15,202.97	-2,007.80	-11.67%

CRSS = Staff on Casual Relief, Sessional or Supply contracts

Notes:

If a member of staff works in more than one directorate they will be counted in each. However, they will only be counted once in the Non Schools total and once in the KCC total.

If a member of staff works for both Schools and Non Schools they will be counted in both of the total figures. However, they will only be counted once in the KCC Total.

5. 2011-12 FINAL MONITORING OF KEY ACTIVITY INDICATORS

5.1 Details of the final monitoring of key activity indicators for 2011-12 are detailed in Appendix 4.

6. FINANCIAL HEALTH INDICATORS

6.1 The final financial health indicators for 2011-12 are detailed in Appendix 5.

7. PRUDENTIAL INDICATORS

7.1 The final monitoring of the 2011-12 prudential indicators is detailed in Appendix 6.

Reconciliation of Gross and Income Cash Limits to the 19 March 2011 Cabinet Report

Portfolio	CASH LIMIT			VARIANCE		
	Gross £k	Income £k	Net £k	Gross £k	Income £k	Net £k
Education, Learning & Skills	+191,380	-135,120	+56,260	-2,181	-623	-2,804
Specialist Children's Services	+167,819	-56,493	+111,326	+14,588	+925	+15,513
Adult Social Care & Public Health	+468,839	-153,393	+315,446	-10,454	+4,872	-5,582
Environment, Highways & Waste	+179,860	-30,139	+149,721	-6,468	-798	-7,266
Customer & Communities	+151,912	-60,208	+91,704	-3,139	+1,242	-1,897
Regeneration & Enterprise	+6,316	-1,586	+4,730	+396	-395	+1
Finance & Business Support	+162,241	-29,288	+132,953	-4,969	+1,488	-3,481
Business Strategy, Performance & Health Reform	+91,084	-38,590	+52,494	+1,915	-4,231	-2,316
Democracy & Partnerships	+8,269	-973	+7,296	-349	-61	-410
SUB TOTAL (excl Schools)	+1,427,720	-505,790	+921,930	-10,661	+2,419	-8,242
<i>Schools (ELS portfolio)</i>	<i>+828,091</i>	<i>-828,091</i>	<i>0</i>	<i>-32,970</i>	<i>+29,072</i>	<i>-3,898</i>
<i>Schools (SCS portfolio)</i>	<i>+41,368</i>	<i>-41,368</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Schools (TOTAL)	+869,459	-869,459	0	-32,970	+29,072	-3,898
TOTAL	+2,297,179	-1,375,249	+921,930	-43,631	+31,491	-12,140
	Gross	Income	Net			
	£k	£k	£k			
Reconciliation:						
Cash Limits per March (Q3) report	2,284,949	-1,363,019	921,930			
Subsequent changes:						
						Changes to grant/income allocations:
ELS	-2,886	2,886	0			Schools delegated budgets: reduction in DSG as a result of schools converting to academies
ELS	-32	32	0			Strategic Mgmt & Directorate Support: reduction in DSG as a result of schools converting to academies (central expenditure)
ELS	22	-22	0			final allocation of EIG from DfE
ELS	-1,342	1,342	0			reduction in YPLA grant as a result of schools converting to academies (schools delegated)
ELS	41	-41	0			14 -19 year olds: YPLA Bursary Fund
ELS	200	-200	0			14 -19 year olds: Increase in YPLA Young Apprentices grant
ELS	75	-75	0			Strategic Mgmt & Directorate Support: DfE SEN & Disability Green Paper grant
ELS	-76	76	0			repayment to DfE of underspend on Additional Grant for Schools (schools delegated)
ELS	245	-245	0			14 -19 year olds: Diploma Flexible 14-19 funding RIA from 2010-11
ELS	579	-579	0			Diploma funding RIA from 2010-11 (schools delegated)
ELS	209	-209	0			Early Years & Childcare: Standards fund RIA from 2010-11
ELS	8,779	-8,779	0			PFI Schools Schemes: higher than budgeted PFI grant
ASC&PH	-248	248	0			Public Health Mgmt & Support: RIA for DoH grant for Warm Homes, Healthy
ASC&PH	-103	103	0			Health Promotion: RIA for NHS EK PCT grant for House Project

	Gross	Income	Net	
	£k	£k	£k	
F&BS	7,500	-7,500	0	Contribution to/from reserves: Kingshill Profit Share
				Technical Adjustments:
ELS	-152	152	0	Mgmt & support: removal of income budget for wrong pension scheme payments as should be credit to gross
BSP&HR	-581	581	0	Mgmt & support: PFI grant incorrectly treated as income in budget rather than drawdown from reserves, (all paid as a final settlement in 2010-1& held in reserves)
Revised Budget	2,297,179	-1,375,249	921,930	

2011-12 REVENUE BUDGET ROLL FORWARD PROPOSALS

		£000s	£000s
1	2011-12 provisional underspend		-8,242
2	Rescheduled/committed projects:		
a	<p><i>ELS portfolio – 14 -19 Year Olds – Maidstone Skills Studio</i> Part of the underspend on the 14-19 Unit was on the Expanding Vocational Training budgets. One of the main aims of this budget was to set up the Maidstone Skills Studio but there have been ongoing delays in setting up the project and some of this spend will now be incurred in 2012-13. Roll forward is required to fund this re-phasing.</p>	80	
b	<p><i>SCS portfolio – Kent Safeguarding Children Board</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>	300	
c	<p><i>ASC&PH portfolio – Integrated Community Equipment Store</i> This represents KCC's share of the underspend of the ICES Board. Under the terms of the S75 agreement, KCC has an obligation to provide this funding to the pooled budget. The underspending relating to partners contributions has been rolled forward as a receipt in advance.</p>	115	
d	<p><i>ASC&PH portfolio – Kent & Medway Safeguarding Vulnerable Adults Committee</i> This represents KCC's share of the underspend of the Committee. Under the terms of the multi-agency agreement, KCC has an obligation to provide this funding to the Committee. The underspending relating to partners contributions has been rolled forward as a receipt in advance.</p>	37	
e	<p><i>ASC&PH portfolio – Excellent Homes for All</i> This represents KCC's share of the underspend of the Partnership with five District & Borough Councils. Under the terms of the partnership agreement, KCC has an obligation to provide this funding. The underspending relating to partners contributions has been rolled forward as a receipt in advance.</p>	133	
f	<p><i>ASC&PH portfolio – delay in phase 2 of the non-residential charging policy</i> The 2012-13 budget includes a saving resulting from implementation of phase two of the changes to the charging policy for non-residential services. This was due to take effect from 10 April 2012 but is now scheduled to come into effect from 23 July 2012. A number of reasons have contributed to this delay:</p> <ul style="list-style-type: none"> • The need for finance to focus on achieving the deadline for Phase one, which was achieved within the expected timeframe. Financially this was the greatest contributing part of the savings. • The numbers of service users affected were far greater than originally anticipated. • Various issues were identified with the data quality and it is not possible for Finance to begin the financial assessments until all relevant data is entered into the SWIFT client database. <p>It is estimated that the income loss in 2012-13 because of this delay is £250k based on original calculations. It is therefore necessary to roll forward £250k of the 2011-12 underspend to cover this known shortfall in income in 2012-13.</p>	250	

		£000s	£000s
g	<i>ASC&PH portfolio – Health Inequalities</i> Of the original £70k budget for Health Inequalities, £22k has re-phased into 2012-13. This will be spent on mental health work in the Dartford community which has been commissioned but not initiated before 31 March 2012. Contracts have been signed and work is due to be delivered by the end of June 2012.	22	
h	<i>EHW portfolio – Environment Management - Flood Project Work</i> Partnership working with district councils and the Environment Agency has led to re-phasing of flood project work into 2012-13, which is not in our direct control and roll forward is required to fund our contribution to this partnership work in order to complete the project.	188	
i	<i>Customer & Communities portfolio – Coroners Service</i> A backlog of long inquests will now fall into 2012-13 and so as not to place undue pressure on the 2012-13 budget, roll forward is required to fund this re-phasing.	150	
j	<i>Customer & Communities portfolio - Member Grants</i> Grants which have been committed in 2011-12 for projects internal to KCC, but the work was not completed by 31 March. This relates to both the Member Community Grants Scheme and the Local Scheme Grants.	26	
k	<i>BSP&HR portfolio - Governance & Law - County Returning Officer Review</i> Part of the 2011-12 underspend in Legal relates to net income received as a result of the County Returning Officer (CRO) Review. A further £20k worth of work is necessary to complete the Review in 2012-13 and this amount is therefore required to be rolled-forward to meet these commitments.	20	
l	<i>BSP&HR portfolio - Property & Infrastructure - Workplace Transformation</i> Workplace Transformation activity has been significantly re-phased as a result of the need to revise strategic priorities such as the shaping of One Council/Bold Steps for Kent. Roll forward of £297k is required in order to fund this re-phasing into 2012-13.	297	
m	<i>BSP&HR portfolio - HR - East Kent Partnership Payroll Project</i> £92k is required to fund the Project Manager post for the East Kent Partnership Payroll project which has re-phased to 2012-13	92	
n	<i>BSP&HR portfolio - HR - CPD Programme</i> Early Years funding was received for CPD programmes running over the academic year, many of which are ongoing and will complete by August 2012. Of the £97k received, £40k (5/12ths) is to fund activity already planned for the summer terms and therefore needs to be carried forward to fund those commitments.	40	
o	<i>BSP&HR portfolio - ICT - KPSN</i> Orders have been placed with the External Provider, but due to delivery constraints, these were not completed before 31st March 2012. Consequently, a roll forward is required to fund this commitment in 2012-13.	378	
p	<i>BSP&HR portfolio - ICT - EiS</i> Delay in release date of Microsoft System Centre	16	
q	<i>BSP&HR portfolio - ICT - EiS</i> Centrally managed IT solution contract agreed but installation not completed by 31 March 2012	49	
r	<i>BSP&HR portfolio - ICT - EiS</i> Re-phasing of implementation of the contract to take over the IT services for BSF schools. This was due to complete in February 12 but has been postponed until the start of 2012-13 due to legal complications. One-off funding for the set up costs of this contract was available in 2011-12 and needs to roll forward to 2012-13 to fund this re-phasing.	127	

		£000s	£000s
s	<i>BSP&HR portfolio - Health Reform</i> Of the original £180k Health Reform budget, £146k has re-phased into 2012-13. In order to implement the corporate activities this funding was identified to deliver, roll forward is required to implement the second phase of the Kent Health Commission; support the establishment of HOUSE projects in Districts across the County and work with mental health issues in communities.	146	
t	<i>Democracy & Partnerships portfolio - Internal Audit</i> To fund remainder of contract with external consultants (Deloitte & Touche Public Sector) to deliver the work in the 2011-12 audit plan, which has re-phased to 2012-13	60	
			2,526
3	Uncommitted balance of underspending		-5,716
4	Initiatives Cabinet is asked to consider:		
	<i>Customer & Communities portfolio - dedicated central communications and engagement budget</i> It has become apparent that in order to maintain levels of income and partnership funding in future years, that a dedicated central communications and engagement budget needs to be established in order to focus on funding and the authority's strategic priorities. As part of the centralisation of Communications and Engagement, only staff budgets transferred into the new Communication and Engagement division in C&C directorate, with activity budgets remaining within the service units. The newly appointed Programme Managers are visiting each service within KCC to understand their required outcomes and priorities for future years. The Communication and Engagement division are reviewing all activity spend and ensuring that this represents best value for money. This roll forward request is to provide a central staffing and activity budget for 2012-13, with future years' budgets to be created from the review of existing communications spend.	400	
			400
5	Uncommitted balance of underspending if item 4 is approved		-5,316

CAPITAL RE-PHASING

The 2012-13 Capital Programme will be adjusted to reflect the total re-phasing of -£9.774m as follows:-

ELS	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	
Academy Unit Costs					
Amended total cash limits	+900	+1,267	+778		+2,945
re-phasing	+227	-227			0
Revised project phasing	+1,127	+1,040	+778	0	+2,945
Annual Planned Enhancement Programme					
Amended total cash limits	+13,200	+12,151	+7,999	+6,150	+39,500
re-phasing	-196	+196			0
Revised project phasing	+13,004	+12,347	+7,999	+6,150	+39,500
Building Schools for the future - Wave 3					
Amended total cash limits	+4,402	+4,400			+8,802
re-phasing	-884	+884			0
Revised project phasing	+3,518	+5,284	0	0	+8,802
BSF Wave 3 Unit Costs					
Amended total cash limits	+561	+100			+661
re-phasing	-336	+336			0
Revised project phasing	+225	+436	0	0	+661
BSF Wave 5 Unit Costs					
Amended total cash limits	-2,423	+395			-2,028
re-phasing	+138	-138			0
Revised project phasing	-2,285	+257	0	0	-2,028
Cornwallis Academy					
Amended total cash limits	+5,845	+1,161			+7,006
re-phasing	-707	+707			0
Revised project phasing	+5,138	+1,868	0	0	+7,006
Longfield Academy (new build)					
Amended total cash limits	+2,507	+800			+3,307
re-phasing	+422	-422			0
Revised project phasing	+2,929	+378	0	0	+3,307
New Line Learning					
Amended total cash limits	+1,598				+1,598
re-phasing	-290	+290			0
Revised project phasing	+1,308	+290	0	0	+1,598

ELS	2011-12	2012-13	2013-14	Future Years	Total
Spires Academy (aka Montgomery) - new build					
Amended total cash limits	+9,487	+2,668			+12,155
re-phasing	-586	+586			0
Revised project phasing	+8,901	+3,254	0	0	+12,155
Sheppey Academy (new build)					
Amended total cash limits	+20,463	+14,265	+8,582		+43,310
re-phasing	-1,048	+1,048			0
Revised project phasing	+19,415	+15,313	+8,582	0	+43,310
Marsh Academy (new build)					
Amended total cash limits	+8,778	+1,613			+10,391
re-phasing	-1,109	+1,109			0
Revised project phasing	+7,669	+2,722	0	0	+10,391
Acads - Skinners Academy (Tun Wells High)					
Amended total cash limits	+6,350	+13,200	+394		+19,944
re-phasing	-842	+842			0
Revised project phasing	+5,508	+14,042	+394	0	+19,944
The Knole Academy (formerly Vine)					
Amended total cash limits	+170	+8,389	+8,388		+16,947
re-phasing	-170	+170			0
Revised project phasing	0	+8,559	+8,388	0	+16,947
Total re-phasing >£100k	-5,381	+5,381	0	0	0
Other re-phased Projects below £100k	+21	-21			0
TOTAL RE-PHASING	-5,360	+5,360	0	0	0
Childrens SS	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	
Total re-phasing >£100k	0	0	0	0	0
Other re-phased Projects below £100k	-101	+101			0
TOTAL RE-PHASING	-101	+101	0	0	0

ASC&PH	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	
Learning Good Day Programme					
Amended total cash limits	+455	+1,619			+2,074
re-phasing	-110	+110			0
Revised project phasing	+345	+1,729	0	0	+2,074
Total re-phasing >£100k	-110	+110	0	0	0
Other re-phased Projects below £100k	-266	+147	+119		0
TOTAL RE-PHASING	-376	+257	+119	0	0
Enterprise & Environment	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	£k
East Kent Waste Facilities - Ashford TS					
Amended total cash limits	+165	+585			+750
re-phasing	+122	-122			0
Revised project phasing	+287	+463	0	0	+750
A2 Cyclo Park					
Amended total cash limits	+5,730	+353			+6,083
re-phasing	-661	+661			0
Revised project phasing	+5,069	+1,014	0	0	+6,083
East Kent Waste Facilities					
Amended total cash limits	+3,601	0	+1,000		+4,601
re-phasing	-528		+528		0
Revised project phasing	+3,073	0	+1,528	0	+4,601
Total re-phasing >£100k	-1,067	+539	+528	0	0
Other re-phased Projects below £100k	-232	+132	+209	-109	0
TOTAL RE-PHASING	-1,299	+671	+737	-109	0

Customer & Communities	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	
Modernisation of Assets					
Amended total cash limits	+1,641	+2,261	+1,834	+5,334	+11,070
re-phasing	-490	+490			0
Revised project phasing	+1,151	+2,751	+1,834	+5,334	+11,070
Country Parks					
Amended total cash limits	+988	+317			+1,305
re-phasing	-193	+193			0
Revised project phasing	+795	+510	0	0	+1,305
Kent History Centre					
Amended total cash limits	+4,863	+10	+1,834	+5,334	+12,041
re-phasing	-296	+296			0
Revised project phasing	+4,567	+306	+1,834	+5,334	+12,041
Total re-phasing >£100k	-979	+979	0	0	0
Other re-phased Projects below £100k	-278	+278			0
TOTAL RE-PHASING	-1,257	+1,257	0	0	0

BSS&HR and R&E	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	
Modernisation of Assets - (BSP&HR)					
Amended total cash limits	+335	+4,075	+1,100	+2,100	+7,610
re-phasing	+127	-127	0		0
Revised project phasing	+462	+3,948	+1,100	+2,100	+7,610
Corporate Property Strategic Capital - (BSP&HR)					
Amended total cash limits	+2,653	+2,650	0	0	+5,303
re-phasing	-201	+201			0
Revised project phasing	+2,452	+2,851	0	0	+5,303
Sustaining Kent - Maintaining the infrastructure - (BSP&HR)					
Amended total cash limits	+2,206	+2,677	0	0	+4,883
re-phasing	-293	+293			0
Revised project phasing	+1,913	+2,970	0	0	+4,883
Enterprise Resource Programme - (BSP&HR)					
Amended total cash limits	+774	+624	0	0	+1,398
re-phasing	-610	+610			0
Revised project phasing	+164	+1,234	0	0	+1,398
Integrated Childrens System - (BSP&HR)					
Amended total cash limits	+150	+1,176	0	0	+1,326
re-phasing	-138	+138			0
Revised project phasing	+12	+1,314	0	0	+1,326
Oracle Release 12 - (BSP&HR)					
Amended total cash limits	+394	+140	0	0	+534
re-phasing	-210	+210			0
Revised project phasing	+184	+350	0	0	+534
Total re-phasing >£100k	-1,325	+1,325	0	0	0
Other re-phased Projects below £100k	-56	+56			0
TOTAL RE-PHASING	-1,381	+1,381	0	0	0

Total re-phasing by portfolio:

Portfolio	2011-12	2012-13	2013-14	Future Years	Total
	£k	£k	£k	£k	£k
Childrens Social Care (exc PFI)					
Amended total cash limits	14,408	750	0	0	15,158
Re-phasing	0	0	0	0	0
Revised cash limits	14,408	750	0	0	15,158
Adults Social Care (exc PFI)					
Amended total cash limits	3,179	9,046	10,159	3,498	25,882
Re-phasing	-110	110	0	0	0
Revised cash limits	3,069	9,156	10,159	3,498	25,882
Business Strategy & Support					
Amended total cash limits	7,556	17,578	6,701	4,245	36,080
Re-phasing	-1,325	1,325	0	0	0
Revised cash limits	6,231	18,903	6,701	4,245	36,080
Regeneration					
Amended total cash limits	2,483	44,493	36,000	28,000	110,976
Re-phasing					
Revised cash limits	2,483	44,493	36,000	28,000	110,976
Education, Learning & Skills (exc Schools)					
Amended total cash limits	100,171	142,581	87,546	64,049	394,347
Re-phasing	-5,381	5,381	0	0	0
Revised cash limits	94,790	147,962	87,546	64,049	394,347
Customer & Communities					
Amended total cash limits	16,863	8,651	5,006	10,199	40,719
Re-phasing	-979	979	0	0	0
Revised cash limits	15,884	9,630	5,006	10,199	40,719
Enterprise & Environment					
Amended total cash limits	96,654	63,777	62,486	341,681	564,598
Re-phasing	-1,067	539	528	0	0
Revised cash limits	95,587	64,316	63,014	341,681	564,598
TOTAL RE-PHASING >£100k	-8,862	8,334	528	0	0
Other re-phased Projects below £100k	-912	+693	+328	-109	0
TOTAL RE-PHASING	-9,774	+9,027	+856	-109	0

2011-12 FINAL MONITORING OF KEY ACTIVITY INDICATORS**1. EDUCATION, LEARNING & SKILLS DIRECTORATE****1.1 Number of schools with deficit budgets compared with the total number of schools:**

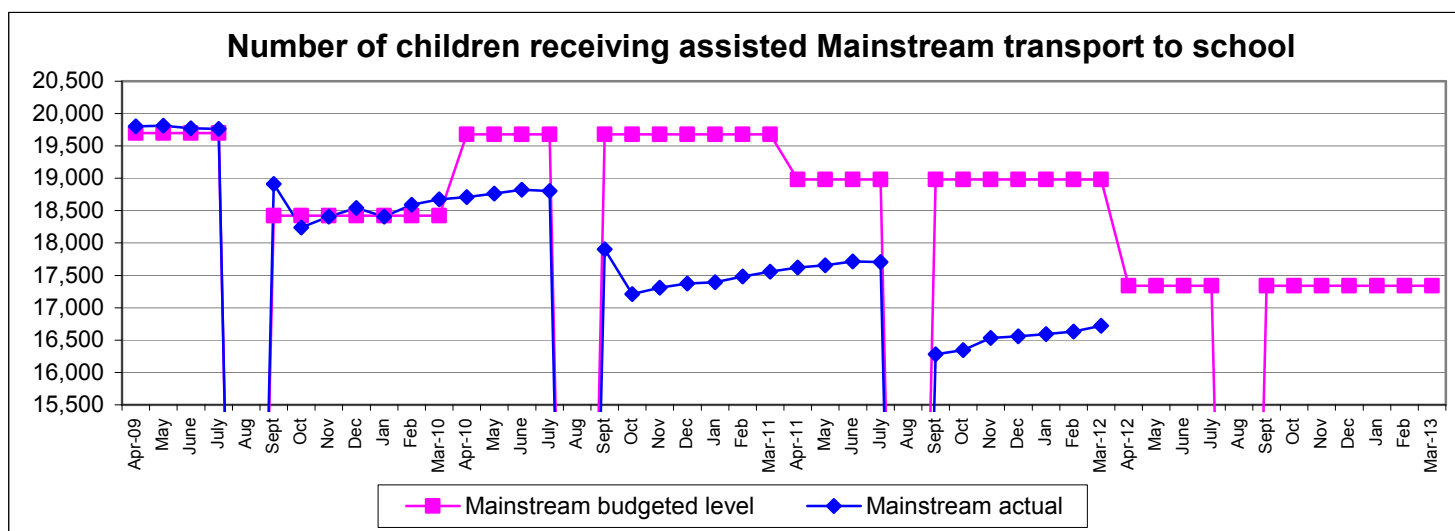
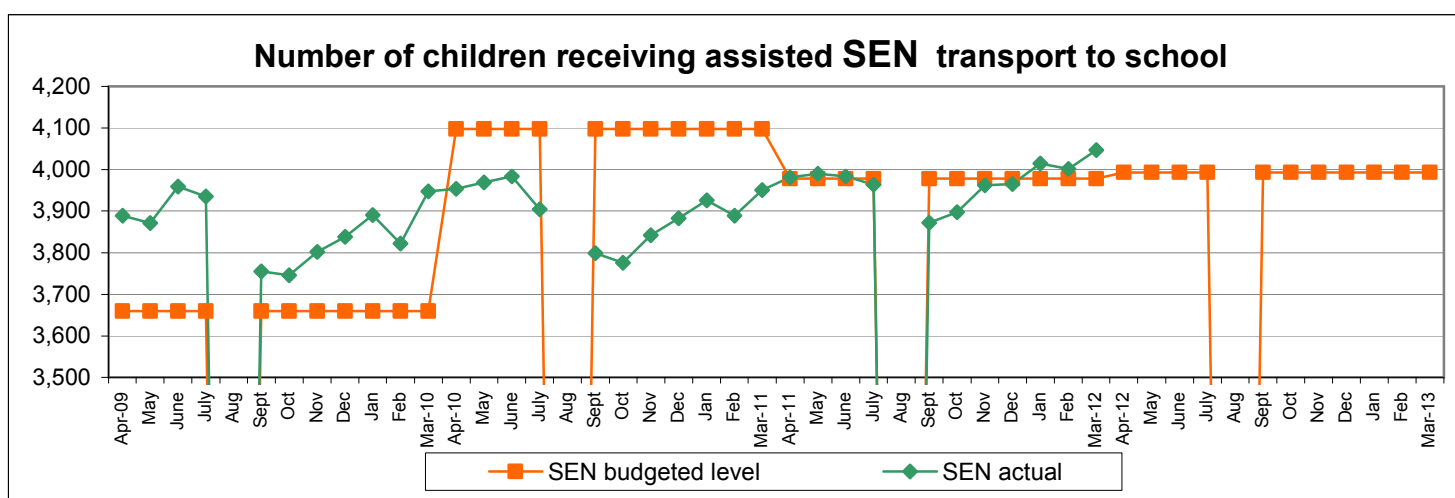
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	as at 31-3-07	as at 31-3-08	as at 31-3-09	as at 31-3-10	as at 31-3-11	as at 31-3-12	projection
Total number of schools	596	575	570	564	538	497	467
Total value of school reserves	£74,376k	£79,360k	£63,184k	£51,753k	£55,190k	£59,088k	£57,376k
Number of deficit schools	15	15	13	23	17	7	10
Total value of deficits	£1,426k	£1,068k	£1,775k	£2,409k	£2,002k	£833k	£350k

Comments:

- KCC now has a “no deficit” policy for schools, which means that schools cannot plan for a deficit budget at the start of the year. Unplanned deficits will need to be addressed in the following year’s budget plan, and schools that incur unplanned deficits in successive years will be subject to intervention by the Local Authority. The Statutory team are working with all schools currently reporting a deficit with the aim of returning the schools to a balanced budget position as soon as possible. This involves agreeing a management action plan with each school.
- The number of schools has reduced due to 41 schools (including 27 secondary schools, 13 primary schools and 1 special school) converting to academies during the year in line with the government’s decision to fast track outstanding schools to academy status.
- The increase in schools reserves of £3,898k includes -£4,361k which represents the reduction in reserves resulting from 41 schools converting to academy status during the year. The balance is made up of £6,874k increase in reserves for the remaining Kent schools and an increase of £1,385k in the schools unallocated reserve, mainly due to an increase in DSG after the schools budgets were set which has yet to be allocated by the Schools Funding Forum, and an underspend on early years placements. In addition, there were 4 schools which closed during 2011-12 and as a result there has been a transfer of £262k from the delegated schools uncommitted reserves to schools unallocated reserves.

1.2 Numbers of children receiving assisted SEN and Mainstream transport to school:

	2009-10				2010-11				2011-12				2012-13	
	SEN		Mainstream		SEN		Mainstream		SEN		Mainstream		SEN	Mainstream
	Budget level	actual	Budget level	Budget level	actual	Budget level	Budget level	actual	Budget level	Budget level	Budget level	actual	Budget Level	Budget Level
April	3,660	3,889	19,700	19,805	4,098	3,953	19,679	18,711	3,978	3,981	18,982	17,620	3,993	17,342
May	3,660	3,871	19,700	19,813	4,098	3,969	19,679	18,763	3,978	3,990	18,982	17,658	3,993	17,342
June	3,660	3,959	19,700	19,773	4,098	3,983	19,679	18,821	3,978	3,983	18,982	17,715	3,993	17,342
July	3,660	3,935	19,700	19,761	4,098	3,904	19,679	18,804	3,978	3,963	18,982	17,708	3,993	17,342
Aug	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sept	3,660	3,755	18,425	18,914	4,098	3,799	19,679	17,906	3,978	3,872	18,982	16,282	3,993	17,342
Oct	3,660	3,746	18,425	18,239	4,098	3,776	19,679	17,211	3,978	3,897	18,982	16,348	3,993	17,342
Nov	3,660	3,802	18,425	18,410	4,098	3,842	19,679	17,309	3,978	3,962	18,982	16,533	3,993	17,342
Dec	3,660	3,838	18,425	18,540	4,098	3,883	19,679	17,373	3,978	3,965	18,982	16,556	3,993	17,342
Jan	3,660	3,890	18,425	18,407	4,098	3,926	19,679	17,396	3,978	4,015	18,982	16,593	3,993	17,342
Feb	3,660	3,822	18,425	18,591	4,098	3,889	19,679	17,485	3,978	4,002	18,982	16,632	3,993	17,342
Mar	3,660	3,947	18,425	18,674	4,098	3,950	19,679	17,559	3,978	4,047	18,982	16,720	3,993	17,342

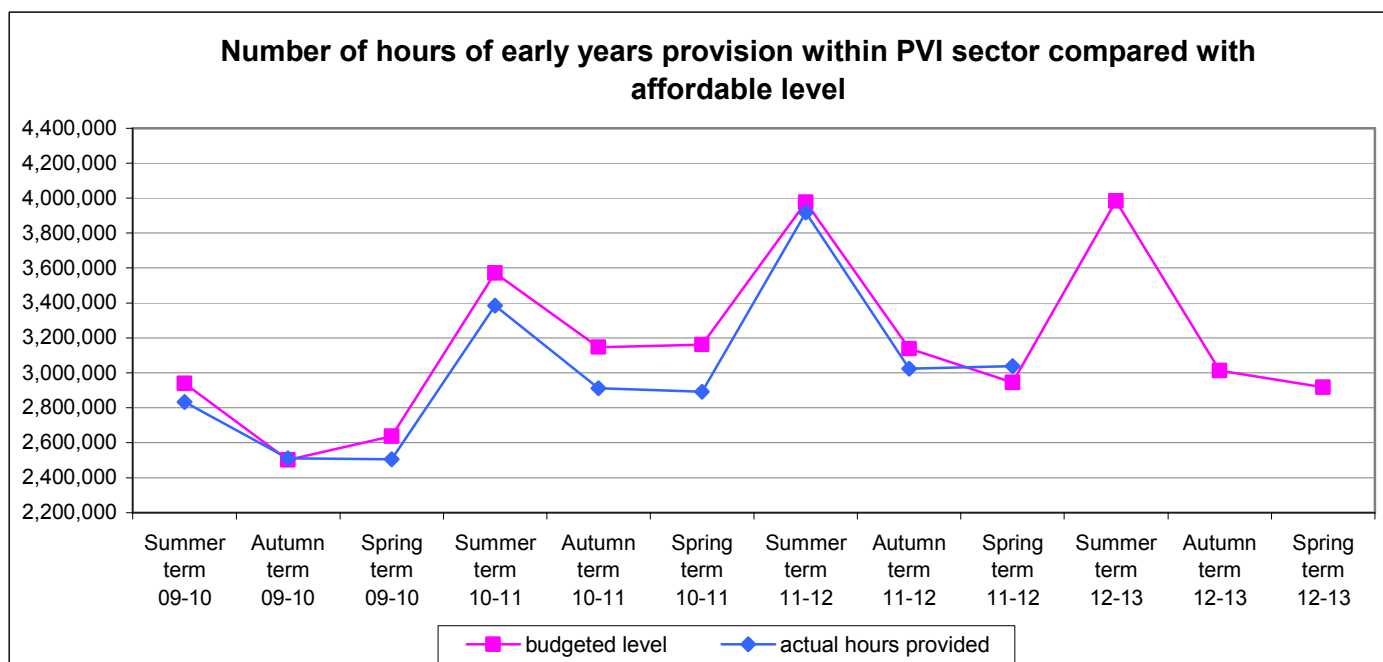


Comments:

- **SEN HTST** – The number of children is similar to the budgeted level, but there are a number of other factors which contribute to an underspend of -£127k, such as distance travelled and type of travel.
- **Mainstream HTST** – The number of children travelling is lower than the budgeted level resulting in a corresponding underspend of -£1,259k.

1.3 **Number of hours of early years provision provided to 3 & 4 year olds within the Private, Voluntary & Independent Sector compared with the affordable level:**

Term	2009-10		2010-11		2011-12		2012-13
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours
Summer	2,939,695	2,832,550	3,572,444	3,385,199	3,976,344	3,917,710	3,982,605
Autumn	2,502,314	2,510,826	3,147,387	2,910,935	3,138,583	3,022,381	3,012,602
Spring	2,637,646	2,504,512	3,161,965	2,890,423	2,943,439	3,037,408	2,917,560
	8,079,655	7,847,888	9,881,796	9,186,557	10,058,366	9,977,499	9,912,767



Comments:

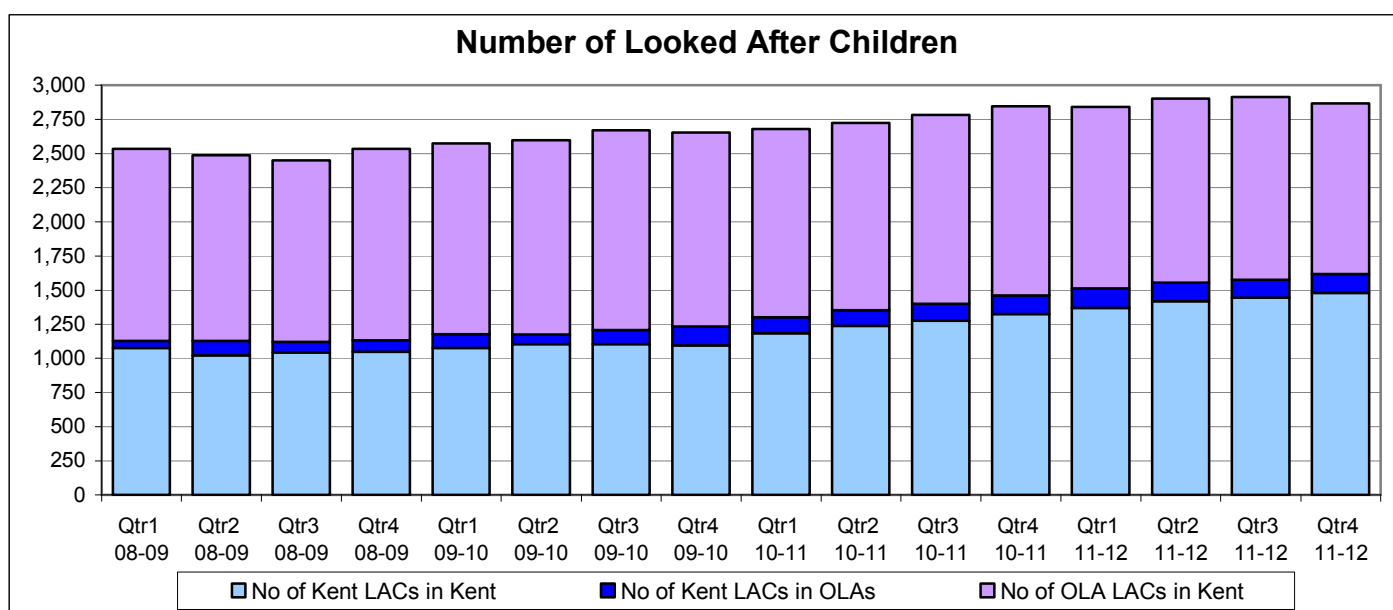
- The budgeted number of hours per term is based on an assumed level of take-up and the assumed number of weeks the providers are open. The variation between the terms is due to two reasons: firstly, the movement of 4 year olds at the start of the Autumn term into reception year in mainstream schools; and secondly, the terms do not have the same number of weeks.
- The phased roll-out of the increase in the number of free entitlement hours from 12.5hrs to 15 hrs per week began from September 2009 and was rolled out across the County in September 2010. The increase in the number of hours has been factored into the budgeted number of hours for 2009-10, 2010-11 and 2011-12. For 2011-12 the increase in hours is funded by Dedicated Schools Grant in the same way as the 12.5 hours per week. In 2010-11 and previous years the increase in hours was funded by a specific DFE Standards Fund grant.
- The 2011-12 activity has resulted in an underspend of £0.184m on this budget. As this budget is funded entirely from DSG, any surplus or deficit at the end of the year must be carried forward to the next financial year in accordance with the regulations and cannot be used to offset over or underspending elsewhere in the directorate budget. Therefore, this underspend has been transferred to the schools unallocated DSG reserve.
- It should be noted that not all parents currently take up their full entitlement and this can change during the year.
- The 2011-12 budgeted number of hours has changed from what has previously been reported because the amount of DSG allocated for this service was reduced at the beginning of the financial year based on up-to-date census data, but unfortunately the budgeted number of hours was not amended accordingly.
- The figures for actual hours provided are constantly reviewed and updated, so will always be subject to change.

2. FAMILIES & SOCIAL CARE DIRECTORATE

The affordable levels included for 2012-13 are based on the approved budget, however Families & Social Care will be reviewing the split of their budget across service groups in light of the outturn and any changes will be requested in the first full monitoring report for 2012-13, to be reported to Cabinet in September. The affordable levels of activity will therefore change as a result of this exercise.

2.1 Numbers of Looked After Children (LAC) (Excludes Asylum Seekers):

	No of Kent LAC placed in Kent	No of Kent LAC placed in OLAs	TOTAL NO OF KENT LAC	No of OLA LAC placed in Kent	TOTAL No of LAC in Kent
2008-09					
Apr – Jun	1,075	52	1,127	1,408	2,535
Jul – Sep	1,022	105	1,127	1,360	2,487
Oct – Dec	1,042	77	1,119	1,331	2,450
Jan – Mar	1,048	84	1,132	1,402	2,534
2009-10					
Apr – Jun	1,076	100	1,176	1,399	2,575
Jul – Sep	1,104	70	1,174	1,423	2,597
Oct – Dec	1,104	102	1,206	1,465	2,671
Jan – Mar	1,094	139	1,233	1,421	2,654
2010-11					
Apr – Jun	1,184	119	1,303	1,377	2,680
Jul – Sep	1,237	116	1,353	1,372	2,725
Oct – Dec	1,277	123	1,400	1,383	2,783
Jan – Mar	1,326	135	1,461	1,385	2,846
2011-12					
Apr – Jun	1,371	141	1,512	1,330	2,842
Jul – Sep	1,419	135	1,554	1,347	2,901
Oct – Dec	1,446	131	1,577	1,337	2,914
Jan – Mar	1,480	138	1,618	1,248	2,866



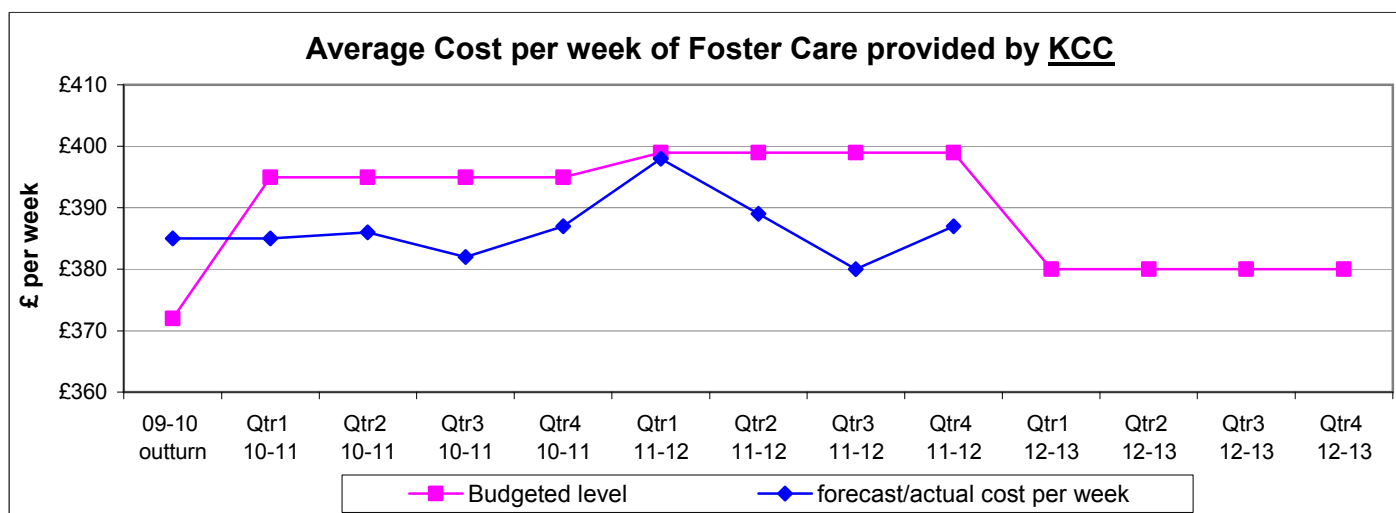
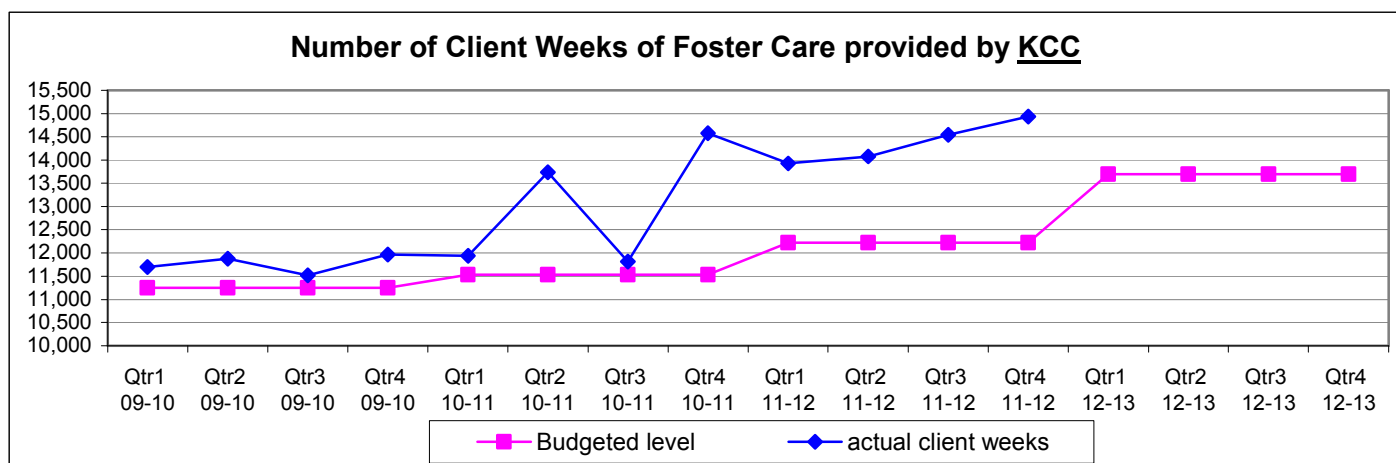
Comments:

- Children Looked After by KCC may on occasion be placed out of the County, which is undertaken using practice protocols that ensure that all long-distance placements are justified and in the interests of the child. All Looked After Children are subject to regular statutory reviews (at least twice a year), which ensures that a regular review of the child's care plan is undertaken.

- The number of looked after children for each quarter represents a snapshot of the number of children designated as looked after at the end of each quarter, it is not the total number of looked after children during the period. Therefore although the number of Kent looked after children has increased by 41 this quarter and 157 over the year, there could have been more during the period.
- The increase in the number of looked after children has placed additional pressure on the services for Looked After Children, including the budgets for Residential Services, Fostering Services and 16+ Services.
- The OLA LAC information has a confidence rating of 60-65% and is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming. This confidence rating is based upon the percentage of children in this current cohort where the OLA has satisfactorily responded to recent MIU requests.

2.2.1 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC:

	2009-10				2010-11				2011-12				2012-13	
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks	Average cost per client week
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	Budget level
Apr-June	11,249	11,695			11,532	11,937	£395	£386	12,219	13,926	£399	£398	13,695	£380
July-Sep	11,249	11,880			11,532	13,732	£395	£386	12,219	14,078	£399	£389	13,695	£380
Oct-Dec	11,249	11,518			11,532	11,818	£395	£382	12,219	14,542	£399	£380	13,695	£380
Jan-Mar	11,249	11,969			11,532	14,580	£395	£387	12,219	14,938	£399	£386	13,695	£380
	44,997	47,062	£372	£385	46,128	52,067	£395	£387	48,876	57,484	£399	£386	54,780	£380

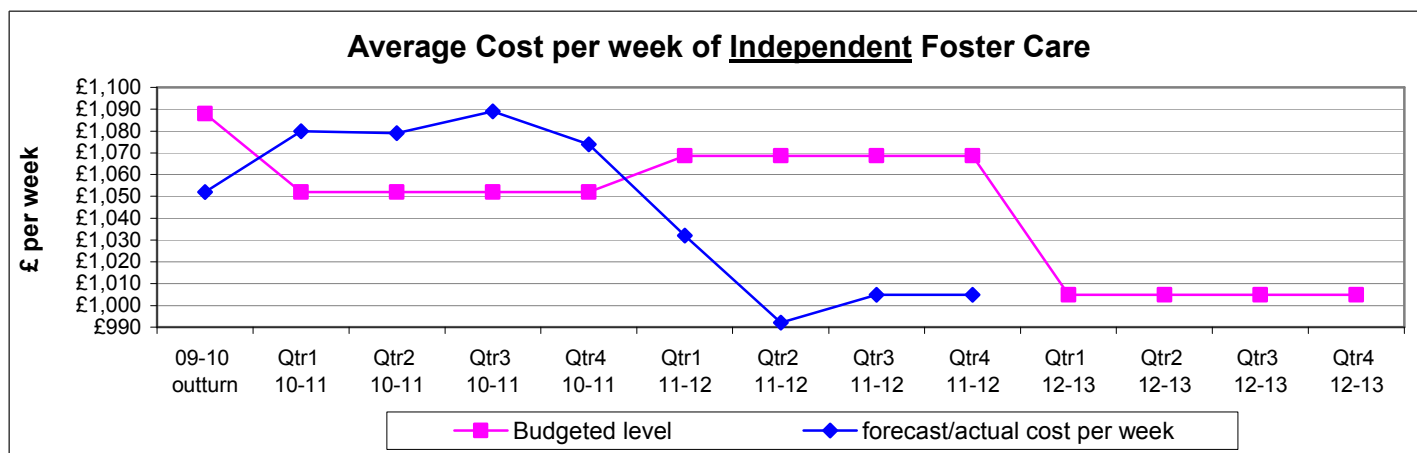
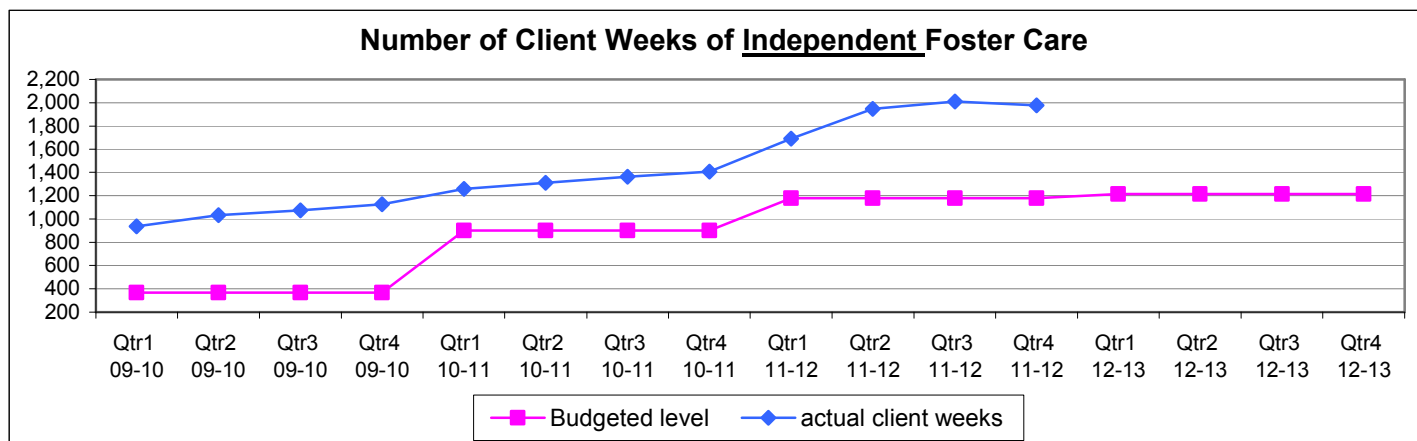


Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information which may be subject to change.
- In addition, the 2011-12 budgeted level represents the level of demand as at the 3rd quarter's full monitoring report, which is the time at which the 2011-12 budget was set and approved. However, since that time, the service has experienced continued demand on this service.
- The number of weeks provided in 2011-12 was 57,484 (including 16+, but excludes asylum), which is 8,608 weeks above the affordable level. At the actual unit cost of £385.69 per week, this increase in activity added an additional £3,321k to the outturn position.
- The unit cost of £385.69, (including both fostering and 16+, but excluding Asylum), is £13.23 below the budgeted level, which provided a saving of £646k.
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service was +£2,675k.

2.2.2 Number of Client Weeks & Average Cost per Client Week of Independent Foster Care:

	2009-10				2010-11				2011-12				2012-13	
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks	Average cost per client week
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	Budget level
Apr-June	369	935			900	1,257	£1,052	£1,080	1,177	1,693	£1,068.60	£1,032	1,214	£1,005
July-Sep	369	1,032			900	1,310	£1,052	£1,079	1,178	1,948	£1,068.60	£992	1,214	£1,005
Oct-Dec	369	1,075			900	1,363	£1,052	£1,089	1,177	2,011	£1,068.60	£1,005	1,215	£1,005
Jan-Mar	369	1,126			900	1,406	£1,052	£1,074	1,178	1,977	£1,068.60	£1,005	1,215	£1,005
	1,476	4,168	£1,088	£1,052	3,600	5,336	£1,052	£1,074	4,710	7,629	£1,068.60	£1,005	4,858	£1,005

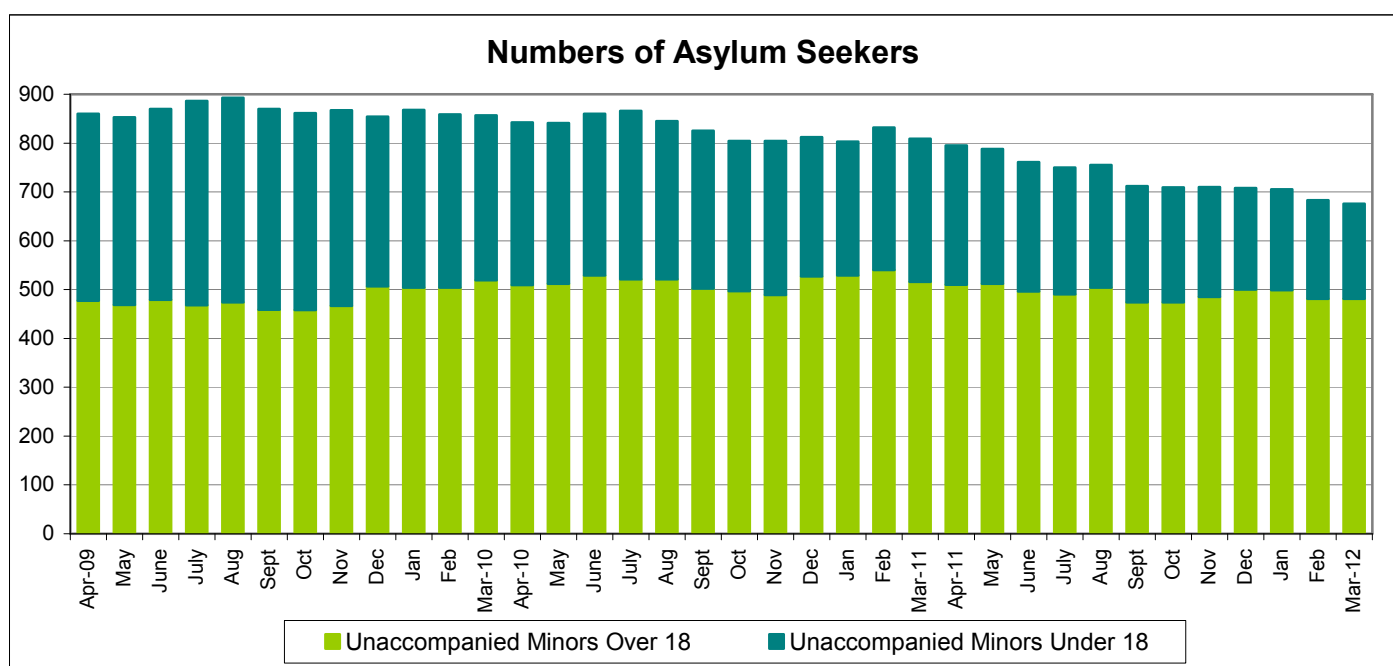


Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information which may be subject to change.
- The budgeted levels for 2010-11 were below the 2009-10 activity because although significant funding was made available as part of the 2010-13 MTP, this was insufficient to cover the demands for this service.
- For the 2011-12 budget further significant funding has been made available based on the actual level of demand at the 3rd quarter's monitoring position for 2010-11, the time at which the 2011-12 budget was set and approved. However, since that date the service has experienced continued demand on this service.
- The number of weeks provided in 2011-12 was 7,629 (including 16+, but excludes asylum), which is 2,919 weeks above the affordable level. This +2,919 weeks is split between Fostering (under 16's and those with a disability) and the 16+ service as follows:
 - Fostering: +2,628 weeks at a budgeted cost per client week of £1,079.50 which generated a £2,837k overspend, and
 - 16+ service: +291 weeks at a budgeted cost per client week of £1,009 which generated a £294k overspend;Therefore the additional demand on these services combined, resulted in a £3,131k overspend.
- The actual unit cost of £1,005.22 (including 16+, but excluding Asylum) is an average which includes Fostering (under 16's and those with a disability) at £1,015.59 per week and 16+ service at £937.33 per week.
 - At £1,015.59 per week, Fostering was £63.91 lower than the affordable level and when multiplied by the actual number of weeks provided of 6,618, this generated a saving of £423k.
 - At £937.33 per week, the 16+ service was £71.67 lower than the affordable level and when multiplied by the actual number of weeks provided of 1,011, this generated a saving of £73k.Therefore, when combined, the lower than budgeted unit cost on these services provided a saving of £496k.
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service was +£2,635k (+£3,131k increased demand and -£496k lower unit cost).
- The cost of placements made in 2011-12 are at a significantly lower level than originally forecast, and lower than those placements that have ended in the same period. As a result the 2011-12 unit cost was 6.8% lower than 2010-11 outturn

2.3 Numbers of Unaccompanied Asylum Seeking Children (UASC):

	2009-10			2010-11			2011-12		
	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients
April	383	477	860	333	509	842	285	510	795
May	384	469	853	329	512	841	276	512	788
June	391	479	870	331	529	860	265	496	761
July	418	468	886	345	521	866	260	490	750
August	419	474	893	324	521	845	251	504	755
September	411	459	870	323	502	825	238	474	712
October	403	458	861	307	497	804	235	474	709
November	400	467	867	315	489	804	225	485	710
December	347	507	854	285	527	812	208	500	708
January	364	504	868	274	529	803	206	499	705
February	355	504	859	292	540	932	202	481	683
March	338	519	857	293	516	809	195	481	676

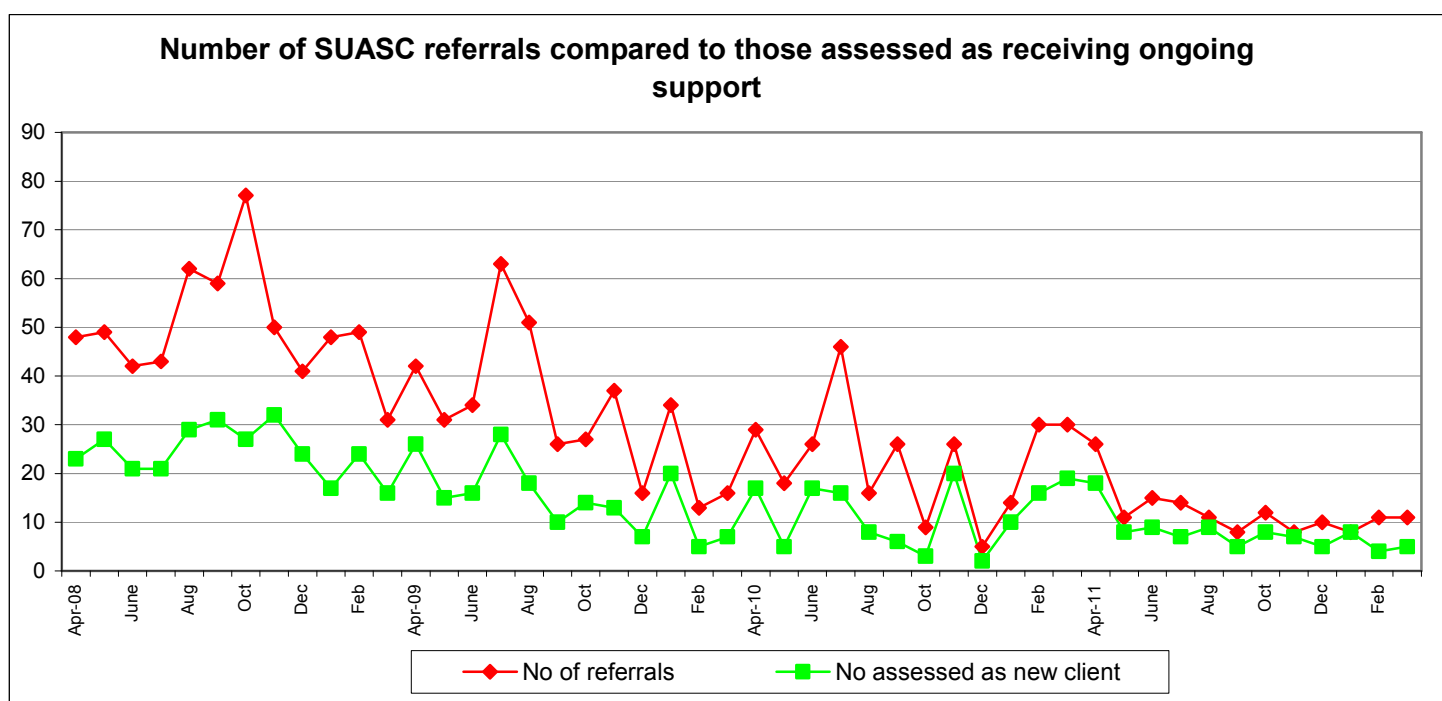


Comment:

- The overall number of children has reduced as a result of lower referrals and young people leaving the support of the service. At the end of 2011-12 the total number supported was 24 lower than the budgeted level of 700. The budgeted level for 2012-13 is 690.
- Despite improved partnership working with the UKBA, the numbers of over 18's who are All Rights of appeal Exhausted (ARE) have not been removed as quickly as originally planned.
- In general, the age profile suggests the proportion of over 18s is increasing and it is this service which is experiencing the shortfall of funding. In addition the age profile of the under 18 children has reduced, with significantly higher numbers being placed in foster care.
- The data recorded above will include some referrals for which the assessments are not yet complete or are being challenged. These clients are initially recorded as having the Date of Birth that they claim but once their assessment has been completed, or when successfully appealed, their category may change.

2.4 **Numbers of Asylum Seeker referrals compared with the number assessed as qualifying for on-going support from Service for Unaccompanied Asylum Seeking Children (SUASC) ie new clients:**

	2008-09			2009-10			2010-11			2011-12		
	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%	No. of referrals	No. assessed as new client	%
April	48	23	48%	42	26	62%	29	17	59%	26	18	69%
May	49	27	55%	31	15	48%	18	5	28%	11	8	73%
June	42	21	50%	34	16	47%	26	17	65%	15	9	60%
July	43	21	49%	63	28	44%	46	16	35%	14	7	50%
August	62	29	47%	51	18	35%	16	8	50%	11	9	82%
Sept	59	31	53%	26	10	38%	26	6	23%	8	5	62%
Oct	77	27	35%	27	14	52%	9	3	33%	12	8	67%
Nov	50	32	64%	37	13	35%	26	20	77%	8	7	88%
Dec	41	24	59%	16	7	44%	5	2	40%	10	5	50%
Jan	48	17	35%	34	20	59%	14	10	71%	8	8	100%
Feb	49	24	49%	13	5	38%	30	16	53%	11	4	36%
March	31	16	52%	16	7	44%	30	19	63%	11	5	45%
	599	292	49%	390	179	46%	275	139	51%	145	93	64%

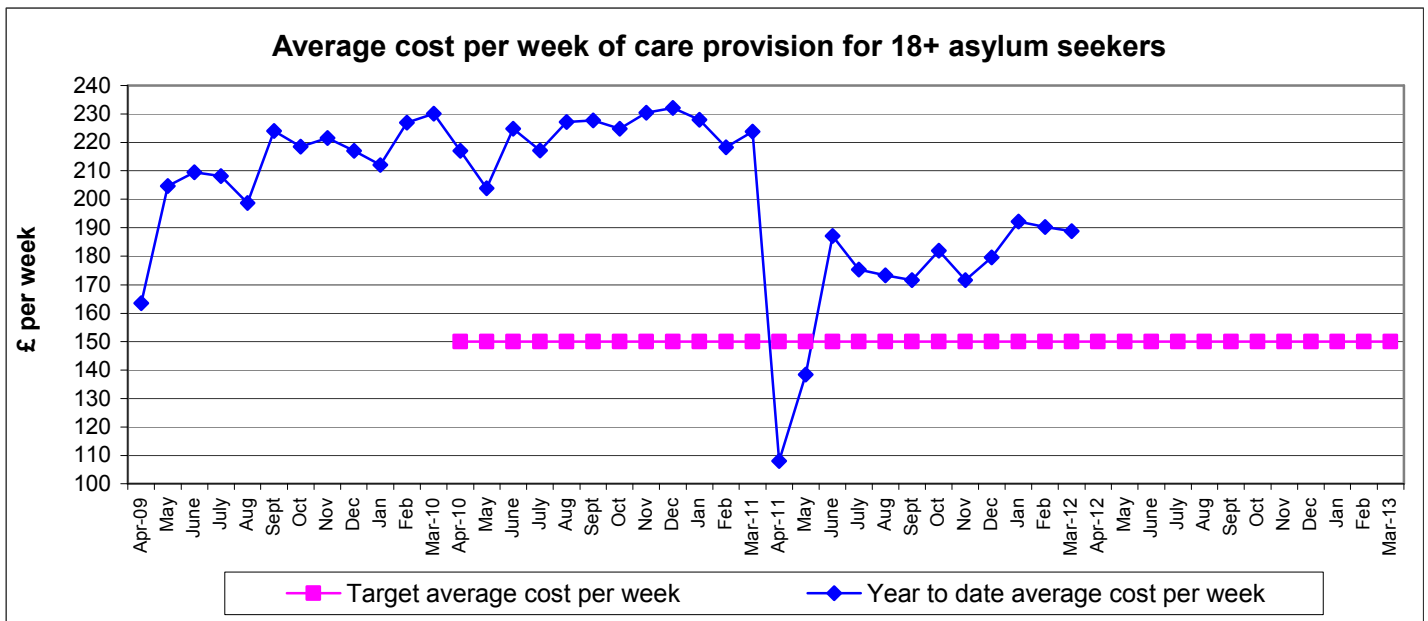


Comments:

- In general, referral rates have been lower since September 2009 which coincides with the French Government's action to clear asylum seeker camps around Calais. The average number of referrals per month is now 12, which is 40% of the budgeted number of 30 referrals per month.
- The number of referrals has a knock on effect on the number assessed as new clients. The budgeted level for 2011-12 was based on the assumption 50% of the referrals will be assessed as a new client. In 2011-12 the actual rate was 64%. The average number assessed as new clients is now 7.75, which is 48.3% lower than the original forecast of 15 new clients per month.
- The budgeted level for 2012-13 is 15 referrals per month, with 9 (60%) being assessed under 18.

2.5 Average weekly cost of Asylum Seekers Care Provision for 18+ Care Leavers:

	2009-10		2010-11		2011-12		2012-13
	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p
April		163.50	150.00	217.14	150.00	108.10	150.00
May		204.63	150.00	203.90	150.00	138.42	150.00
June		209.50	150.00	224.86	150.00	187.17	150.00
July		208.17	150.00	217.22	150.00	175.33	150.00
August		198.69	150.00	227.24	150.00	173.32	150.00
September		224.06	150.00	227.79	150.00	171.58	150.00
October		218.53	150.00	224.83	150.00	181.94	150.00
November		221.64	150.00	230.47	150.00	171.64	150.00
December		217.10	150.00	232.17	150.00	179.58	150.00
January		211.99	150.00	227.96	150.00	192.14	150.00
February		226.96	150.00	218.30	150.00	190.25	150.00
March		230.11	150.00	223.87	150.00	188.78	150.00



Comments:

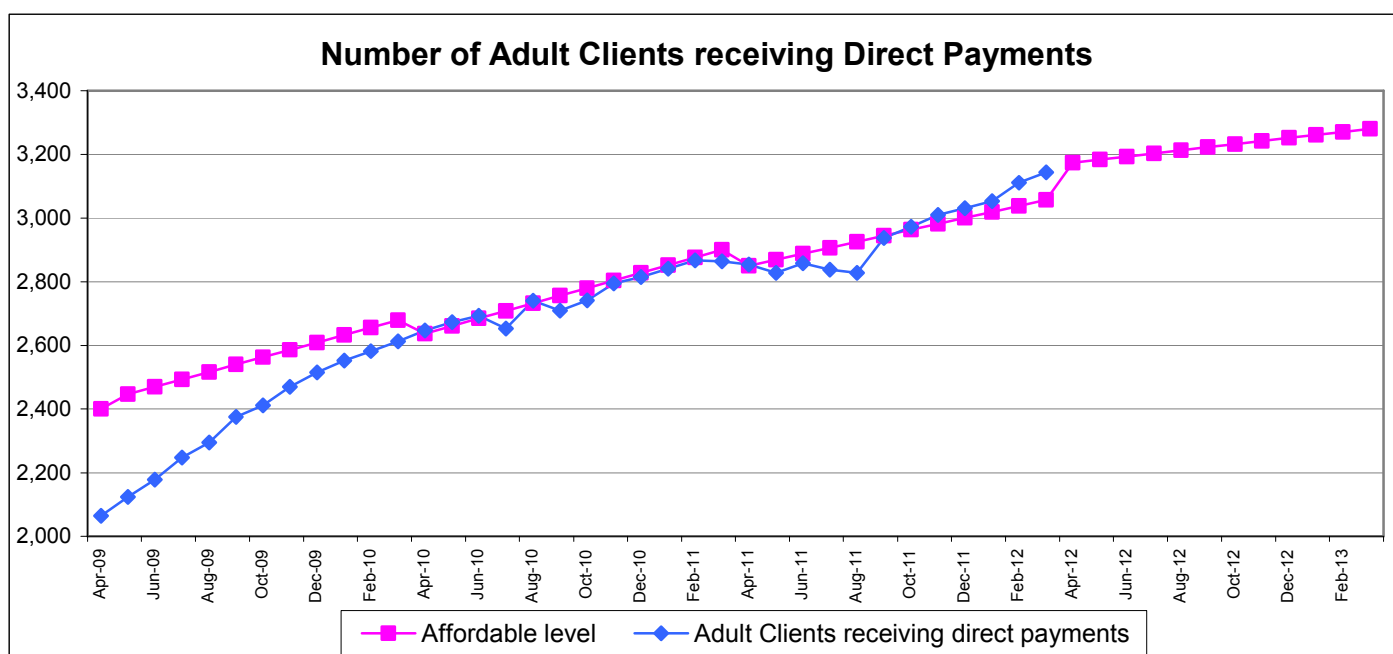
- The funding levels for the Asylum Service agreed with the Government rely on us achieving an average cost per week of £150, in order for the service to be fully funded, which is also reliant on the UKBA accelerating the removal process. In 2011-12 UKBA changed their grant rules and will now only fund the costs of an individual for up to three months after the All Rights of appeal Exhausted (ARE) process if the LA carries out a Human Rights Assessment before continuing support. We continue to seek legal advice regarding this change. The LA remains responsible for costs under the Leaving Care Act until the point of removal.
- As part of our partnership working with UKBA, all ARE UASC in Kent are now required to report to UKBA offices on a regular basis, in most cases weekly. The aim is to ensure that UKBA have regular contact and can work with the young people to encourage them to make use of the voluntary methods of return rather than forced removal or deportation. As part of this arrangement any young person who does not report as required may have their support discontinued. As yet this has not resulted in an increase in the number of AREs being removed. The number of AREs supported continues to increase. As a result our ability to achieve a balanced position on the Asylum Service becomes more difficult.
- Moving clients on to the pilot housing scheme was slower than originally anticipated, however all our young people, who it was appropriate to move to lower cost accommodation, were moved by the end of 2010-11. However there remain a number of issues:
 - For various reasons, some young people have not yet moved to lower cost properties, mainly those placed out of county. These placements are largely due to either

medical/mental health needs or educational needs. These placements are reviewed regularly to confirm their appropriateness.

- We are currently experiencing higher than anticipated level of voids, properties not being fully occupied. Following the incident in Folkestone in January 2011, teams are exercising a greater caution when making new placements into existing properties. This is being addressed by the Accommodation Team.
- We are still receiving damages claims relating to closed properties.
- The average weekly cost at the end of 2011-12 financial year was £188.78. While this remains significantly higher than our target of £150, it should be noted that the average cost of ARE and other “Non-Eligible” young people is £215 per week, significantly higher than those young people who are “Eligible” under UKBA’s grant rules. The unit cost excluding ARE and other “Non-Eligible” young people is £176 per week compared to the £150 per week claimable under the grant rules, which added £423k to the outturn position on the asylum budget. (The average unit cost of £215 per week for ARE and other “non-eligible” young people added £1,760k to the outturn position on the asylum budget)

2.6 Direct Payments – Number of Adult Social Services Clients receiving Direct Payments:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level
April	2,400	2,065	2,637	2,647	2,850	2,854	3,174
May	2,447	2,124	2,661	2,673	2,869	2,828	3,184
June	2,470	2,179	2,685	2,693	2,888	2,858	3,193
July	2,493	2,248	2,709	2,653	2,906	2,838	3,203
August	2,516	2,295	2,733	2,741	2,925	2,828	3,213
September	2,540	2,375	2,757	2,710	2,944	2,937	3,223
October	2,563	2,411	2,780	2,742	2,963	2,972	3,232
November	2,586	2,470	2,804	2,795	2,982	3,010	3,242
December	2,609	2,515	2,828	2,815	3,001	3,031	3,252
January	2,633	2,552	2,852	2,841	3,019	3,053	3,262
February	2,656	2,582	2,876	2,867	3,038	3,111	3,271
March	2,679	2,613	2,900	2,864	3,057	3,144	3,281

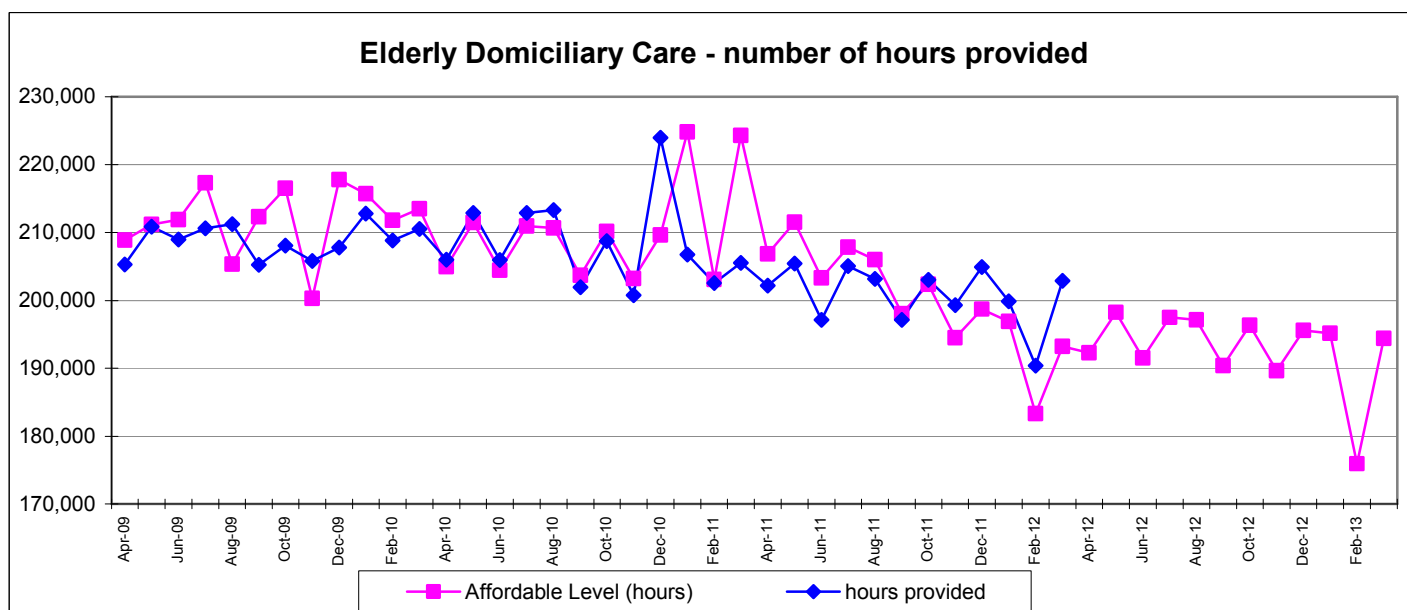
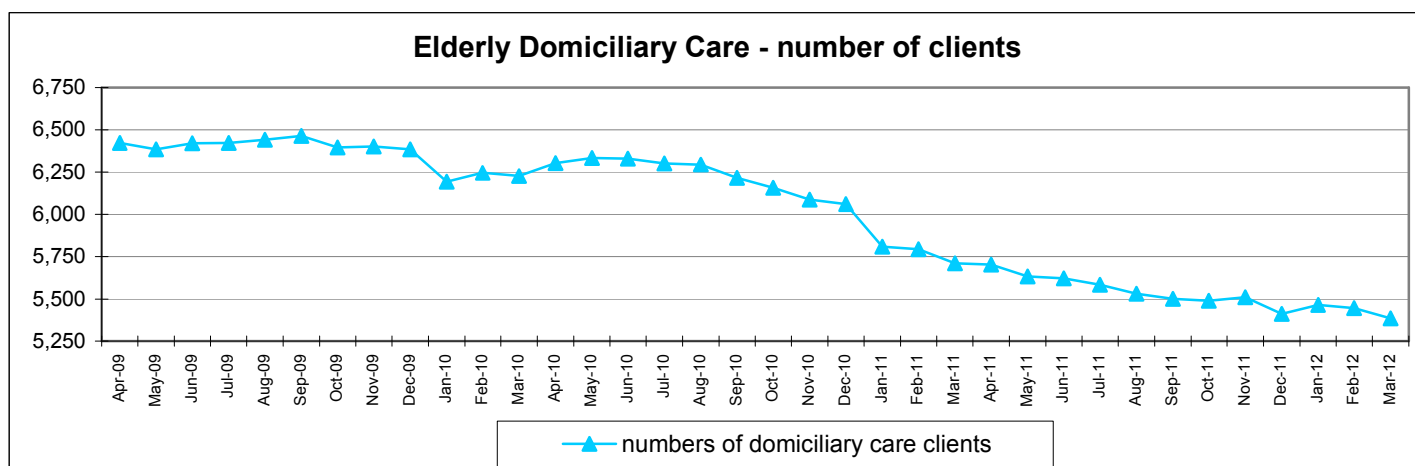


Comments:

- The activity being reported is the long term clients in receipt of direct payments as at the end of the month plus any one off payments during the year. The drive to implement personalisation and allocate personal budgets has seen continued increases in direct payments over the years. There will be other means by which people can use their personal budgets and this may impact on the take up of direct payments. The first few months of the year showed a levelling off of Direct Payments, but this has not continued in the latter part of the year, possibly as a result of drives in day care and payments to voluntary organisations, to encourage service users to take up a Direct Payment instead of traditional methods of service delivery. Whilst the overall numbers of Direct Payments has increased, the Direct Payments budgets are showing an underspend of £1.15m caused by an under-delivery when compared to the affordable weeks. This is because the figures in the table above include in excess of 1,600 one-off Direct Payments, which are excluded from the affordable and actual weeks of activity.

2.7.1 Elderly domiciliary care – numbers of clients and hours provided in the independent sector:

	2009-10			2010-11			2011-12			2012-13
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)
April	208,869	205,312	6,423	204,948	205,989	6,305	206,859	202,177	5,703	192,239
May	211,169	210,844	6,386	211,437	212,877	6,335	211,484	205,436	5,634	198,251
June	211,897	208,945	6,422	204,452	205,937	6,331	203,326	197,085	5,622	191,486
July	217,289	210,591	6,424	210,924	212,866	6,303	207,832	205,077	5,584	197,474
August	205,354	211,214	6,443	210,668	213,294	6,294	206,007	203,173	5,532	197,085
Sept	212,289	205,238	6,465	203,708	201,951	6,216	198,025	197,127	5,501	190,358
Oct	216,491	208,051	6,396	210,155	208,735	6,156	202,356	203,055	5,490	196,308
Nov	200,292	205,806	6,403	203,212	200,789	6,087	194,492	199,297	5,511	189,605
Dec	217,749	207,771	6,385	209,643	223,961	6,061	198,704	204,915	5,413	195,530
Jan	215,686	212,754	6,192	224,841	206,772	5,810	196,879	199,897	5,466	195,141
Feb	211,799	208,805	6,246	203,103	202,568	5,794	183,330	190,394	5,447	175,924
March	213,474	210,507	6,227	224,285	205,535	5,711	193,222	202,889	5,386	194,367
TOTAL	2,542,358	2,505,838		2,521,376	2,501,274		2,402,516	2,410,522		2,313,768



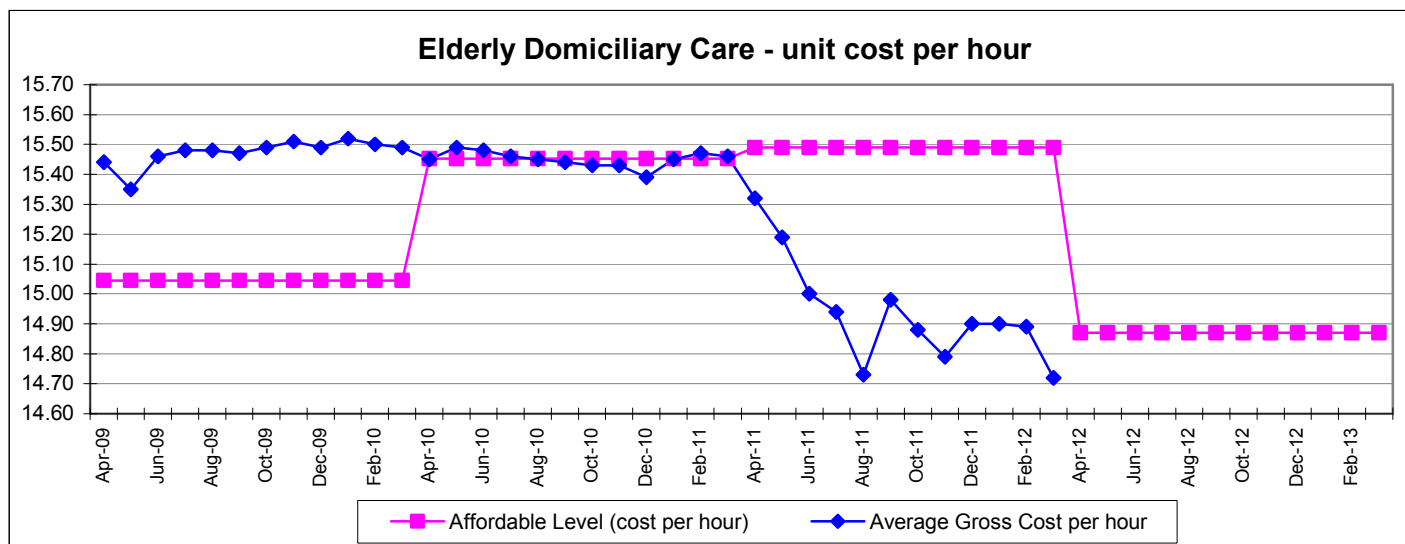
Comments:

- Figures exclude services commissioned from the Kent Enablement At Home Service.
- Affordable levels were changed slightly in quarter 2 to include the release of a provision and some rolled forward grant funding from 2010-11 which is now being used to fund activity, and were amended again in quarter 3 to reflect the removal of SCRG transitional funding.

- At outturn, 2,410,522 hours of care had been delivered against a revised affordable level of 2,402,516, a difference of +8,006 hours. Using the actual unit cost of £14.72 this additional activity generated an overspend of £118k.
- Domiciliary for all client groups are volatile budgets, with the number of people receiving domiciliary care decreasing over the past few years as a result of the implementation of Self Directed Support (SDS). This is being compounded by a shift in trend towards take up of the enablement service. However, as a result of this, clients who are receiving domiciliary care are likely to have greater needs and require more intensive packages of care than historically provided - the 2010-2011 average hours per client per week was 7.8, whereas the average figure for 2011-12 was 8.3.

2.7.2 Average gross cost per hour of older people domiciliary care compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Cost per Hour)	Average Gross Cost per Hour	Affordable Level (Cost per Hour)	Average Gross Cost per Hour	Affordable Level (Cost per Hour)	Average Gross Cost per Hour	Affordable Level (Cost per Hour)
April	15.045	15.44	15.452	15.45	15.49	15.32	14.87
May	15.045	15.35	15.452	15.49	15.49	15.19	14.87
June	15.045	15.46	15.452	15.48	15.49	15.00	14.87
July	15.045	15.48	15.452	15.46	15.49	14.94	14.87
August	15.045	15.48	15.452	15.45	15.49	14.73	14.87
September	15.045	15.47	15.452	15.44	15.49	14.98	14.87
October	15.045	15.49	15.452	15.43	15.49	14.88	14.87
November	15.045	15.51	15.452	15.43	15.49	14.79	14.87
December	15.045	15.49	15.452	15.39	15.49	14.90	14.87
January	15.045	15.52	15.452	15.45	15.49	14.90	14.87
February	15.045	15.50	15.452	15.47	15.49	14.89	14.87
March	15.045	15.49	15.452	15.46	15.49	14.72	14.87

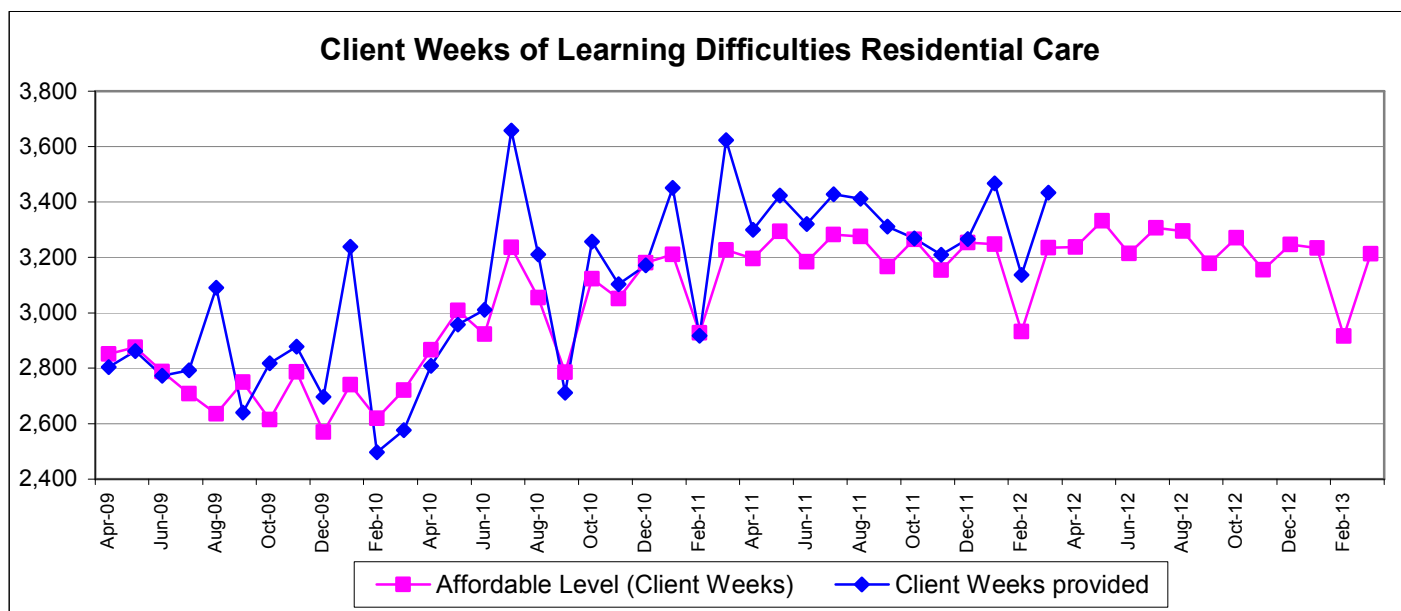


Comments:

- The actual unit cost of £14.72 is lower than the affordable cost of £15.49 and this difference of -£0.77 generated a saving of £1,844k when multiplied by the affordable hours in 2.7.1 above.
- The unit cost continues to be lower than the affordable because current work with providers to achieve savings requires them to provide a service at a lower cost – this is ongoing work with all homecare providers and will contribute to the domiciliary re-let. In addition, we are focussing on reducing the unit rate of care packages which are provided in ½ and ¾ hours which have traditionally been slightly more expensive.

2.8.1 Number of client weeks of learning difficulties residential care provided compared with affordable level (non preserved rights clients):

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided	Affordable Level (Client Weeks)
April	2,851	2,804	2,866	2,808	3,196	3,300	3,237
May	2,875	2,861	3,009	2,957	3,294	3,423	3,332
June	2,787	2,772	2,922	3,011	3,184	3,320	3,214
July	2,708	2,792	3,236	3,658	3,282	3,428	3,307
August	2,635	3,091	3,055	3,211	3,275	3,411	3,295
September	2,750	2,640	2,785	2,711	3,167	3,311	3,178
October	2,615	2,818	3,123	3,257	3,265	3,268	3,271
November	2,786	2,877	3,051	3,104	3,154	3,210	3,155
December	2,569	2,696	3,181	3,171	3,253	3,266	3,246
January	2,740	3,238	3,211	3,451	3,248	3,467	3,234
February	2,619	2,497	2,927	2,917	2,932	3,137	2,915
March	2,721	2,576	3,227	3,624	3,235	3,433	3,213
TOTAL	32,656	33,662	36,593	37,880	38,485	39,974	38,597

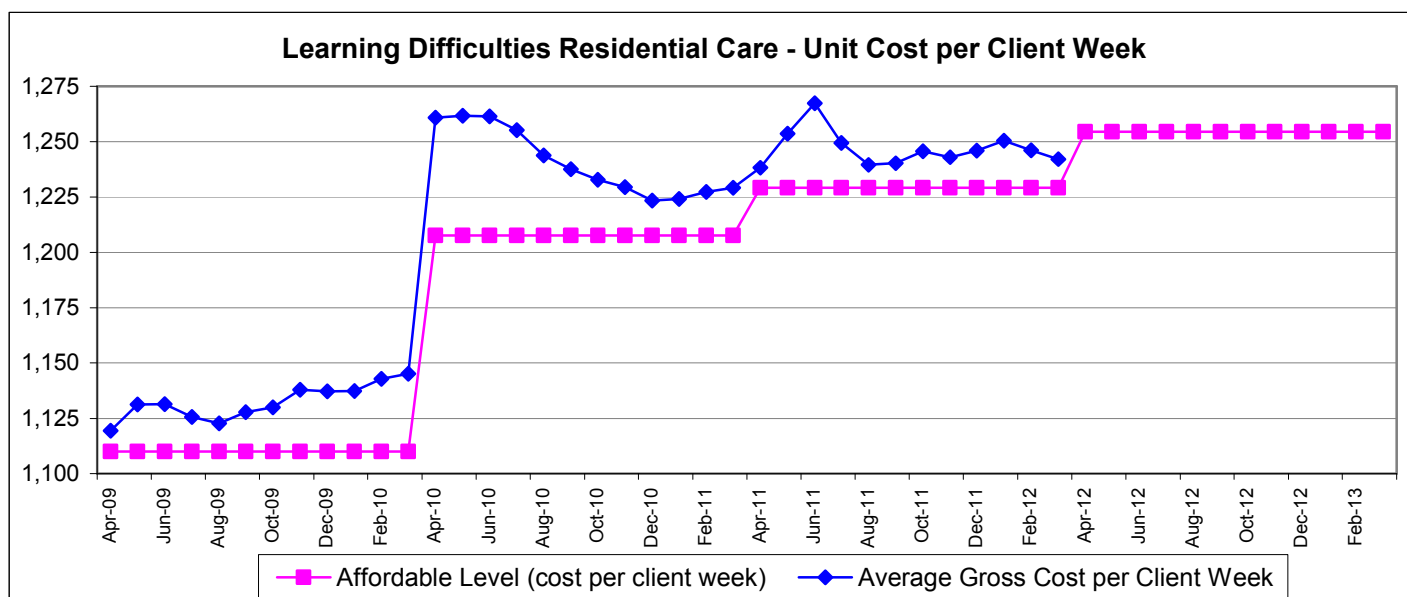


Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in LD residential care at the end of 2009-10 was 632, at the end of 2010-11 it was 713 and at the end of December 2011 it was 748 including any ongoing transfers as part of the S256 agreement, transitions, provisions and Ordinary Residence. By the end of 2011-12 the number had decreased to 746.
- The outturn is 39,974 weeks of care against an affordable level of 38,485, a difference of 1,489 weeks. Using the actual unit cost of £1,242.08 this additional activity added £1,849k to the outturn position.

2.8.2 Average gross cost per client week of Learning Difficulties residential care compared with affordable level (non preserved rights clients):

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)
April	1,110.15	1,119.42	1,207.58	1,260.82	1,229.19	1,238.24	1,254.52
May	1,110.15	1,131.28	1,207.58	1,261.67	1,229.19	1,253.68	1,254.52
June	1,110.15	1,131.43	1,207.58	1,261.46	1,229.19	1,267.40	1,254.52
July	1,110.15	1,125.65	1,207.58	1,255.21	1,229.19	1,249.41	1,254.52
August	1,110.15	1,122.81	1,207.58	1,243.87	1,229.19	1,239.50	1,254.52
September	1,110.15	1,127.79	1,207.58	1,237.49	1,229.19	1,240.17	1,254.52
October	1,110.15	1,130.07	1,207.58	1,232.68	1,229.19	1,245.76	1,254.52
November	1,110.15	1,137.95	1,207.58	1,229.44	1,229.19	1,242.97	1,254.52
December	1,110.15	1,137.28	1,207.58	1,223.31	1,229.19	1,246.05	1,254.52
January	1,110.15	1,137.41	1,207.58	1,224.03	1,229.19	1,250.44	1,254.52
February	1,110.15	1,142.82	1,207.58	1,227.26	1,229.19	1,246.11	1,254.52
March	1,110.15	1,145.12	1,207.58	1,229.19	1,229.19	1,242.08	1,254.52

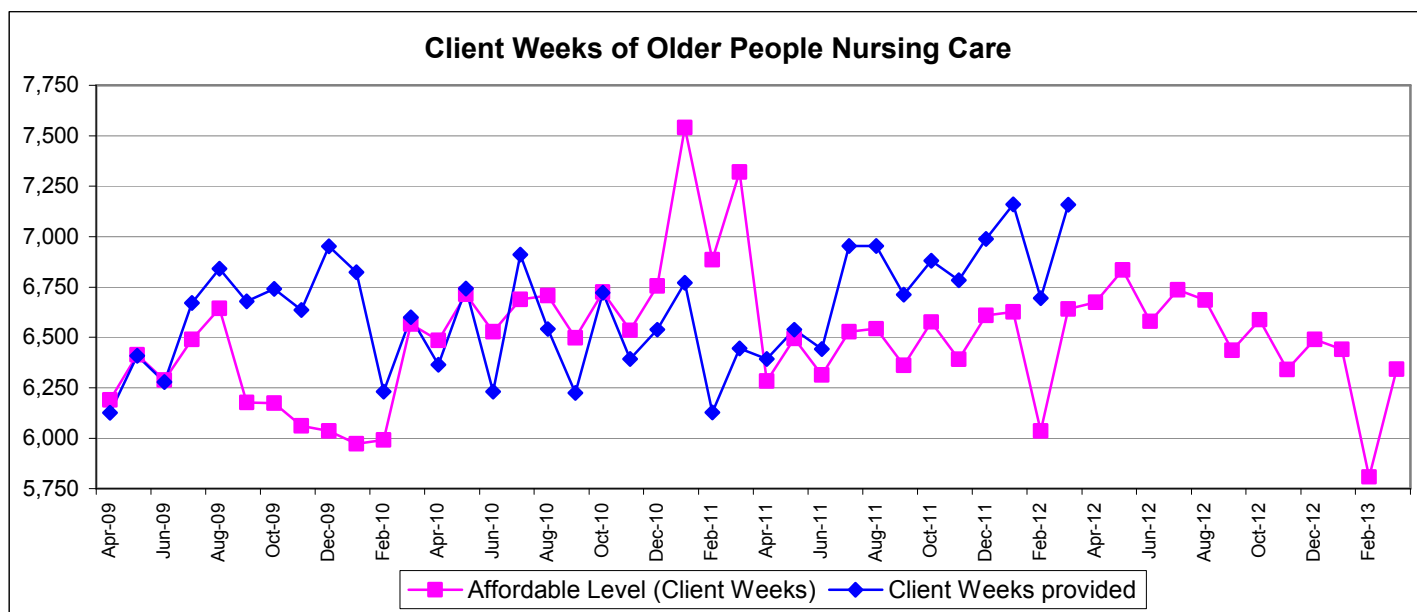


Comments:

- Clients being placed in residential care are those with very complex and individual needs which make it difficult for them to remain in the community, in supported accommodation/supporting living arrangements, or receiving a domiciliary care package. These are therefore placements which attract a very high cost, with the average now being over £1,200 per week. It is expected that clients with less complex needs, and therefore less cost, can transfer from residential into supported living arrangements. This would mean that the average cost per week would increase over time as the remaining clients in residential care would be those with very high cost – some of whom can cost up to £2,000 per week. In addition, no two placements are alike – the needs of people with learning disabilities are unique and consequently, it is common for average unit costs to increase or decrease significantly on the basis of one or two cases.
- The unit cost of £1,242.08 is higher than the affordable cost of £1,229.19 and this difference of +£12.89 added £496k to the outturn position when multiplied by the affordable weeks in 2.8.1 above.

2.9.1 Number of client weeks of older people nursing care provided compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided	Affordable Level (Client Weeks)
April	6,191	6,127	6,485	6,365	6,283	6,393	6,675
May	6,413	6,408	6,715	6,743	6,495	6,538	6,835
June	6,288	6,279	6,527	6,231	6,313	6,442	6,579
July	6,489	6,671	6,689	6,911	6,527	6,953	6,736
August	6,644	6,841	6,708	6,541	6,544	6,954	6,686
September	6,178	6,680	6,497	6,225	6,361	6,713	6,436
October	6,175	6,741	6,726	6,722	6,576	6,881	6,587
November	6,062	6,637	6,535	6,393	6,391	6,784	6,340
December	6,037	6,952	6,755	6,539	6,610	6,988	6,489
January	5,973	6,824	7,541	6,772	6,628	7,159	6,440
February	5,992	6,231	6,885	6,129	6,036	6,696	5,809
March	6,566	6,601	7,319	6,445	6,641	7,158	6,343
TOTAL	75,008	78,992	81,382	78,016	77,405	81,659	77,955



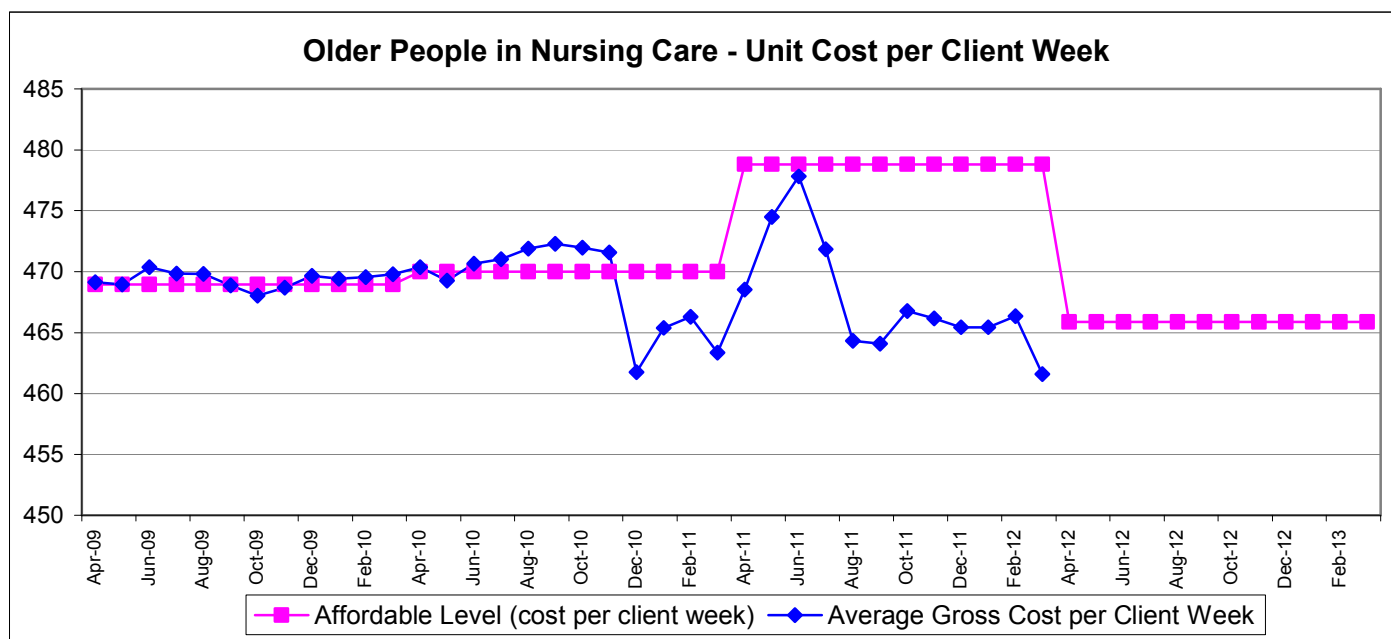
Comment:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people nursing care at the end of 2009-10 was 1,374, at the end of 2010-11 it was 1,379, at the end of December 2011 it was 1,508 but by the end of 2011-12 it was 1,479.
- The increase in activity in the last quarter of 2011-12 was due to the impact of the new short term bed contract, which provides non permanent care to assist hospital discharges and other recuperative and enabling support. Short term volumes are included in the client weeks shown in the graph above, but do not affect the numbers of long term clients.
- The overturn position is 81,659 weeks of care against an affordable level of 77,405, a difference of +4,254 weeks. Using the actual unit cost of £461.58, this increased level of activity produced an overspend of £1,964k.
- There are always pressures in permanent nursing care, which may occur for many reasons. Increasingly, older people are entering nursing care only when other ways of support have been explored. This means that the most dependent are those that enter nursing care and consequently are more likely to have dementia. There is not the same distinction between clients with dementia in nursing care as with residential care as the difference in intensity of care for nursing care and nursing care with dementia is not as significant as it is for residential care. In addition, there will always be pressures which the directorate face, for example the knock on effect of minimising

delayed transfers of care. Demographic changes – increasing numbers of older people with long term illnesses – also means that there is an underlying trend of growing numbers of people needing nursing care.

2.9.2 Average gross cost per client week of older people nursing care compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)
April	468.95	469.15	470.01	470.36	478.80	468.54	465.89
May	468.95	468.95	470.01	469.27	478.80	474.48	465.89
June	468.95	470.37	470.01	470.67	478.80	477.82	465.89
July	468.95	469.84	470.01	471.03	478.80	471.84	465.89
August	468.95	469.82	470.01	471.90	478.80	464.32	465.89
September	468.95	468.88	470.01	472.28	478.80	464.09	465.89
October	468.95	468.04	470.01	471.97	478.80	466.78	465.89
November	468.95	468.69	470.01	471.58	478.80	466.17	465.89
December	468.95	469.67	470.01	461.75	478.80	465.44	465.89
January	468.95	469.42	470.01	465.40	478.80	465.44	465.89
February	468.95	469.55	470.01	466.32	478.80	466.36	465.89
March	468.95	469.80	470.01	463.34	478.80	461.58	465.89

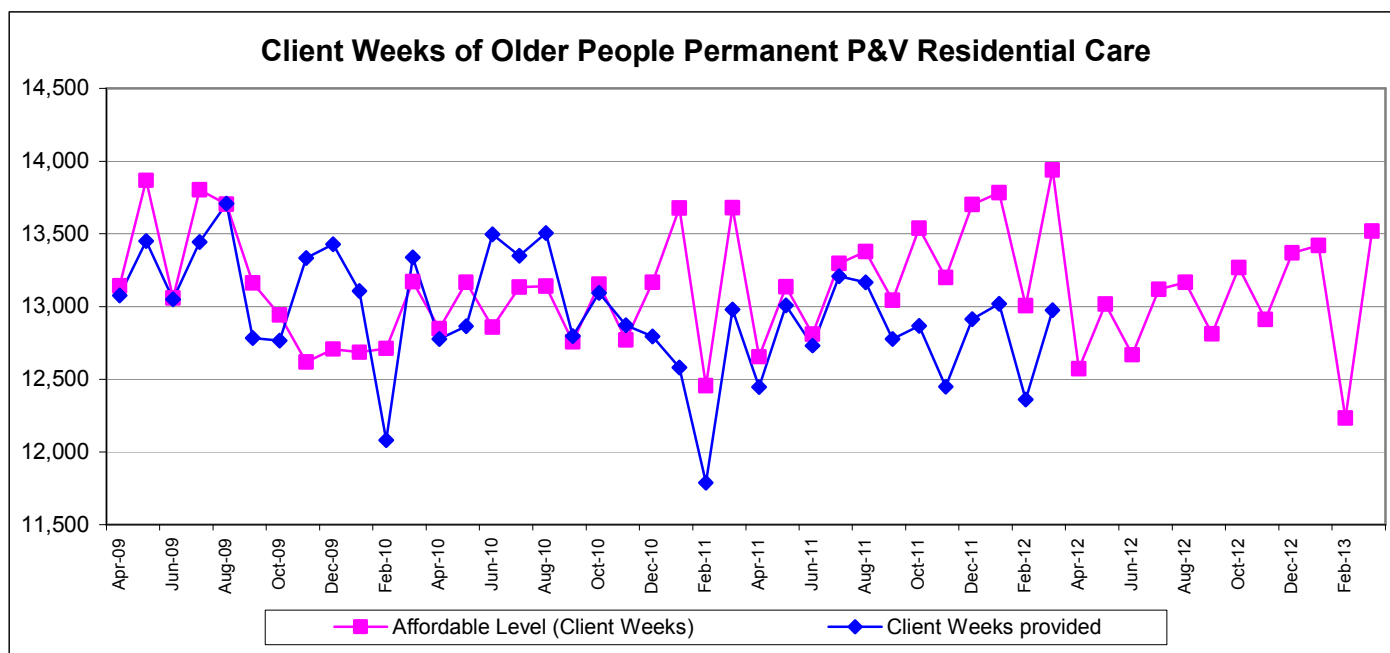


Comments:

- As with residential care, the unit cost for nursing care will be affected by the increasing proportion of older people with dementia who need more specialist and expensive care, which is why the unit cost can be quite volatile.
- The unit cost of £461.58 is below the affordable cost of £478.80 and this difference in of -£17.22 produced a saving of £1,333k when multiplied by the affordable weeks in 2.9.1 above.

2.10.1 Number of client weeks of older people permanent P&V residential care provided compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided	Affordable Level (Client Weeks)
April	13,142	13,076	12,848	12,778	12,655	12,446	12,572
May	13,867	13,451	13,168	12,867	13,136	13,009	13,018
June	13,059	13,050	12,860	13,497	12,811	12,731	12,669
July	13,802	13,443	13,135	13,349	13,297	13,208	13,118
August	13,703	13,707	13,141	13,505	13,377	13,167	13,168
September	13,162	12,784	12,758	12,799	13,044	12,779	12,814
October	12,943	12,768	13,154	13,094	13,538	12,868	13,269
November	12,618	13,333	12,771	12,873	13,200	12,448	12,912
December	12,707	13,429	13,167	12,796	13,700	12,914	13,369
January	12,685	13,107	13,677	12,581	13,782	13,019	13,419
February	12,712	12,082	12,455	11,790	13,007	12,361	12,234
March	13,172	13,338	13,678	12,980	13,940	12,975	13,518
TOTAL	157,572	157,568	156,812	154,909	159,487	153,925	156,080

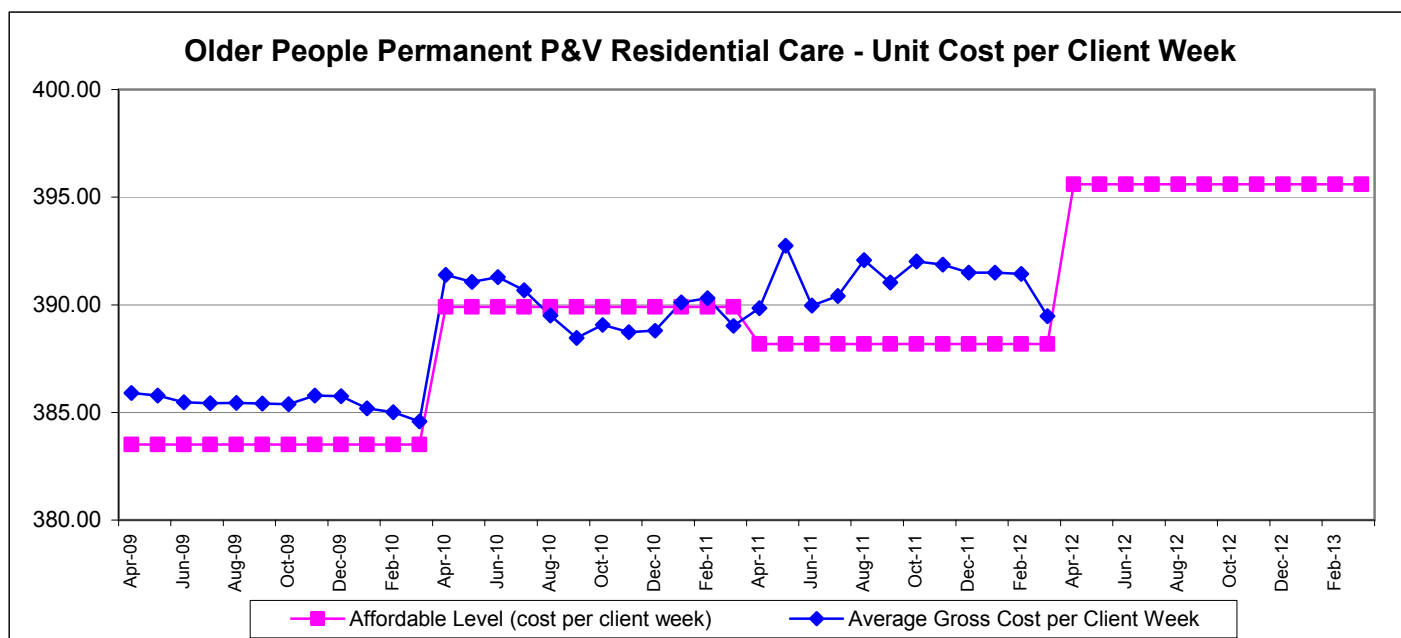


Comments:

- Affordable levels were changed slightly in quarter 2 to include the release of a provision and some rolled forward grant funding from 2010-11 which is now being used to fund activity, and were amended again in quarter 3 to reflect the removal of SCRG transitional funding.
- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent P&V residential care at the end of 2009-10 was 2,751, at the end of 2010-11 it was 2,787 by the end of December 2011 it was 2,764 and at the end of 2011-12 it was 2,736. It is evident that there are ongoing pressures relating to clients with dementia. Of the 2,751 clients in older people nursing care at the end of March 2010, 1,209 had Dementia (i.e. 43.9%) but as at 31 March 2012 this percentage had increased to 45.1% (i.e. 1,235 of the 2,736 total clients).
- The outturn position is 153,925 weeks of care against an affordable level of 159,487, a difference of -5,562 weeks. Using the actual unit cost of £389.48, this lower level of activity generated an underspend of £2,166k.

2.10.2 Average gross cost per client week of older people permanent P&V residential care compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)
April	383.52	385.90	389.91	391.40	388.18	389.85	395.60
May	383.52	385.78	389.91	391.07	388.18	392.74	395.60
June	383.52	385.47	389.91	391.29	388.18	389.97	395.60
July	383.52	385.43	389.91	390.68	388.18	390.41	395.60
August	383.52	385.44	389.91	389.51	388.18	392.07	395.60
September	383.52	385.42	389.91	388.46	388.18	391.04	395.60
October	383.52	385.39	389.91	389.06	388.18	392.02	395.60
November	383.52	385.79	389.91	388.72	388.18	391.87	395.60
December	383.52	385.76	389.91	388.80	388.18	391.50	395.60
January	383.52	385.20	389.91	390.12	388.18	391.50	395.60
February	383.52	385.01	389.91	390.31	388.18	391.44	395.60
March	383.52	384.59	389.91	389.02	388.18	389.48	395.60

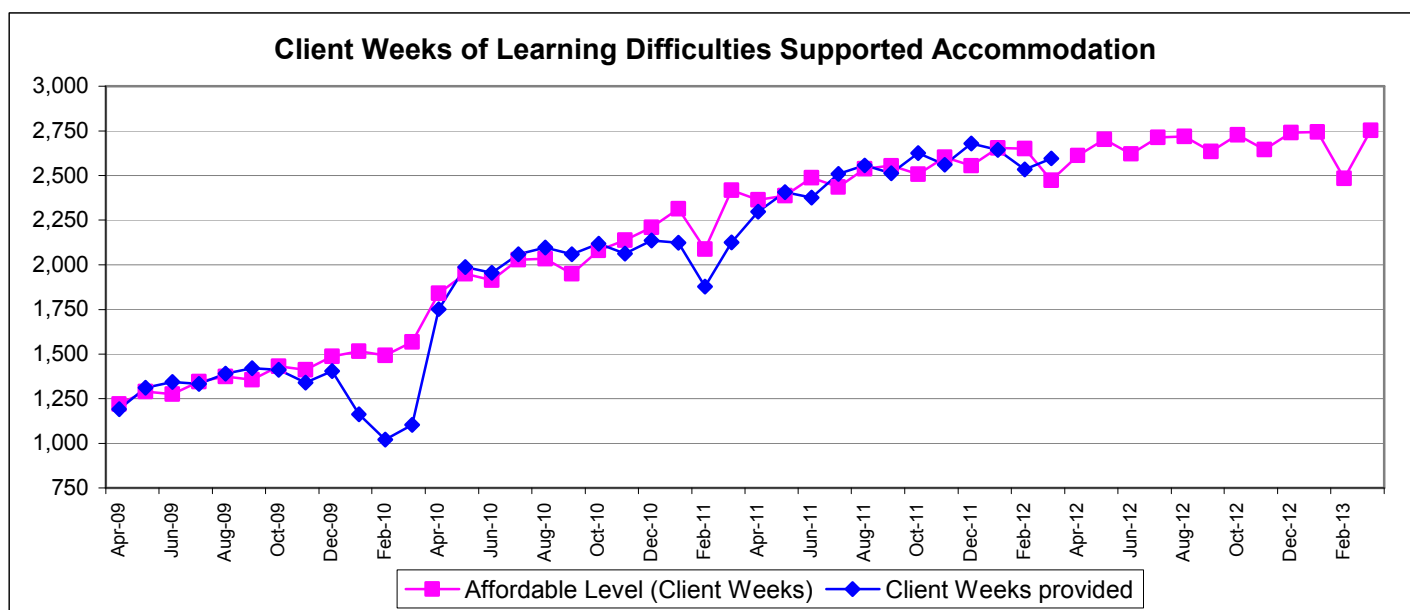


Comments:

- The 2011-12 affordable unit cost was marginally increased in the quarter 3 report because it includes the unit cost for both regular Older People (OP) residential care & Older People Mental Health (OPMH) residential care, which are averaged to produce the unit cost reported here. The removal of SCRG transitional funding in quarter 3 altered the weighting towards OPMH which is slightly more expensive.
- Average unit cost per week has increased above the affordable level as a reflection of the increasing numbers of clients with dementia.
- The unit cost of £389.48 is higher than the affordable cost of £388.18 and this difference of +£1.30 created a pressure of £207k when multiplied by the affordable weeks in section 2.10.1 above.

2.11.1 Number of client weeks of learning difficulties supported accommodation provided compared with affordable level:

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided	Affordable Level (Client Weeks)
April	1,221	1,192	1,841	1,752	2,363	2,297	2,611
May	1,290	1,311	1,951	1,988	2,387	2,406	2,703
June	1,276	1,344	1,914	1,956	2,486	2,376	2,621
July	1,346	1,333	2,029	2,060	2,435	2,508	2,714
August	1,375	1,391	2,034	2,096	2,536	2,557	2,719
September	1,357	1,421	1,951	2,059	2,555	2,512	2,636
October	1,431	1,412	2,080	2,119	2,506	2,626	2,729
November	1,412	1,340	2,138	2,063	2,603	2,560	2,646
December	1,487	1,405	2,210	2,137	2,554	2,680	2,740
January	1,515	1,163	2,314	2,123	2,655	2,644	2,745
February	1,493	1,021	2,088	1,878	2,652	2,534	2,483
March	1,567	1,105	2,417	2,125	2,472	2,595	2,754
TOTAL	16,770	15,438	24,967	24,356	30,204	30,295	32,101

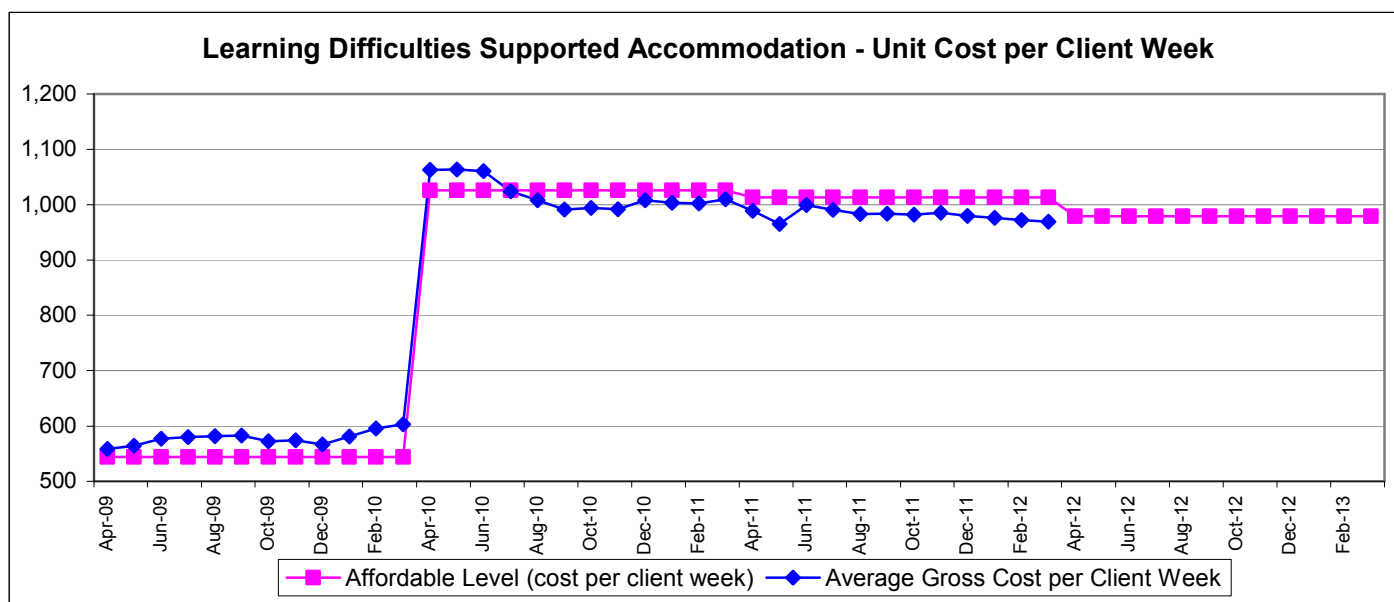


Comments:

- The above graph reflects the number of client weeks of service provided. The actual number of clients in LD supported accommodation at the end of 2009-10 was 309, at the end of 2010-11 it was 491, of which 131 were S256 clients, at the end of December 2011 it was 612 and by the end of 2011-12 the number had decreased to 607, of which 156 were S256 clients.
- The outturn position is 30,295 weeks of care against an affordable level of 30,204, a difference of +91 weeks. Using the final unit cost of £969.09 this additional activity produced an overspend of £88k.
- Like residential care for people with a learning disability, every case is unique and varies in cost, depending on the individual circumstances. Although the quality of life will be better for these people, it is not always significantly cheaper. The focus to enable as many people as possible to move from residential care into supported accommodation means that more and increasingly complex and unique cases will be successfully supported to live independently.

2.11.2 Average gross cost per client week of Learning Difficulties supported accommodation compared with affordable level (non preserved rights clients):

	2009-10		2010-11		2011-12		2012-13
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)
April	544.31	558.65	1,025.67	1,062.38	1,013.18	988.73	978.78
May	544.31	564.49	1,025.67	1,063.22	1,013.18	964.95	978.78
June	544.31	577.33	1,025.67	1,060.59	1,013.18	999.24	978.78
July	544.31	580.27	1,025.67	1,023.90	1,013.18	990.45	978.78
August	544.31	581.76	1,025.67	1,007.58	1,013.18	983.09	978.78
September	544.31	583.26	1,025.67	991.20	1,013.18	983.85	978.78
October	544.31	572.59	1,025.67	993.92	1,013.18	981.78	978.78
November	544.31	574.24	1,025.67	991.56	1,013.18	985.45	978.78
December	544.31	566.87	1,025.67	1,007.95	1,013.18	979.83	978.78
January	544.31	581.53	1,025.67	1,003.21	1,013.18	975.90	978.78
February	544.31	595.89	1,025.67	1,001.98	1,013.18	971.85	978.78
March	544.31	603.08	1,025.67	1,009.82	1,013.18	969.09	978.78



Comments:

- The actual unit cost of £969.09 is lower than the affordable cost of £1,013.18 and this difference of -£44.09 generated a saving of £1,332k when multiplied by the affordable weeks in section 2.11.1 above.
- There are three distinct groups of clients: Section 256 clients, Ordinary Residence clients and other clients. Each group has a very different average unit cost, which are combined to provide an overall average unit cost for the purposes of this report.
- The costs associated with these placements will vary depending on the complexity of each case and the type of support required in each placement. This varies enormously between a domiciliary type support to life skills and daily living support.

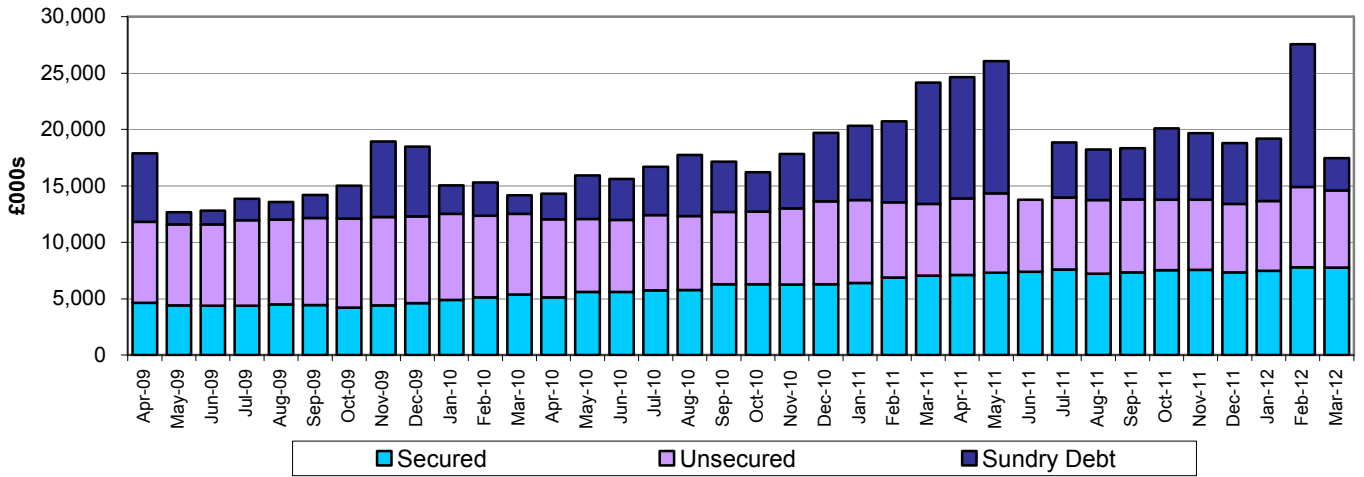
2.12 SOCIAL CARE OUTSTANDING DEBT

The outstanding due debt as at the end of March 2012 was £17.464m compared with January's figure of £19.180m (reported to Cabinet in March) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £2.881m of sundry debt compared to £5.518m at the end of January. The amount of sundry debt can fluctuate for large invoices to health. Also within the outstanding debt is £14.583m relating to Social Care (client) debt which is an increase of £0.921m from the last reported position to Cabinet in March (January position). The following table shows how this breaks down in terms of age and also whether it is secured (i.e. by a legal charge on the client's property) or unsecured, together with how this month compares with previous months. For most months the debt figures refer to when the four weekly invoice billing run interfaces with Oracle (the accounting system) rather than the calendar month, as this provides a more meaningful position for Social Care Client Debt. This therefore means that there are 13 billing invoice runs during the year.

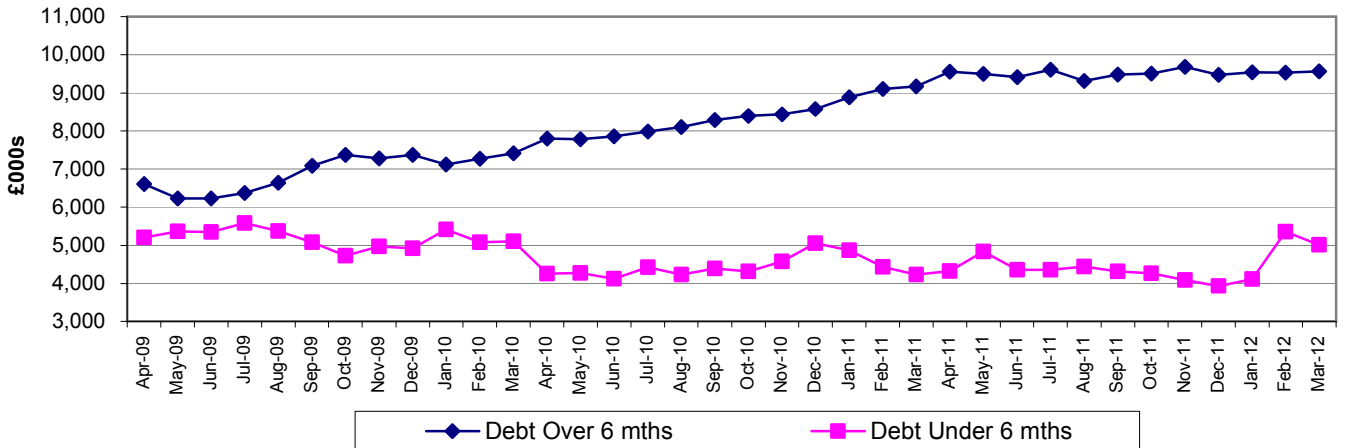
* It should be noted that the Sundry debt reports were not successful in June, and hence no figure can be reported, the problem was rectified in time for the July report, but reports are unable to be run retrospectively.

Debt Month	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 mths £000s	Debt Under 6 mths £000s	Secured £000s	Unsecured £000s
Apr-09	17,874	6,056	11,818	6,609	5,209	4,657	7,161
May-09	12,671	1,078	11,593	6,232	5,361	4,387	7,206
Jun-09	12,799	1,221	11,578	6,226	5,352	4,369	7,209
Jul-09	13,862	1,909	11,953	6,367	5,586	4,366	7,587
Aug-09	13,559	1,545	12,014	6,643	5,371	4,481	7,533
Sep-09	14,182	2,024	12,158	7,080	5,078	4,420	7,738
Oct-09	15,017	2,922	12,095	7,367	4,728	4,185	7,910
Nov-09	18,927	6,682	12,245	7,273	4,972	4,386	7,859
Dec-09	18,470	6,175	12,295	7,373	4,922	4,618	7,677
Jan-10	15,054	2,521	12,533	7,121	5,412	4,906	7,627
Feb-10	15,305	2,956	12,349	7,266	5,083	5,128	7,221
Mar-10	14,157	1,643	12,514	7,411	5,103	5,387	7,127
Apr-10	14,294	2,243	12,051	7,794	4,257	5,132	6,919
May-10	15,930	3,873	12,057	7,784	4,273	5,619	6,438
Jun-10	15,600	3,621	11,979	7,858	4,121	5,611	6,368
Jul-10	16,689	4,285	12,404	7,982	4,422	5,752	6,652
Aug-10	17,734	5,400	12,334	8,101	4,233	5,785	6,549
Sep-10	17,128	4,450	12,678	8,284	4,394	6,289	6,389
Oct-10	16,200	3,489	12,711	8,392	4,319	6,290	6,421
Nov-10	17,828	4,813	13,015	8,438	4,577	6,273	6,742
Dec-10	19,694	6,063	13,631	8,577	5,054	6,285	7,346
Jan-11	20,313	6,560	13,753	8,883	4,870	6,410	7,343
Feb-11	20,716	7,179	13,537	9,107	4,430	6,879	6,658
Mar-11	24,178	10,776	13,402	9,168	4,234	7,045	6,357
Apr-11	24,659	10,776	13,883	9,556	4,327	7,124	6,759
May-11	26,069	11,737	14,332	9,496	4,836	7,309	7,023
Jun-11	13,780	*	13,780	9,418	4,362	7,399	6,381
Jul-11	18,829	4,860	13,969	9,609	4,361	7,584	6,385
Aug-11	18,201	4,448	13,753	9,315	4,438	7,222	6,531
Sep-11	18,332	4,527	13,805	9,486	4,319	7,338	6,467
Oct-11	20,078	6,304	13,774	9,510	4,264	7,533	6,241
Nov-11	19,656	5,886	13,770	9,681	4,089	7,555	6,215
Dec-11	18,788	5,380	13,408	9,473	3,935	7,345	6,063
Jan-12	19,180	5,518	13,662	9,545	4,117	7,477	6,185
Feb-12	27,552	12,661	14,891	9,536	5,355	7,788	7,103
Mar-12	17,464	2,881	14,583	9,567	5,016	7,751	6,832

Families & Social Care Outstanding debt (£000s)



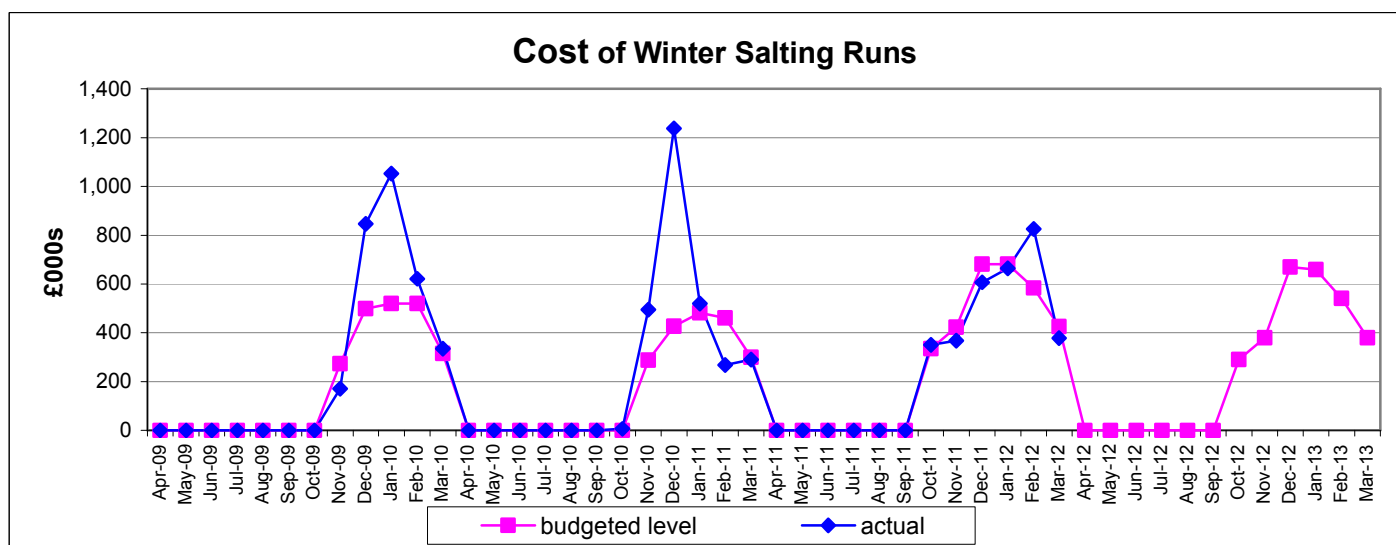
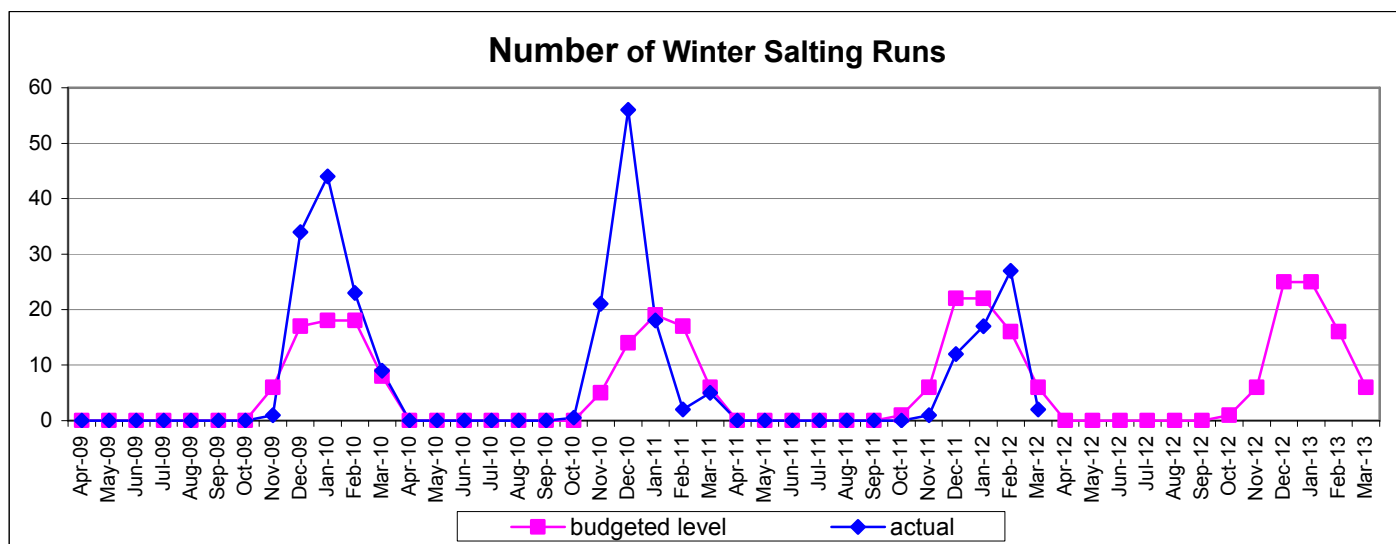
Social Care Debt Age Profile



3. ENTERPRISE & ENVIRONMENT DIRECTORATE

3.1 Number and Cost of winter salting runs:

	2009-10				2010-11				2011-12				2012-13	
	Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		No of salting runs	Cost of salting runs
	Actual	Budget Level	Actual £000s	Budget Level £000s	Actual	Budget Level	Actual £000s	Budget Level £000s	Actual	Budget level	Actual £000s	Budget Level £000s	Budget Level	Budget Level £000s
April	-	-	-	-	-	-	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Aug	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sept	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oct	-	-	-	-	0.5	-	6	-	0	1	351	335	1	291
Nov	1	6	171	273	21	5	494	288	1	6	368	423	6	379
Dec	34	17	847	499	56	14	1,238	427	12	22	607	682	25	670
Jan	44	18	1,052	519	18	19	519	482	17	22	665	682	25	660
Feb	23	18	622	519	2	17	268	461	27	16	825	584	16	540
Mar	9	8	335	315	5	6	291	299	2	6	378	425	6	379
TOTAL	111	67	3,027	2,125	102.5	61	2,816	1,957	59	73	3,194	3,131	79	2,919

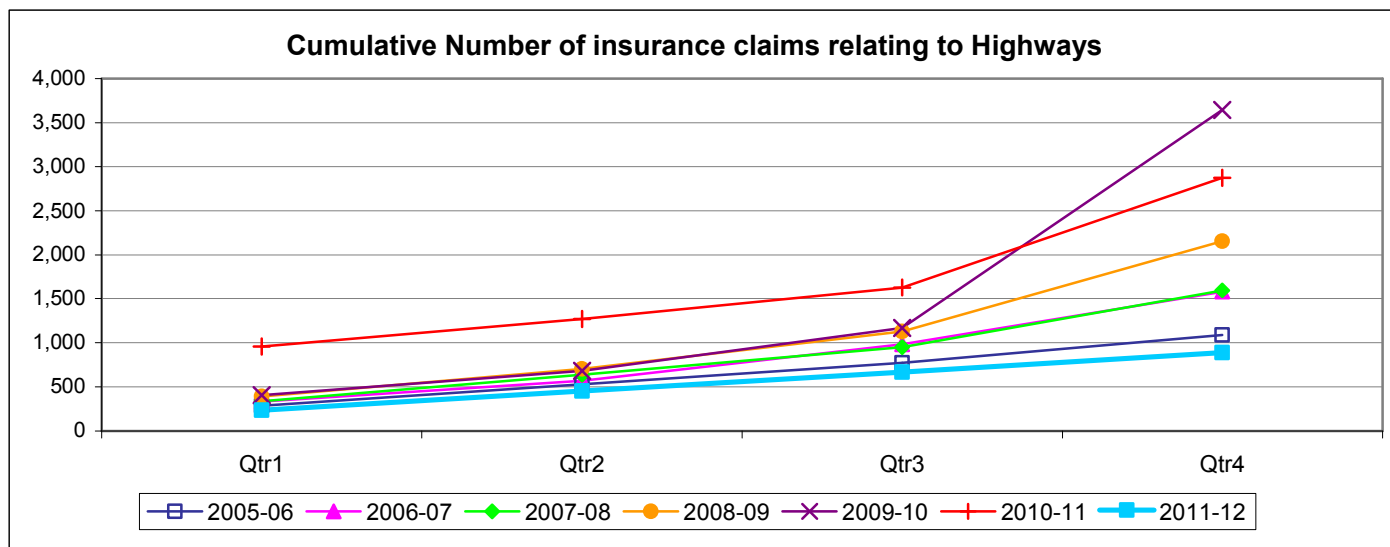


Comments:

- Under the Ringway contract, local and specific overheads and depot charges were dealt with separately and were consequently excluded, whereas the new Enterprise contract is for an all inclusive price so these costs are now included, hence the increase in the budgeted cost in 2011-12 and 2012-13 compared to previous years.
- Although the budgeted number of salting runs is higher in 2012-13 than in 2011-12, the budgeted cost is lower because 2011-12 was a transition year due to the change in contractor from Ringway to Enterprise and in 2012-13 the full year efficiency savings will be realised, hence the reduction in the budgeted costs.
- It had been anticipated that the generally mild winter would mean that the number and cost of salting runs would be below budget. However, the snow emergency in February required emergency salting runs, which were more expensive than the routine salting runs due to a higher rate of spread of salt than originally budgeted. Also, additional costs have been incurred as part of the new Winter Policy for 2011-12, as smaller vehicles needed to be leased in order to service parts of the routes that were inaccessible to the larger vehicles (approx £140k) and some of the salting routes were extended in order to meet local needs. This resulted in outturn expenditure of £3.194m against a budget of £3.131m, giving a variance of +£0.063m, despite the number of salting runs being below the budgeted level. In addition, the Directorate incurred £0.621m of costs related to snow clearance, and £0.342m of other costs related to adverse weather such as maintenance costs of farmer's ploughs, salt bins, a loss on revaluation of salt stocks prior to sale to Enterprise and weather forecasting and ice prediction costs, which all resulted in a variance of +£1.026m on the Adverse Weather budget.

3.2 **Number of insurance claims arising related to Highways with accident dates during these periods:**

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April-June	286	335	337	393	405	956	237
July-Sept	530	570	640	704	680	1,269	455
Oct-Dec	771	982	950	1,128	1,169	1,629	666
Jan- Mar	1,087	1,581	1,595	2,155	3,643	2,873	889

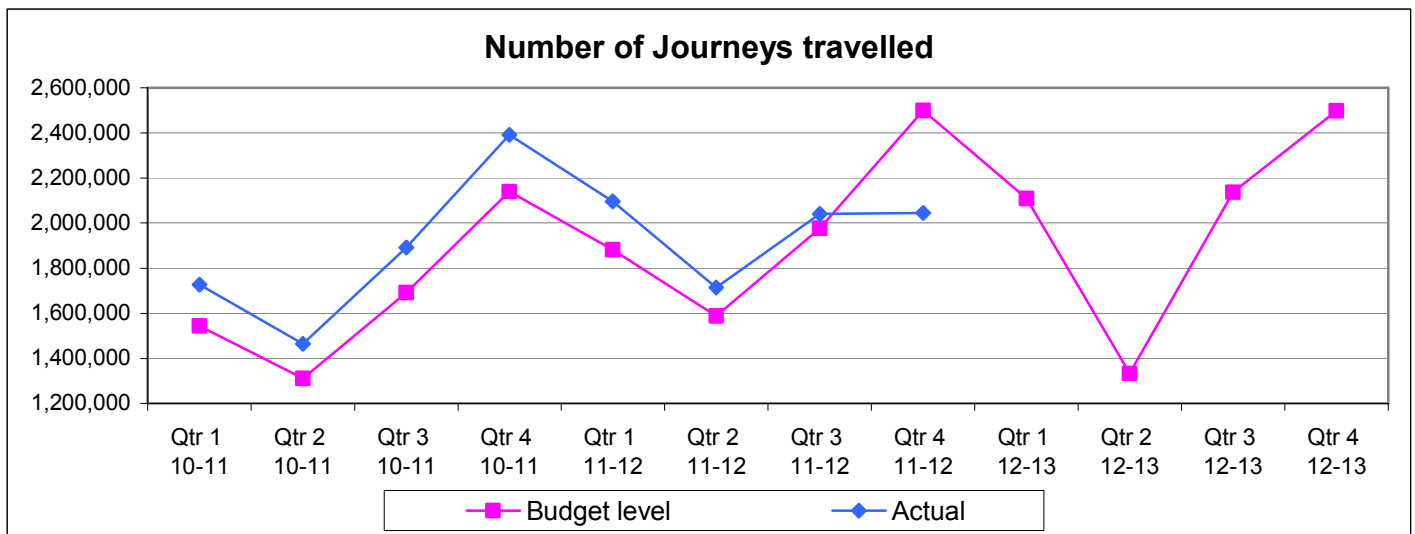
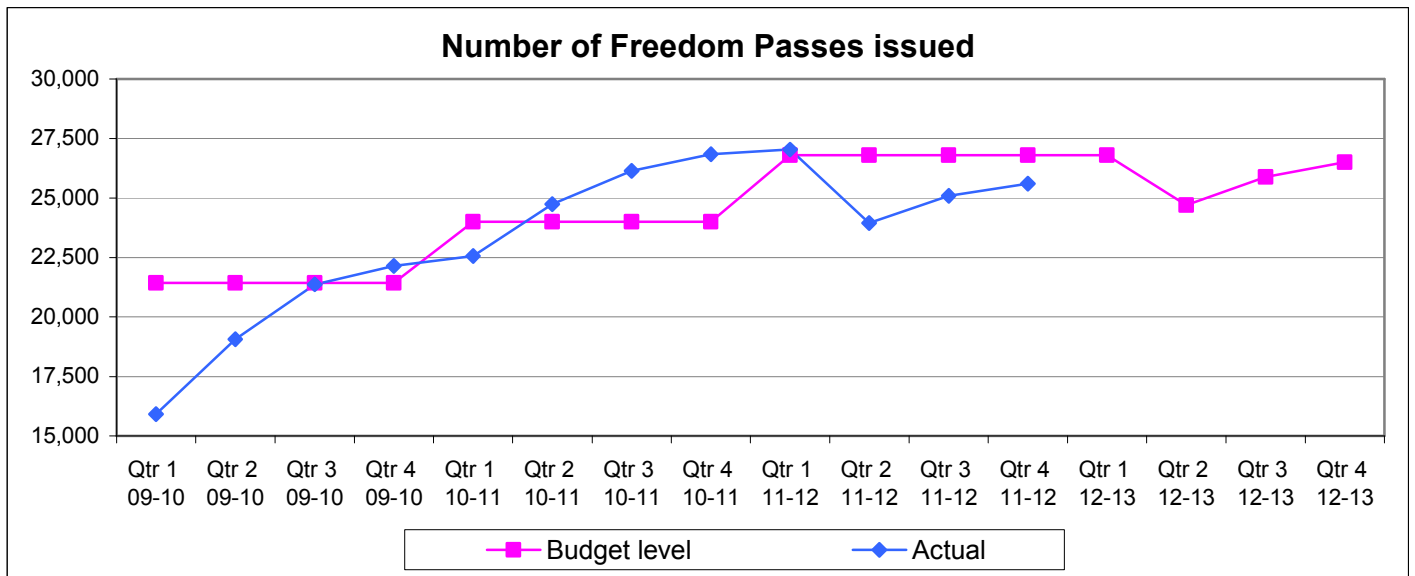


Comments:

- Numbers of claims will continually change as new claims are received relating to accidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 1 May 2012.
- Claims were high in each of the last three years largely due to the particularly adverse weather conditions and the consequent damage to the highway along with some possible effect from the economic downturn. These claim numbers are likely to increase further as more claims are received for incidents which occurred during the period of the bad weather.
- The Insurance section continues to work closely with Highways to try to reduce the number of successful claims and currently the Authority is managing to achieve a rejection rate on 2011-12 claims where it is considered that we do not have any liability, of about 87%.
- Claims were lower in 2011-12 than in recent years. This could be due to many factors including a milder winter, an improved state of the highway following the find and fix programmes of repair and an increased rejection rate on claims. Also, it is likely that these claim numbers will increase as new claims are received relating to accidents occurring in previous quarters as explained in the first bullet point above.

3.3 Freedom Pass - Number of Passes in circulation and Journeys travelled:

	2009-10				2010-11				2011-12				2012-13	
	Passes		Journeys travelled		Passes		Journeys travelled		Passes		Journeys travelled		Passes	Journeys Travelled
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget Level	Budget Level
Qtr 1 April - June	21,434	15,923			24,000	22,565	1,544,389	1,726,884	26,800	27,031	1,882,098	2,095,980	26,800	2,108,385
Qtr 2 July - Sept	21,434	19,060			24,000	24,736	1,310,776	1,465,666	26,800	23,952	1,588,616	1,714,315	24,703	1,332,935
Qtr 3 Oct - Dec	21,434	21,369			24,000	26,136	1,691,828	1,891,746	26,800	25,092	1,976,884	2,040,713	25,877	2,136,769
Qtr 4 Jan - Mar	21,434	22,157			24,000	26,836	2,139,053	2,391,818	26,800	25,593	2,499,462	2,045,000	26,500	2,497,561
							6,686,046	7,476,114			7,947,060	7,896,008		8,075,650



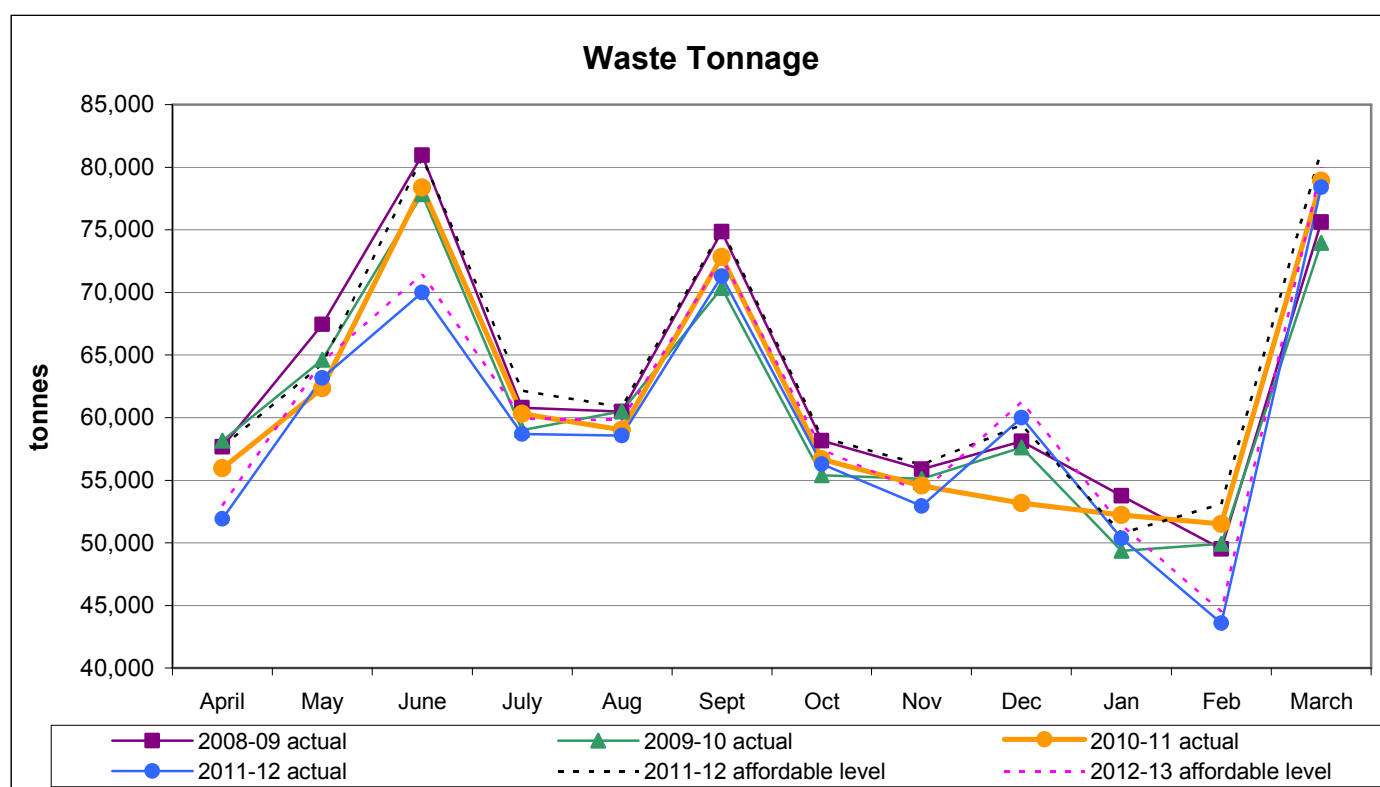
Comments:

- The figures above for journeys travelled represent the number of passenger journeys which directly or indirectly give rise to reimbursement to the bus operator under the Kent Freedom Pass scheme. It was anticipated that the increase in the cost of the pass from £50 to £100 in 2011-12 would limit the increases in demand that have been experienced since the introduction of the pass and this is reflected in the number of passes in circulation. However, the number of journeys may not change in line with pass numbers as those students who are more likely not to take up a pass because of the increased cost, will be those travelling the least number of journeys, whilst those who do continue to take out the pass may increase journeys to gain maximum value from the pass. The lower number of passes in circulation has translated into lower than budgeted journeys in the second half of the year, which has resulted in an underspend of £0.558m against the Freedom Pass budget.
- The above figures do not include journeys travelled relating to home to school transport as these costs are met from the Education, Learning & Skills portfolio budget and not from the Kent Freedom Pass budget.
- Comparable figures for 2009-10 journeys travelled are not available because the scheme was still being rolled out and was changing radically year on year and we do not have the data in order to split out the home to school transport journeys.

3.4 Waste Tonnage:

	2008-09	2009-10	2010-11	2011-12		2012-13
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level	Affordable Level
April	57,688	58,164	55,975	51,901	57,687	52,969
May	67,452	64,618	62,354	63,168	64,261	64,467
June	80,970	77,842	78,375	70,006	80,772	71,446
July	60,802	59,012	60,310	58,711	62,154	59,919
August	60,575	60,522	59,042	58,581	60,847	59,787
September	74,642	70,367	72,831	71,296	75,058	72,763
October	58,060	55,401	56,690	56,296	58,423	57,454
November	55,789	55,138	54,576	52,942	56,246	54,031
December	58,012	57,615	53,151	60,009	59,378	61,244
January	53,628	49,368	52,211	50,366	50,766	51,403
February	49,376	49,930	51,517	43,607	53,093	44,504
March	76,551	73,959	78,902	78,400	81,315	80,013
TOTAL	753,545	731,936	735,934	715,283	760,000	730,000

* Note: waste tonnages are subject to slight variations between quarterly reports as figures are refined and confirmed with Districts



Comments:

- These waste tonnage figures include residual waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- The cumulative total amount of waste managed for 2011-12 was 44,717 tonnes less than the affordable level and a 2.8% reduction on tonnage levels for 2010-11 which has contributed to an underspend of £4.986m on the Waste budgets..
- A reduction of 30,000 tonnes has been reflected in the 2012-13 budget, therefore it is likely that if the recent trend of reduced waste tonnage continues, there will be an underspend in 2012-13.

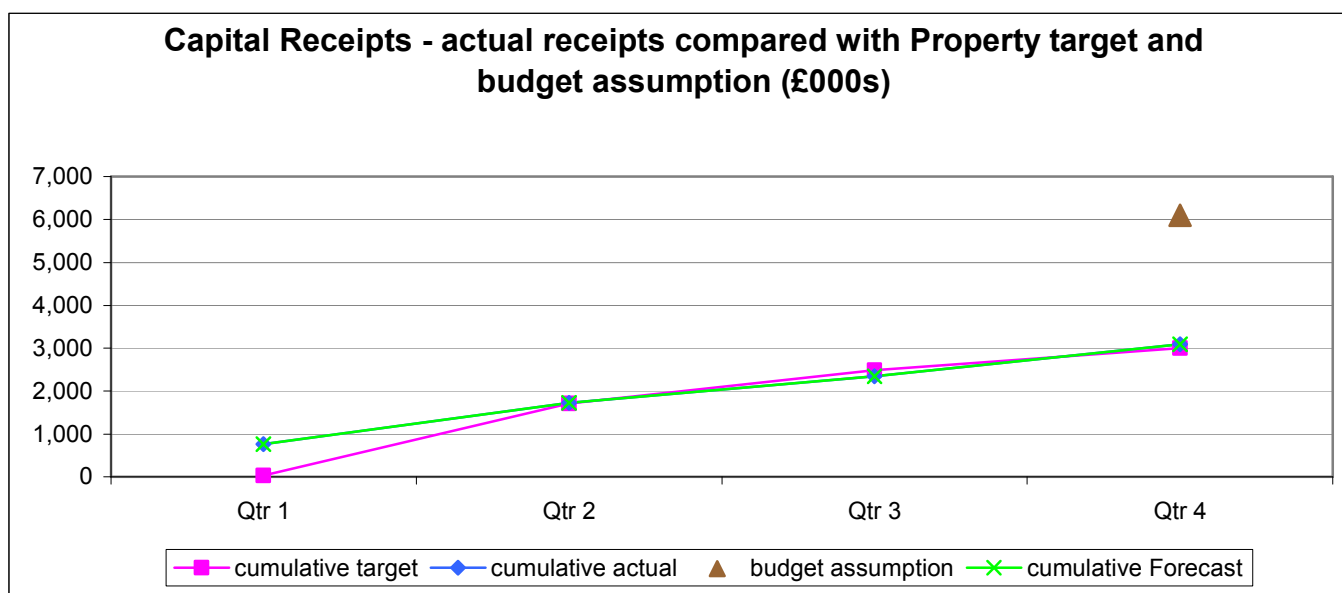
4. BUSINESS STRATEGY & SUPPORT DIRECTORATE

4.1 Capital Receipts – actual receipts compared to budget profile:

	2011-12			
	Budget funding assumption £000s	Cumulative Target Profile £000s	Cumulative Actual Receipts £000s	Cumulative Forecast receipts £000s
April - June		30	769	769
July - September		1,710	1,725	1,725
October - December		2,490	2,345	2,345
January - March		3,000	3,093	2,665
TOTAL	6,102	3,000	3,093	2,665

Budget funding assumption has been updated to reflect the 2012-15 MTFP agreed at County Council on 9th February.

The cumulative target profile shows the anticipated receipts at the start of the year totalled £3.0m. The difference between this and the budget funding assumption is mainly attributable to timing differences between when the receipts are anticipated to come in and when the spend in the capital programme will occur. There are banked receipts achieved in prior years which were not required to be used for funding until 2011-12.



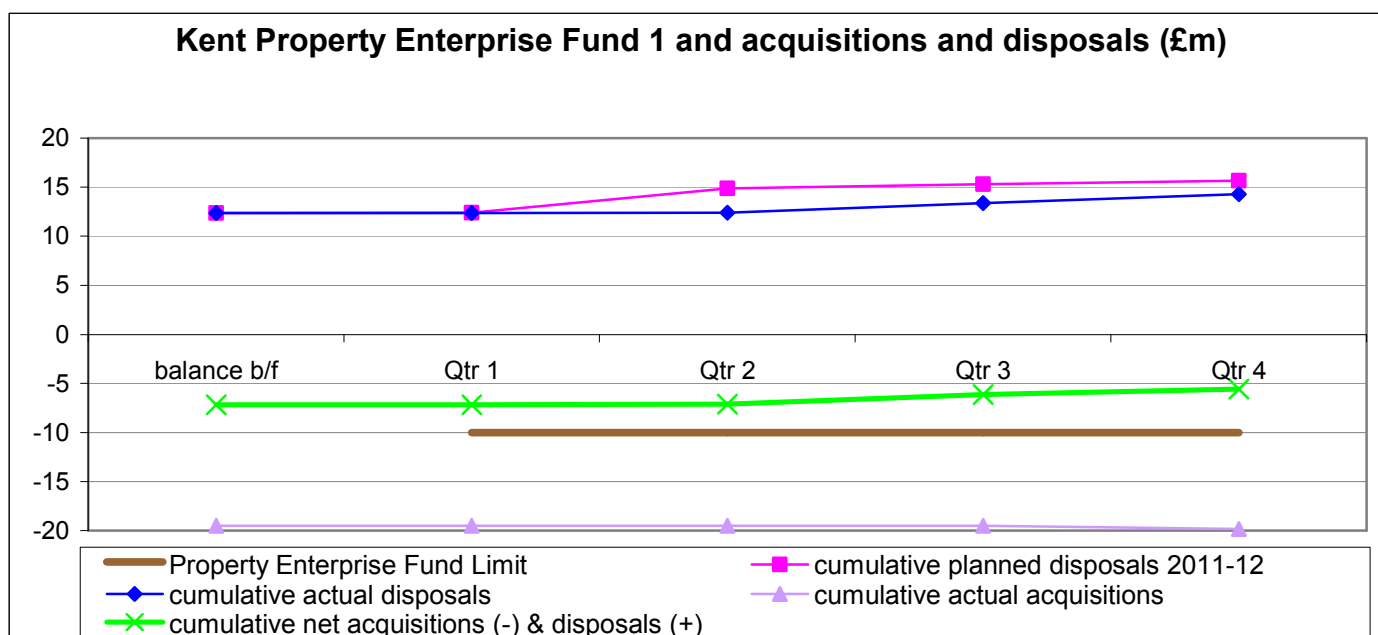
Comments:

- The table below compares the capital receipt funding required per the capital programme this year, with the expected receipts available to fund this.
- Property Group forecast a total of £2.665m to come in from capital receipts during the year. Taking into consideration the receipts banked in previous years and receipts from other sources there is a surplus of £1.307m in 2011-12. This is due to receipts being forecast to be achieved during 2011-12 which are held to fund spend in future years of the programme.

	2011-12 £'000
Capital receipt funding per revised 2012-15 MTFP	6,102
Property Groups' actual (forecast for 11-12) receipts	2,665
Receipts banked in previous years for use	3,288
Capital receipts from other sources	1,456
Potential Surplus Receipts	1,307

5.2 Capital Receipts – Kent Property Enterprise Fund 1:

	2011-12				
	<i>Kent Property Enterprise Fund Limit</i> £m	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		12.342	12.342	-19.504	-7.162
April - June	-10	12.377	12.342	-19.504	-7.162
July - September	-10	14.862	12.393	-19.504	-7.111
October - December	-10	15.282	13.373	-19.504	-6.131
January - March	-10	15.638	14.258	-19.825	-5.567



Background:

- County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
 - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
 - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.

Any temporary deficit will be offset as the disposal of assets are realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

Comments:

The balance brought forward from 2010-11 on PEF1 was **-£7.162m**.

As at the 31 March 2012 there have been four disposals generating a receipt of £1.916m.

The fund has been earmarked to provide **£0.197m** for Gateways and **£0.300m** for improvements to Maidstone High Street in this financial year.

There has been a **£0.212m** repayment towards the £5.304m owed by East Kent Opportunities for the Spine Road, Manston.

At present there are no committed acquisitions to report, except costs of disposals (staff and fees) was **£0.037m..**

Forecast Outturn

Taking all the above into consideration, the Fund is in a deficit position of £5.581m at the end of 2011-12.

Opening Balance – 01-04-11	-£7.162m
Planned Receipts (Risk adjusted)	£1.916m
Costs	-£0.037m
Acquisitions	-
Other Funding:	
- Gateways	-£0.197m
- Improvements to Maidstone High Street	-£0.300m
Repayment of Spine Road, Manston	£0.212m
Closing Balance – 31-03-12	-£5.568m

Revenue Implications

In 2011-12 the fund is currently forecasting £0.015m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.549m) against the overdraft facility and the cost of managing properties held for disposal (net £0.191m), the PEF1 is forecasting a £2.327m deficit on revenue which will be rolled forward to be met from future income streams.

5.3 Capital Receipts – Kent Property Enterprise Fund 2 (PEF2):

County Council approved the establishment of PEF2 in September 2008 with a maximum permitted overdraft limit of £85m, but with the anticipation of the fund broadly breaking even over a rolling five year cycle. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight year cycle. The purpose of PEF2 is to enable Directorates to continue with their capital programmes as far as possible, despite the downturn in the property market. The fund will provide a prudent amount of funding up front (prudential borrowing), in return for properties which will be held corporately until the property market recovers.

Overall forecast position on the fund

	2011-12 Forecast
	£m
Capital:	
Opening balance	-22.209
Properties to be agreed into PEF2	-2.720
Forecast sale of PEF2 properties	10.772
Disposal costs	-0.039
Closing balance	-14.196
Revenue:	
Opening balance	-3.417
Interest on borrowing	-0.780
Holding costs	-0.035
Closing balance	-4.232
Overall closing balance	-18.428

The closing balance for PEF2 is -£18.428m, this is within the overdraft limit of £85m.

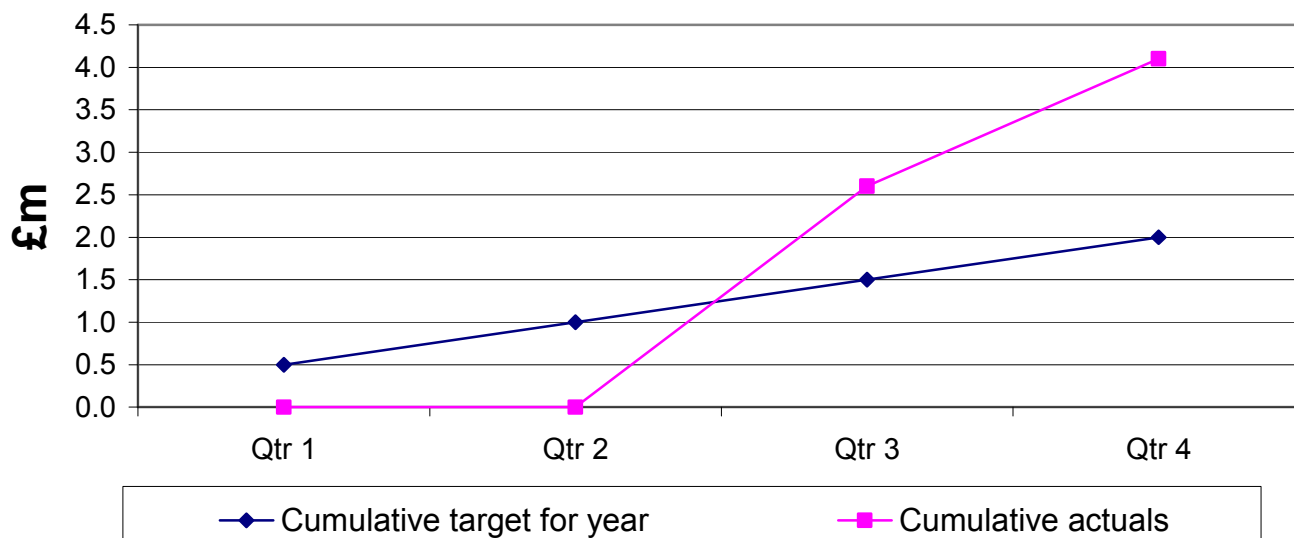
The target receipts to be accepted into PEF2 during 2011-12 equate to the PEF2 funding requirement in the 2012-15 budget book, and achievement against this is shown below:

	2011-12	
	Cumulative target for year	Cumulative actuals
	£m	£m
Qtr 1	0.5	0
Qtr 2	1.0	0
Qtr 3	1.5	2.6
Qtr 4	2.0	4.1

Comments:

- The above table shows a £2.0m target is required, this is a net figure based the PEF2 funding required of £4.766m as per the 2012-15 MTFP less £2.757m of PEF2 achieved in previous years by FSC and E&E that was not required until later years.
- Two properties have been transferred into PEF2.

PEF2 target accepted into fund



PEF2 Disposals

To date nine PEF2 properties have been sold. The cumulative profit on disposal to date is £1.065m. Large profits or losses are not anticipated over the lifetime of the fund.

Interest costs

At the start of the year interest costs on the borrowing of the fund for 2011-12 were expected to total £0.878m.

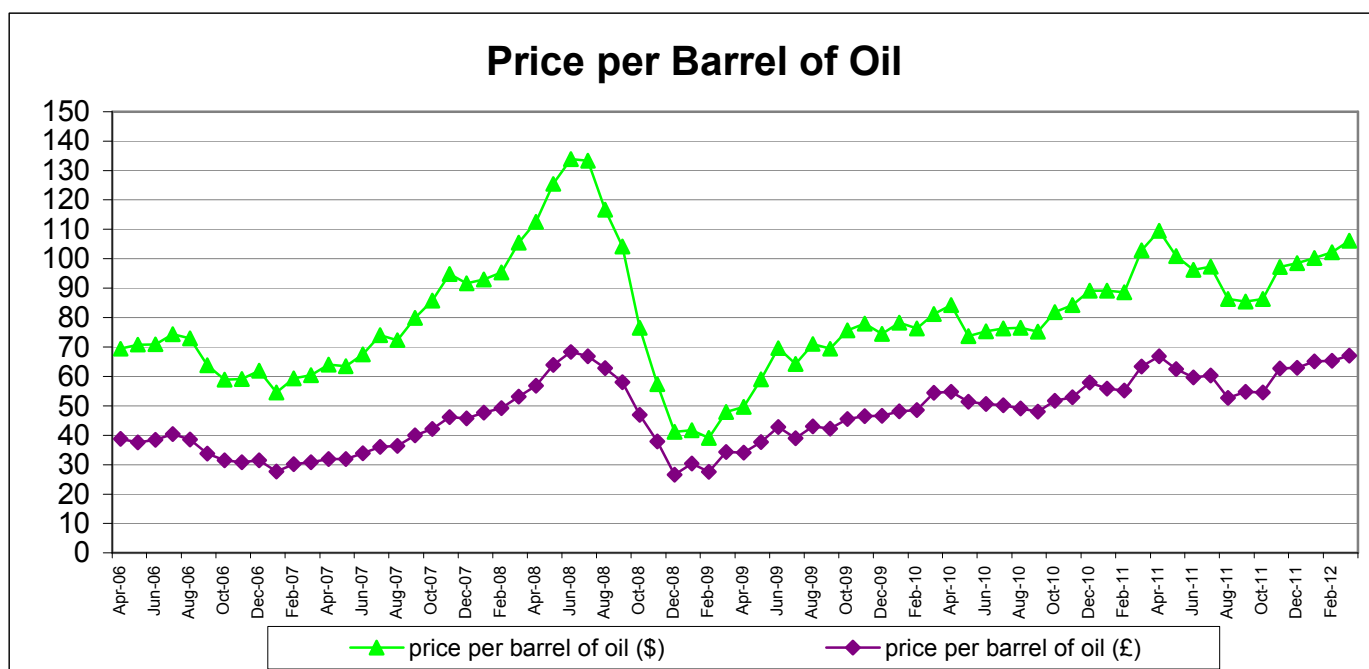
Interest costs were £0.780m, a decrease of £0.098m. This is due to a lower level of properties being required to transfer into PEF2 to fund the capital programme during 2011-12.

Interest costs on the fund are calculated at a rate of 4%.

5. FINANCING ITEMS

5.1 Price per Barrel of Oil - average monthly price in dollars since April 2006:

Price per Barrel of Oil						
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	\$	\$	\$	\$	\$	\$
April	69.44	63.98	112.58	49.65	84.29	109.53
May	70.84	63.45	125.40	59.03	73.74	100.90
June	70.95	67.49	133.88	69.64	75.34	96.26
July	74.41	74.12	133.37	64.15	76.32	97.30
August	73.04	72.36	116.67	71.05	76.60	86.33
September	63.80	79.91	104.11	69.41	75.24	85.52
October	58.89	85.80	76.61	75.72	81.89	86.32
November	59.08	94.77	57.31	77.99	84.25	97.16
December	61.96	91.69	41.12	74.47	89.15	98.56
January	54.51	92.97	41.71	78.33	89.17	100.27
February	59.28	95.39	39.09	76.39	88.58	102.20
March	60.44	105.45	47.94	81.20	102.86	106.16



Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.
- The dollar price has been converted to a sterling price using exchange rates obtained from the HMRC UKtradeinfo website.

FINANCIAL HEALTH INDICATORS

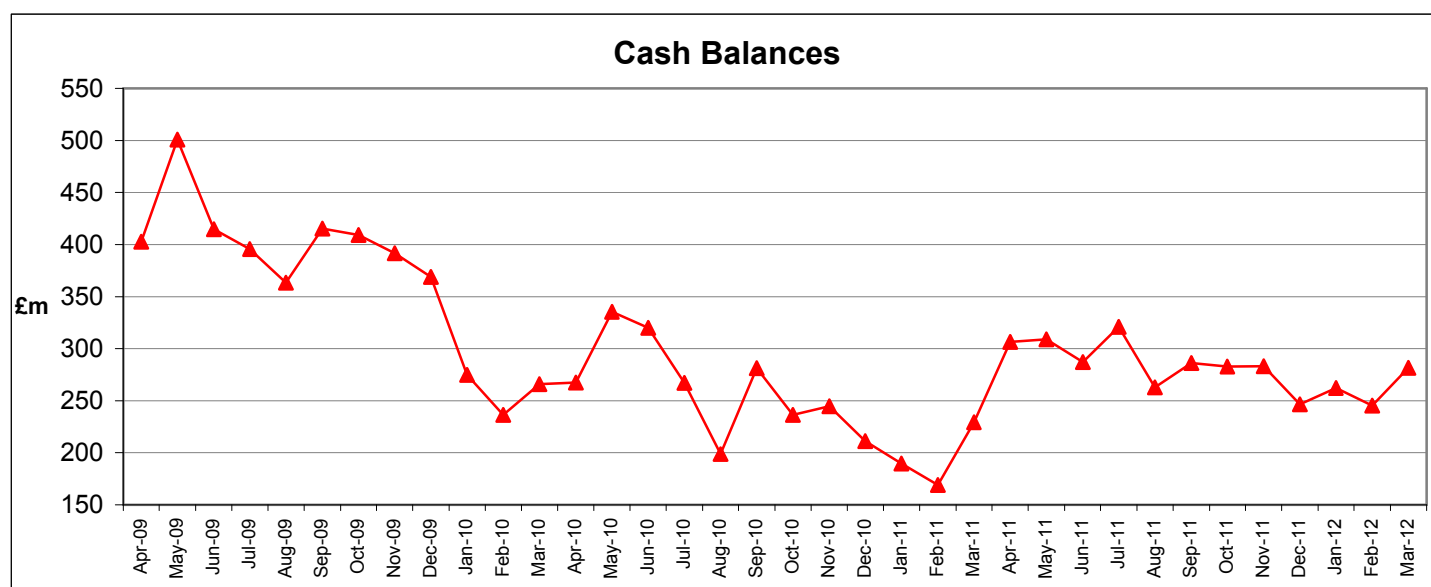
1. CASH BALANCES

The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently held in Icelandic bank deposits (£21.13m), balances of schools in the corporate scheme (£48.8m), other reserves, and funds held in trust. KCC will have to honour calls on all held balances such as these, on demand. The remaining deposit balance represents KCC working capital created by differences in income and expenditure profiles.

Pension Fund cash balances were removed from KCC Funds on 1 July 2010 and are now being handled separately.

The overall general downward trend in the cash balance since September 2009 reflects the Council's policy of deferring borrowing and using available cash balances to fund new capital expenditure (i.e. internalising the debt).

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2009-10	402.7	500.9	414.6	395.7	363.6	415.4	409.1	391.7	369.1	275.0	236.7	265.8
2010-11	267.4	335.2	319.8	267.2	198.7	281.3	236.4	244.9	211.5	189.5	169.1	229.5
2011-12	306.3	308.9	287.0	320.9	262.9	286.2	282.9	283.1	246.7	262.4	245.3	281.7



2. LONG TERM DEBT MATURITY

The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £45.283m pre-Local Government Review debt managed on behalf of Medway Council. Also included is pre-1990 debt managed on behalf of the Further Education Funding council (£2.6m), Magistrates Courts (£1.4m) and the Probation Service (£0.24m). These bodies make regular payments of principal and interest to KCC to service this debt.

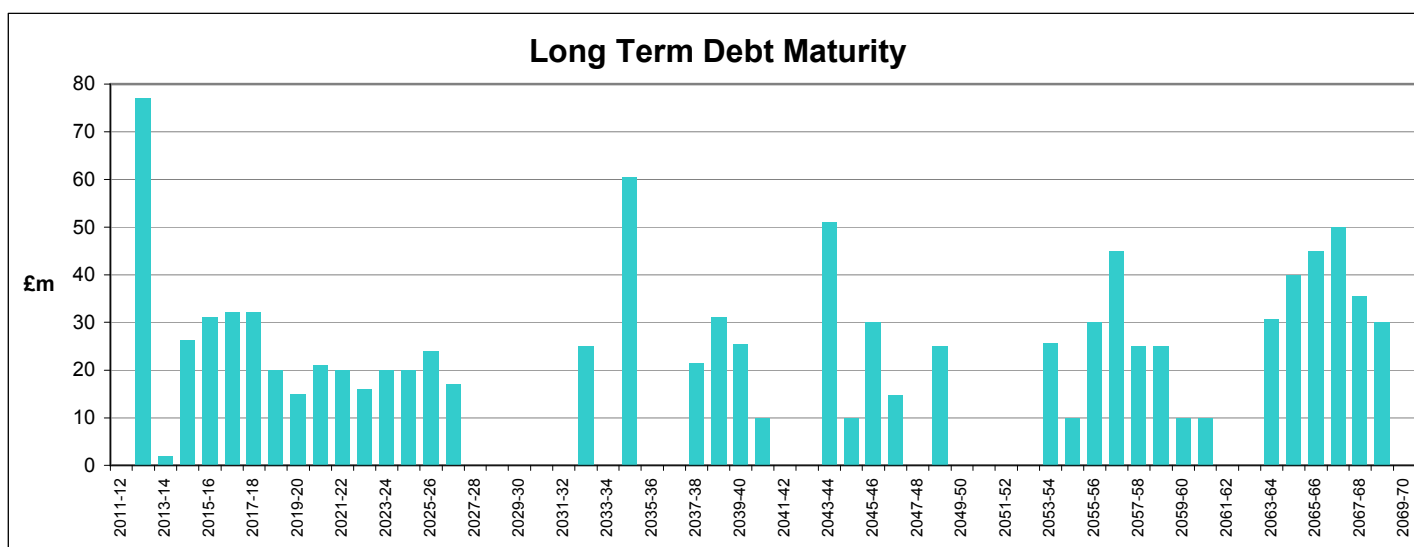
The graph shows total principal repayments due in each financial year. Small maturities indicate repayment of principal for annuity or equal instalment of principal loans, where principal repayments are made at regular intervals over the life of the loan. The majority of loans have been taken on a maturity basis so that principal repayments are only made at the end of the life of the loan. These principal repayments will need to be funded using available cash balances (i.e. internalising the debt), by taking new external loans or by a combination of the available options.

The total debt principal repaid in 2011-12 was £57.024m, £55m maturity loan and £2.024m relating to small annuity and equal instalment of principal loans.

£5m PWLB maturity loan was repaid in May from cash balances, £50m PWLB maturity loan principal was repaid in August financed by the advance of two new LOBO loans of £25m each and £2.024m relating to equal instalment loans has been repaid from cash balances.

The two new LOBO loans taken out in August will mature in August 2057 and August 2058.

Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2011-12	0.000	2024-25	20.001	2037-38	21.500	2050-51	0.000	2063-64	30.600
2012-13	77.021	2025-26	24.001	2038-39	31.000	2051-52	0.000	2064-65	40.000
2013-14	2.015	2026-27	17.001	2039-40	25.500	2052-53	0.000	2065-66	45.000
2014-15	26.193	2027-28	0.001	2040-41	10.000	2053-54	25.700	2066-67	50.000
2015-16	31.001	2028-29	0.001	2041-42	0.000	2054-55	10.000	2067-68	35.500
2016-17	32.001	2029-30	0.001	2042-43	0.000	2055-56	30.000	2068-69	30.000
2017-18	32.001	2030-31	0.001	2043-44	51.000	2056-57	45.000	2069-70	0.000
2018-19	20.001	2031-32	0.000	2044-45	10.000	2057-58	25.000		
2019-20	15.001	2032-33	25.000	2045-46	30.000	2058-59	25.000		
2020-21	21.001	2033-34	0.000	2046-47	14.800	2059-60	10.000		
2021-22	20.001	2034-35	60.470	2047-48	0.000	2060-61	10.000	TOTAL	1,089.309
2022-23	16.001	2035-36	0.000	2048-49	25.000	2061-62	0.000		
2023-24	20.001	2036-37	0.000	2049-50	0.000	2062-63	0.000		



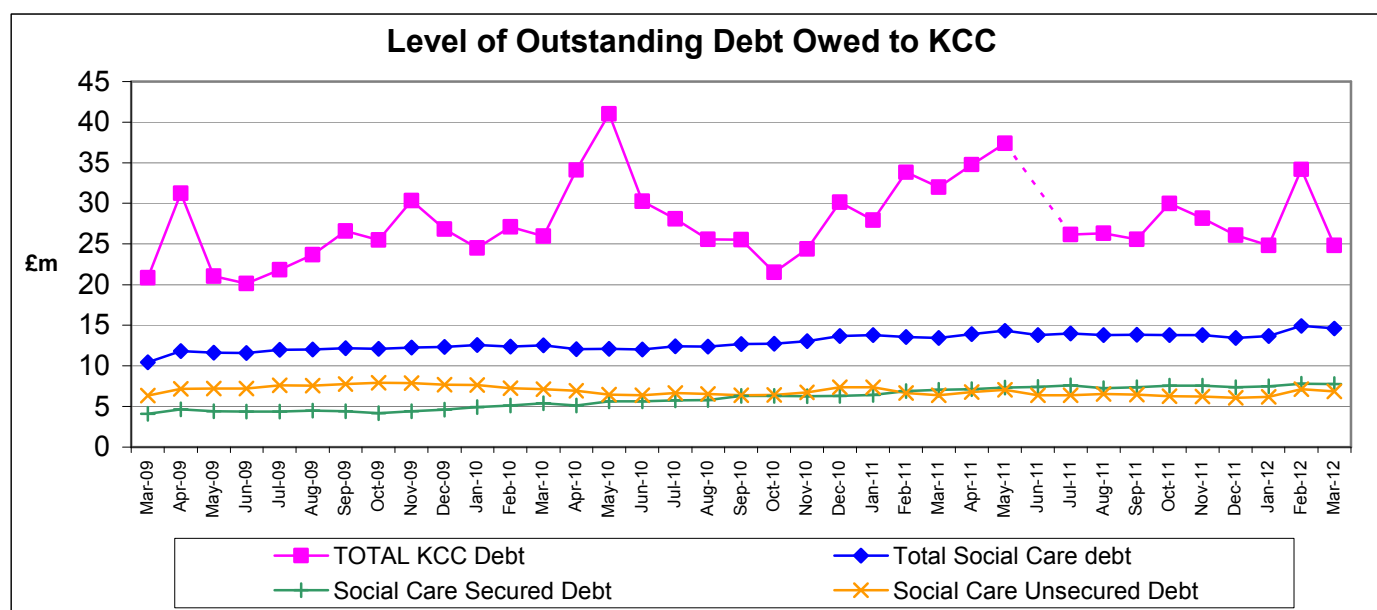
3. OUTSTANDING DEBT OWED TO KCC

The following graph represents the level of outstanding debt due to the authority, which has exceeded its payment term of 28 days. The main element of this relates to Adult Social Services and this is also identified separately, together with a split of how much of the Social Care debt is secured (i.e. by a legal charge on the clients' property) and how much is unsecured.

	Social Care Secured Debt £m	Social Care Unsecured Debt £m	Total Social Care debt £m	FSC Sundry debt £m	TOTAL FSC debt £m	All Other Directorates Debt £m	TOTAL KCC Debt £m
March 09	4.100	6.326	10.426	1.850	12.276	8.578	20.854
April 09	4.657	7.161	11.818	6.056	17.874	13.353	31.227
May 09	4.387	7.206	11.593	1.078	12.671	8.383	21.054
June 09	4.369	7.209	11.578	1.221	12.799	7.323	20.122
July 09	4.366	7.587	11.953	1.909	13.862	7.951	21.813
Aug 09	4.481	7.533	12.014	1.545	13.559	10.126	23.685
Sept 09	4.420	7.738	12.158	2.024	14.182	12.391	26.573
Oct 09	4.185	7.910	12.095	2.922	15.017	10.477	25.494
Nov 09	4.386	7.859	12.245	6.682	18.927	11.382	30.309

	Social Care Secured Debt	Social Care Unsecured Debt	Total Social Care debt	FSC Sundry debt	TOTAL FSC debt	All Other Directorates Debt	TOTAL KCC Debt
	£m	£m	£m	£m	£m	£m	£m
Dec 09	4.618	7.677	12.295	6.175	18.470	8.376	26.846
Jan 10	4.906	7.627	12.533	2.521	15.054	9.445	24.499
Feb 10	5.128	7.221	12.349	2.956	15.305	11.801	27.106
March 10	5.387	7.127	12.514	1.643	14.157	11.818	25.975
April 10	5.132	6.919	12.051	2.243	14.294	19.809	34.103
May 10	5.619	6.438	12.057	3.873	15.930	25.088	41.018
June 10	5.611	6.368	11.979	3.621	15.600	14.648	30.248
July 10	5.752	6.652	12.404	4.285	16.689	11.388	28.077
Aug 10	5.785	6.549	12.334	5.400	17.734	7.815	25.549
Sept 10	6.289	6.389	12.678	4.450	17.128	8.388	25.516
Oct 10	6.290	6.421	12.711	3.489	16.200	5.307	21.507
Nov 10	6.273	6.742	13.015	4.813	17.828	6.569	24.397
Dec 10	6.285	7.346	13.631	6.063	19.694	10.432	30.126
Jan 11	6.410	7.343	13.753	6.560	20.313	7.624	27.937
Feb 11	6.879	6.658	13.537	7.179	20.716	13.124	33.840
March 11	7.045	6.357	13.402	11.011	24.413	7.586	31.999
April 11	7.124	6.759	13.883	10.776	24.659	10.131	34.790
May 11	7.309	7.023	14.332	11.737	26.069	11.338	37.407
June 11	7.399	6.381	13.780	*	13.780	*	13.780
July 11	7.584	6.385	13.969	4.860	18.829	7.315	26.144
Aug 11	7.222	6.531	13.753	4.448	18.201	8.097	26.298
Sept 11	7.338	6.467	13.805	4.527	18.332	7.225	25.557
Oct 11	7.533	6.241	13.774	6.304	20.078	9.900	29.978
Nov 11	7.555	6.215	13.770	5.886	19.656	8.528	28.184
Dec 11	7.345	6.063	13.408	5.380	18.788	7.286	26.074
Jan 12	7.477	6.185	13.662	5.518	19.180	5.654	24.834
Feb 12	7.788	7.103	14.891	12.661	27.552	6.630	34.182
March 12	7.751	6.832	14.583	2.881	17.464	7.370	24.834

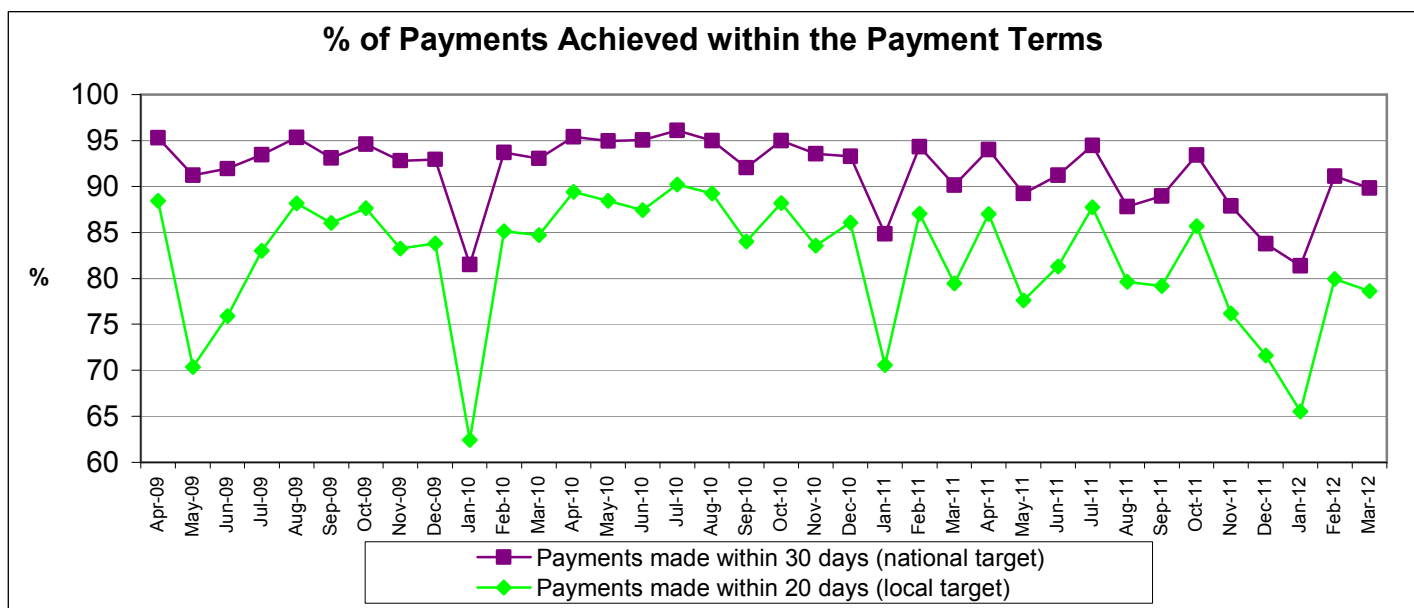
* The June sundry debt figures are not available due to a system failure, which meant that the debt reports could not be run and as these reports provide a snapshot position at the end of the month, they cannot be run retrospectively.



4. PERCENTAGE OF PAYMENTS MADE WITHIN THE PAYMENT TERMS

The following graph represents the percentage of payments made within the payments terms – the national target for this is 30 days, however from January 2009, we have set a local target of 20 days in order to help assist the cash flow of local businesses during the current tough economic conditions.

	2009-10		2010-11		2010-11	
	Paid within 30 days %	Paid within 30 days %	Paid within 30 days %	Paid within 20 days %	Paid within 30 days %	Paid within 20 days %
April	95.3	88.4	95.4	89.4	94.0	87.0
May	91.2	70.4	95.0	88.4	89.2	77.6
June	91.9	75.9	95.1	87.4	91.2	81.3
July	93.5	83.0	96.1	90.2	94.5	87.7
August	95.3	88.2	95.0	89.2	87.8	79.7
September	93.1	86.0	92.0	84.0	89.0	79.2
October	94.6	87.6	95.0	88.2	93.4	85.7
November	92.8	83.3	93.6	83.6	87.9	76.2
December	92.9	83.8	93.3	86.1	83.8	71.6
January	81.5	62.4	84.8	70.6	81.4	65.5
February	93.7	85.1	94.3	87.0	91.1	79.9
March	93.0	84.7	90.1	79.5	89.8	78.6

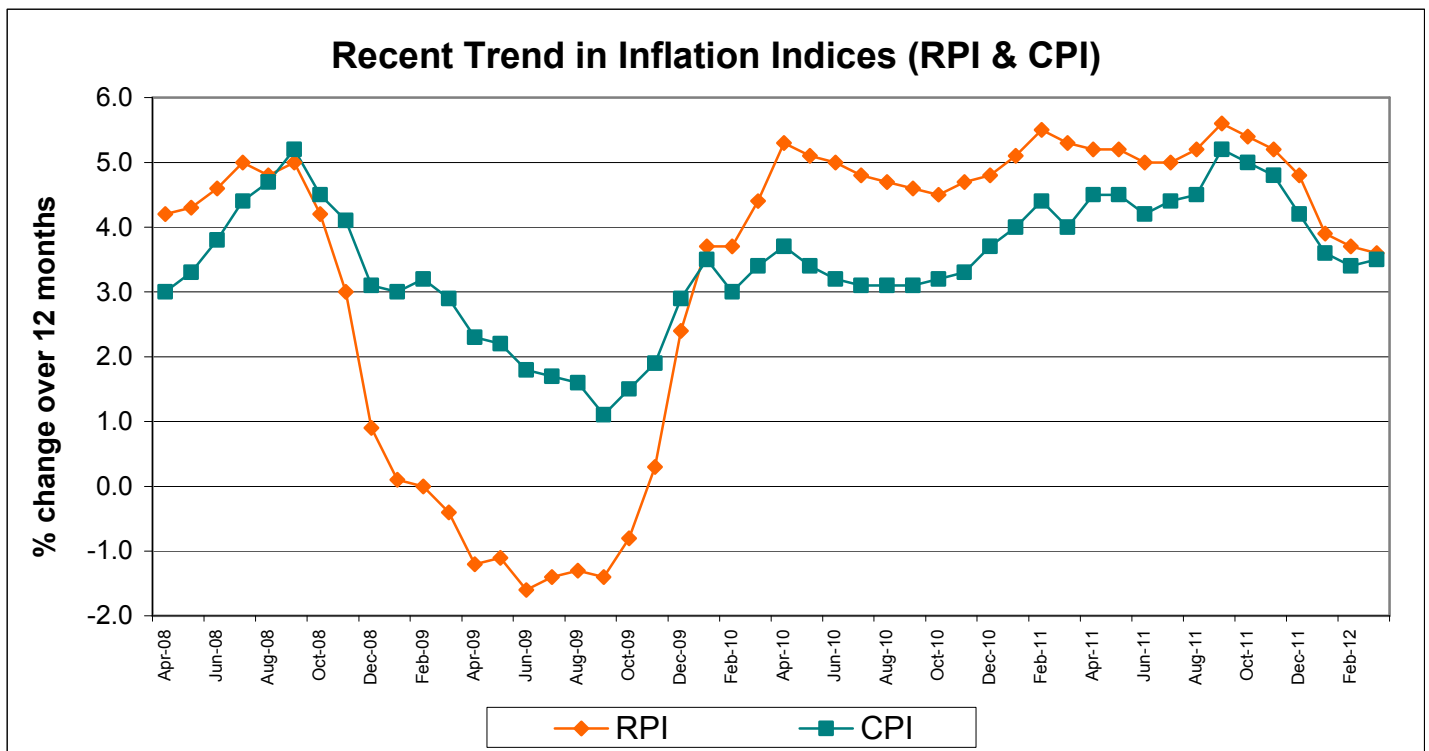


The percentages achieved for January were lower than other months due to the Christmas break. This is evident in 2009-10, 2010-11 and 2011-12. This position was exacerbated in 2009-10 due to snow. The 2011-12 overall performance for invoices paid within 20 days is 79.2%, and for 30 days is 89.4%. This compares to overall performance in 2009-10 of 81.9% and 92.6% respectively and 2010-11 of 85.4% and 93.4% respectively. The Corporate Management Team and Directorate Management Teams are currently reviewing processes across the Council with a view to improving performance in this area.

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

In the UK, there are two main measures of inflation – the Consumer Prices Index (CPI) and the Retail Prices Index (RPI). The Government’s inflation target is based on the CPI. The RPI is the more familiar measure of inflation, which includes mortgage interest payments. The CPI and RPI measure a wide range of prices. The indices represent the average change in prices across a wide range of consumer purchases. This is achieved by carefully recording the prices of a typical selection of products from month to month using a large sample of shops and other outlets throughout the UK. The recent trend in inflation indices is shown in the table and graph below.

	2008-09		2009-10		2010-11		2011-12	
	Percentage Change over 12 months							
	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %
April	4.2	3.0	-1.2	2.3	5.3	3.7	5.2	4.5
May	4.3	3.3	-1.1	2.2	5.1	3.4	5.2	4.5
June	4.6	3.8	-1.6	1.8	5.0	3.2	5.0	4.2
July	5.0	4.4	-1.4	1.7	4.8	3.1	5.0	4.4
August	4.8	4.7	-1.3	1.6	4.7	3.1	5.2	4.5
September	5.0	5.2	-1.4	1.1	4.6	3.1	5.6	5.2
October	4.2	4.5	-0.8	1.5	4.5	3.2	5.4	5.0
November	3.0	4.1	0.3	1.9	4.7	3.3	5.2	4.8
December	0.9	3.1	2.4	2.9	4.8	3.7	4.8	4.2
January	0.1	3.0	3.7	3.5	5.1	4.0	3.9	3.6
February	0.0	3.2	3.7	3.0	5.5	4.4	3.7	3.4
March	-0.4	2.9	4.4	3.4	5.3	4.0	3.6	3.5



2011-12 Final Monitoring of Prudential Indicators

1. Estimate of capital expenditure (excluding PFI)

Actual 2010-11	£377.147m
Original estimate 2011-12	£305.448m
Revised estimate 2011-12	£265.761m

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

	2010-11 Actual	2011-12 Original Estimate	2011-12 Outturn as at 31.03.12
	£m	£m	£m
Capital Financing Requirement	1,411.489	1,518.146	1,495.873
Annual increase in underlying need to borrow	36.902	35.527	-22.273

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

Actual 2010-11	12.85%
Original estimate 2011-12	11.77%
Actual 2011-12	13.89%

The actual 2010-11 and 2011-12 includes PFI Finance Lease costs but these costs were not included in the original estimate calculation.

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 2011-12

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

	Prudential Indicator 2011-12 £m	Position as at 31.03.12 £m
Borrowing	1,158	1,044
Other Long Term Liabilities	0	0
	1,158	1,044

- (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
	2011-12	31.03.12
	£m	£m
Borrowing	1,204	1,089
Other Long Term Liabilities	0	0
	1,204	1,089

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 County Council. The revised limits for 2011-12 are:

- a) Authorised limit for debt relating to KCC assets and activities

	£m
Borrowing	1,198
Other long term liabilities	0
	1,198

- (b) Authorised limit for total debt managed by KCC including that relating to Medway Council etc

	£m
Borrowing	1,204
Other long term liabilities	0
	1,204

The additional allowance over and above the operational boundary has not needed to be utilised and external debt, has and will be maintained well within the authorised limit.

6. **Compliance with CIPFA Code of Practice for Treasury Management in the Public Services**

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 2011-12

Fixed interest rate exposure	100%
Variable rate exposure	50%

These limits have been complied with in 2011-12.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31.03.12
	%	%	%
Under 12 months	25	0	0
12 months and within 24 months	40	0	7.07
24 months and within 5 years	60	0	5.44
5 years and within 10 years	80	0	11.02
10 years and within 20 years	25	10	10.74
20 years and within 30 years	25	5	15.92
30 years and within 40 years	25	5	12.01
40 years and within 50 years	25	10	16.59
50 years and within 60 years	30	10	21.21

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

Indicator £50m	Actual £10m
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To: CABINET – 9 July 2012

By: John Simmonds, Cabinet Member – Finance & Business Support
 Andy Wood, Corporate Director of Finance & Procurement

REVENUE & CAPITAL BUDGET MONITORING EXCEPTION REPORT 2012-13

1. Introduction

- 1.1 This is the first exception report for 2012-13. This report reflects the position for each of the portfolios, where the initial forecast for the year reflects an overall underspending position for the authority. This is a very promising position at this stage of the year especially considering a £100m savings requirement and every effort will be made to ensure that we remain within a balanced position.
- 1.2 The forecasts show the vast majority of the £100m 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 portfolio will be made as appropriate.
- 1.3 The net £2.732m underspending shown in table 1 below reflects pressures within Specialist Children's Services and these are well known and reflect a continuation of the issues experienced in 2011-12, but these are more than offset by underspending on Adult Social Care, waste and treasury costs.
- 1.4 Details of issues faced within the capital programme are provided in section 3.

2. 2012-13 REVENUE MONITORING POSITION

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

Table 1: 2012-13 Revenue Pressures and Savings:

	£m	Pressure/Saving
Education, Learning & Skills	0	
Specialist Children's Services	+4.948	Continuation of the 2011-12 pressures relating to: <ul style="list-style-type: none"> • looked after children, specifically in foster care; • use of agency staff, and • the Asylum service.
Adult Social Care & Public Health	-4.480	This forecast assumes that all savings will be achieved and that clients receiving a service in April will continue to receive a service all year at the average unit cost. Where more detailed information is available this has been used to inform the forecast, such as within Learning Disability where known children will be transferring to Adult Services during the year through transition and therefore an estimate of their likely costs has been included. Based on these assumptions, an underspend is expected on all client groups.
Environment, Highways & Waste	-1.000	Anticipated savings as a result of lower than budgeted waste tonnage assuming the trend experienced in 2011-12 continues.
Customer & Communities	0	

	£m	Pressure/Saving
Regeneration & Enterprise	0	
Finance & Business Support	-2.200	-£0.159m relating to 2012-13 write down of discount saving from 2008-09 debt restructuring but as planned this will be transferred to the Economic Downturn reserve. In addition there are treasury savings as a result of deferring borrowing in 2011-12 due to the re-phasing of the capital programme and no new borrowing has been taken so far in 2012-13. Also, due to the re-phasing of the capital programme in 2011-12, it is likely that fewer assets became operational than expected and therefore we are anticipating a saving on Minimum Revenue Provision (MRP).
Business Strategy, Performance & Health Reform	0	
Democracy & Partnerships	0	
Total	-2.732	

2.2 Families & Social Care Directorate:

2.2.1 The initial forecast for Families and Social Care indicates a pressure of £0.468m, +£4.948m within Specialist Children's Services and -£4.480m on Adult Social Care. It should be recognised however that the detailed forecasts with managers of the services are being worked on currently, to ensure that the full monitoring report to Cabinet in September has been constructed on a more firm base. Finance staff, alongside performance colleagues and budget managers, are also currently reviewing all cash limits and affordable levels of activity in light of the 2011-12 outturn and any changing trends in activity that have become apparent since the 2012-13 budget was set. As a result of this exercise and the restructure of Children's Services, requests for virement or for realignment of gross and income cash limits will be submitted as part of the first full monitoring report to Cabinet in September.

Some of the assumptions within this initial forecast are outlined within the separate sections for Specialist Children's Services and Adult Services below:

2.2.2 Specialist Children's Services:

The initial forecast indicates a pressure of £4.948m of which £1.984m relates specifically to the Asylum Service and £2.964m on the remainder of the service. The main reasons for this variance are:

- a) +£2.175m Looked After Children: The main area of pressure that is highlighted at this initial stage is in relation to the forecast for looked after children specifically in foster care. The budget was set with significant savings for assumed reductions in the numbers of looked after children. Some of the reduction can already be seen whereby we have significantly less mother and baby placements, and also the average unit cost we are paying for independent fostering placements has reduced. However, it is felt prudent at this stage to assume within the forecast the same number of children as at April for the remainder of the year, at the latest average unit cost, until we have more evidence of further reductions. It is however hoped that as the year progresses and more detailed forecasts are worked on this position will improve.
- b) -£0.340m Residential Services: This forecast underspend on residential services reflects the fact that the numbers of children placed in residential care has reduced and that unit costs are also beginning to reduce. However, as with Fostering, no further reductions are assumed in this initial forecast, until further evidence is gathered.

- c) +£1.279m Children's Social Care Staffing: A further risk area is in relation to the children's social care staffing budget. As we move towards the full restructure of the Children's teams and permanent appointments are made, it has been necessary to retain some agency staff in the interim. We have also had to set up a new County Referral Unit in advance of the main restructure, this coupled with the extended contracts of agency staff means that at this stage we need to highlight a potential pressure of £1.279m.
- d) An area which had significant financial pressures in 2011-12 was that for Legal Services. As a significant increase in budget was made for 2012-13 it is hoped that the costs can be contained within this. There is determination from within Legal Services, the Courts and FSC directorate to improve processes and reduce costs in this area. At this early stage we are fairly confident that the costs will be contained, but this is clearly an area that needs to be monitored closely over the next few months.
- e) +£1.984m Asylum: As negotiations continue with the UKBA regarding the funding of Over 18's with appeals rights exhausted and the Gateway Grant it is felt prudent to continue to forecast a pressure based on the funding position as existed in 2011-12. The forecast therefore assumes grant income as per 2011-12 and costs for those children and young people who we are supporting now. It must be acknowledged that this position may move as further discussions take place.
- f) The balance of -£0.150m is due to other smaller variances each below £0.1m.

2.2.3 Adult Social Care & Public Health:

The initial forecast indicates an underspend of £4.480m, which is broadly broken down across the client groups as follows:

	£m
Older People	-1.524
Physical Disability	-1.892
Learning Disability	-0.364
Mental Health	-0.700
	-4.480

- a) This initial forecast assumes that all of the savings for Adult Services will be achieved at this stage. Clearly at this early part of the year it is not possible to confirm that every saving will be made on every budget line, but overall it is felt that with the work that is taking place with both procurement and in transformation, that overall across Adult Services these savings will be made. There is some risk in relation to the savings for Learning Disability and whether this will all be achieved in the way that was originally anticipated. Historically this is an area which has always been under significant financial pressure, it is therefore important that any savings are tracked through the monitoring process and an update will be provided in the Quarter 1 monitoring report to Cabinet in September.
- b) The forecasts have mainly been arrived at by assuming that all clients receiving a service in April continue to receive a service all year, at the average unit cost, unless more detailed information is available at this early stage of the year.
- c) There are some exceptions to the above assumption in respect of Learning Disability, where known children will be transferring to Adult Services through transition. In these cases an estimate of their likely costs has been included in this forecast.
- d) Other budget lines which are not activity driven have been assumed to be either at the same level as 2011-12 outturn or at break-even if that is felt to be the most likely position.
- e) Clearly when more detailed forecasts are compiled over the next few weeks, this reported underspend position may change, but at this stage we feel that this is the best estimate, taking into account the 2011-12 outturn position along with the current patterns of activity in the first 2 months of the year.

2.3 Environment, Highways & Waste:

The budgeted waste tonnage for 2012-13 is 730,000 tonnes. Comparing this level of affordability with the final outturn figure for last year of 715,000 tonnes and combined with the experience of the last two financial years, this has allowed the Directorate to estimate that the final tonnage figure could be approximately 15,000 tonnes less than budgeted. This forecast reduction in activity has resulted in an underspend of £1m for Waste Management. We are also investigating whether the underspending that occurred in 2011-12 on other waste activities such as new income streams, will continue into 2012-13 and this will be reported in the quarter 1 report to Cabinet in September.

Whilst the Directorate has a direct influence over the disposal and recycling of waste, it has limited control over the amount of waste put into the system and any significant changes in waste tonnage will impact on the forecast outturn.

2.4 Customer & Communities:

Although a balanced position is currently forecast, in-year income sensitivity and the continuation of partnership contributions remain a financial risk on the basis that a significant proportion of the portfolio's budget is funded by grant or sales, fees and charges, and for the past couple of years the Community Learning Services, for example, have had unexpected in-year funding cuts; but at this stage there are no unanticipated pressures to be reported and future savings will be accelerated wherever possible to mitigate such risks.

2.5 Finance & Business Support (Financing Items budgets):

A net saving of £2.2m is forecast, which is due to:

- 2.5.1 -£0.159m relating to the write down in 2011-12 of the £4.024m discount saving on the debt restructuring undertaken at the end of 2008-09. (£3.865m was written down over the period 2008-12).
- 2.5.2 +£0.159m as the write down of the discount saving earned from the debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve, as planned
- 2.5.3 -£2.2m saving on the treasury budgets as a result of deferring borrowing in 2011-12 due to the re-phasing of the capital programme and also no new borrowing has been undertaken so far in 2012-13. In addition, the re-phasing of the capital programme in 2011-12 is likely to provide a saving on Minimum Revenue Provision (MRP) as it is likely that fewer assets became operational than anticipated. As reported in 2010-11, we have adopted the asset life method of calculating MRP. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an "MRP holiday". However, once these assets do become operational we will incur MRP in the following year. MRP is based on capital expenditure incurred in the previous year and therefore cannot be calculated until the previous year's accounts have been finalised and audited. It is unlikely therefore that this very complex calculation will be completed until after the quarter 1 report. Further details and confirmation of the level of saving will be provided in future reports.

3. 2012-13 CAPITAL MONITORING POSITION

3.1 There have been a number of cash limit adjustments since the published 2012-13 budget book, some of which have already been reported, full details are shown below:-

Table 2: Capital Cash Limit changes:

	£000s 2012-13	£000s 2013-14
1 As published 2012-13 Budget Book excluding PFI	278,885	215,685
2 Previously reported cash limit changes:		
Rephasing agreed in December, January & March monitoring	20,651	3,977
Faversham Family Centre (BSS)	26	
Modernisation Programme - Residual (ELS)	-132	
Mod 2011-12 - Lydd (ELS)	136	
Library Modernisation Programme (C&C)	43	
Kent Library and history centre (C&C)	10	
PROW Structural Maintenance (C&C)	10	
Community Learning & Skills service re-provision (C&C)	482	
Sittingbourne Northern Relief Road (E&E)	291	152
Cyclo Park (E&E)	150	
Coldharbour Gypsy Site	240	
3 Proposed rephasing per 2011-12 outturn report:		
Adults Social Care (exc PFI)	110	
Business Strategy & Support	1,325	
Education, Learning & Skills (exc Schools)	5,381	
Customer & Communities	979	
Enterprise & Environment	539	528
	309,126	220,342
4 PFI		35,210
	309,126	255,552

3.2 The current forecast capital position is shown in table 3 below.

Table 3: Capital Position

Portfolio	Variance This month £m	Roll Forward from 2011-12 £m	Explained Variance £m
Education, Learning & Skills	0.141	-0.021	0.162
Specialist Children's Services	1.952	0.101	1.851
Adult Social Care & Public Health	-2.251	0.147	-2.398
Environment, Highways and Waste	0.655	0.131	0.524
Customer & Communities	0.336	0.278	0.058
Regeneration & Enterprise	0.024	0.025	-0.001
Business Strategy, Performance & Health Reform	0.150	0.035	0.115
Total (excl Schools)	1.007	0.696	0.311
Schools	0	0	0
Total	1.007	0.696	0.311

This month the total variance is +£1.007m. Of this, £0.696m relates to roll forwards from 2011-12. This leaves a variance of +£0.311m which is broken down between a real variance of +£2.626m and rephasing of -£2.315m.

The main variances this month are detailed below:

3.3 **Education, Learning & Skills**

The variance is +£0.162m. Of this +£0.166m is a real variance and -£0.004m is due to rephasing. The real variance is made up of minor variances on a number of schemes, which will be funded by a mixture of grant and external funding.

3.4 **Specialist Children's Services**

The variance is +£1.851m. +£1.851m is real variance. Projects subject to real variances affecting 2012-13 are:

- Multi Agency Service Hubs (+£1.851m) real variance. Latest estimates reflect a pressure of £1.851m in 2012-13. Funding of the overspend is in the process of being resolved, and confirmation is awaited regarding additional funding sources to help ease the pressure.
- Transforming Short Breaks for Disabled Children (-£0.114m). This is a real underspend which is proposed to partially offset the pressure on the MASH projects above.

Overall there is a residual balance of +£0.114m on other projects.

3.5 **Adult Social Care & Public Health**

The variance is -£2.398m. Of this -£0.088m is a real variance and there is rephasing of -£2.310m. Projects subject to re-phasing and overall variances affecting 2012-13 are:

- Ebbsfleet (-£0.897m) rephasing and Eastern Quarry (-£0.521m) rephasing. These are both partnership schemes in which a private developer is concerned. Progress depends on the developer's judgement of the best time to begin.
- Dorothy Lucy Centre (-£0.500m) rephasing. The modernisation plan for the Dorothy Lucy Centre has been brought into line with the FSC Transformation Programme which will be reviewing the position of all residential provision. Plans will be developed for the overall Transformation Programme over the next few months with implementation phased according to strategic priorities over the medium term.
- Public Access Development (-£0.278m) rephasing – commissioning of work has been delayed by restructuring.
- Home Support Fund (-£0.114m) rephasing. This rephasing reflects a re-profiling of the commitment.

Overall there is a residual balance of -£0.088m on other projects.

3.6 **Environment, Highways & Waste**

The variance is +£0.524m. This is a real variance in 2012-13. Projects subject to real variances affecting 2012-13 are:

- Energy & Water Efficiency Investment (+0.112m) to be funded by previous year's school loans repayments.
- Ashford – Drovers Roundabout (+£0.300m). This reflects best estimates on negotiations and settlements of claims relating to the final account, with the contractor. The overspend will be funded by additional grant.

Overall there is a residual balance of +£0.112m on a number of other projects.

3.7 **Customer & Communities**

The variance is +£0.058m. This is a real variance made up of a number of minor variances across several projects.

3.8 **Regeneration & Enterprise**

The variance is -£0.001m.

3.9 **Business Strategy, Performance & Health Reform**

The variance is +£0.115m. This is a real variance on the following project:

- Connecting Kent (+£0.115m): Demand for service has exceeded expected levels which has resulted in additional funding for KCC from BT of £0.115m.

4. **RECOMMENDATIONS**

Cabinet is asked to:

4.1 **Note** the initial forecast revenue and capital budget monitoring position for 2012-13.

4.2 **Note** the changes to the capital programme.

4.3 **Agree** that £0.114m of saving on the Transforming Short Breaks for Disabled Children is used to ease the pressures on the MASH projects.

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By: Jenny Whittle, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director of Families and Social Care

To: Cabinet – 9 July 2012

Subject: Children's Services Improvement Plan – Progress Update

Classification: Unrestricted

Summary

This report provides Cabinet with an update on progress with the Children's Services Improvement Plan.

Members are also asked to **NOTE** the very significant progress that has been made since the last report

1. Introduction

This is the forth regular report to Cabinet on progress made in implementing the Improvement Plan, and improving practice and performance in services provided to children and care leavers in Kent. The last report was in December 2011 and outlined progress to that date. This report lays out the progress made over the past six months.

2. Key Developments

A. Performance

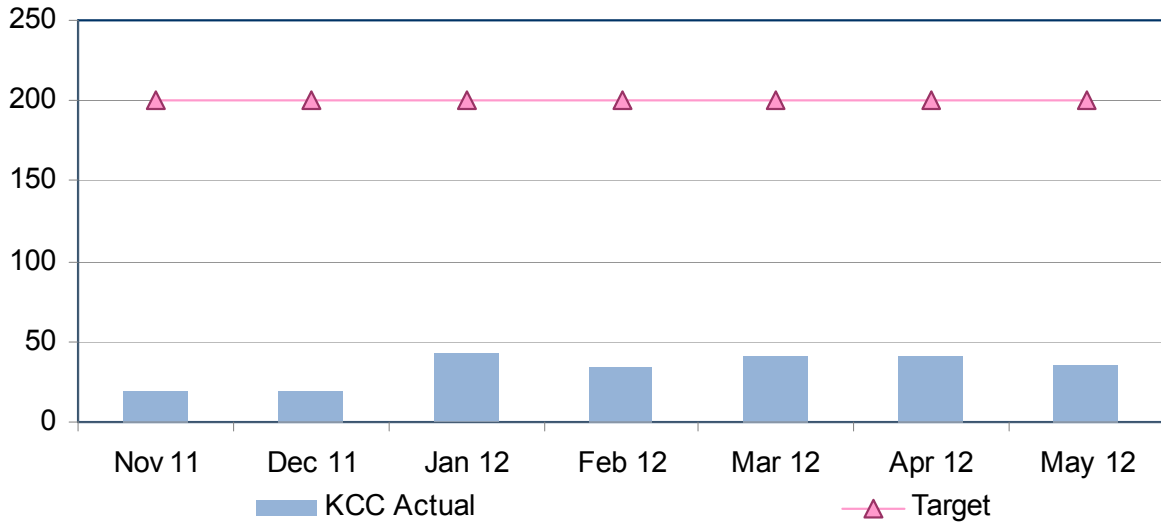
We have continued to sustain good progress across the key areas following the achievement of the November 2010 Improvement Notice targets

Initial Assessments

The targets for Initial Assessments carried out within 7 days of referral, and for Initial Assessments in progress outside of timescale, continue to be exceeded. This being the case, the emphasis in performance management terms has shifted from timeliness to the quality of casework. Managers are being encouraged to resist signing off poor quality assessments, even if this means that timescale completion dates may be missed as a consequence.

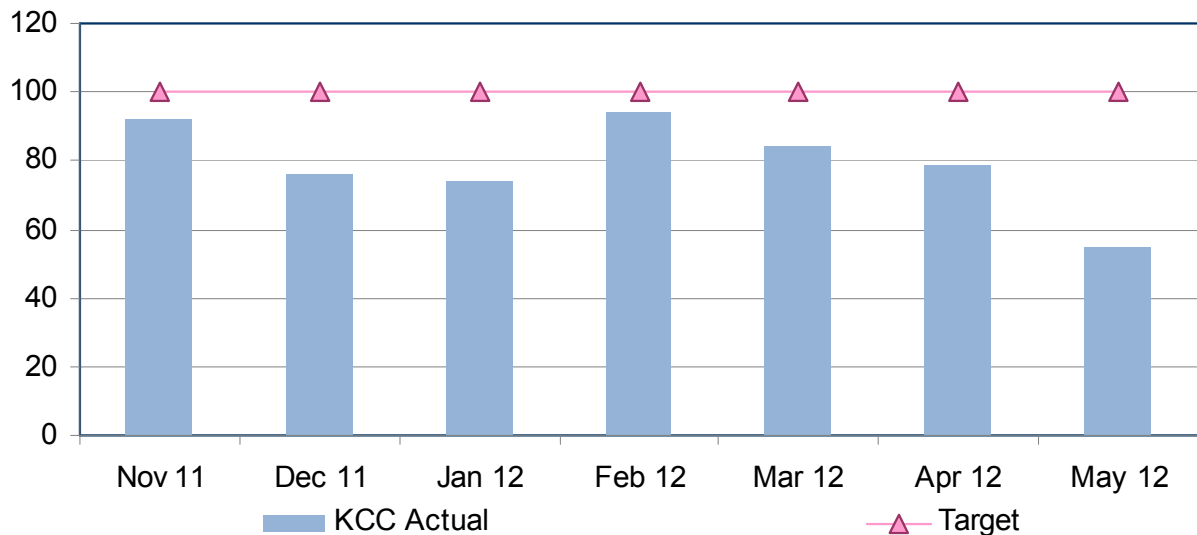
The graph below provides an indication of the number of Initial Assessments in progress but outside timescales over the last six months, against the revised target of 100 (previous target was 200, as set in the Improvement Notice). This shows that we are well within the target measure (processing 36 IAs outside of

timescale in May). Performance is also measured in terms of Initial Assessments completed within timescales. In May, 84.4% of Initials were carried out within timescales - well within the new stretched target measure of 78.8%.



Core Assessments

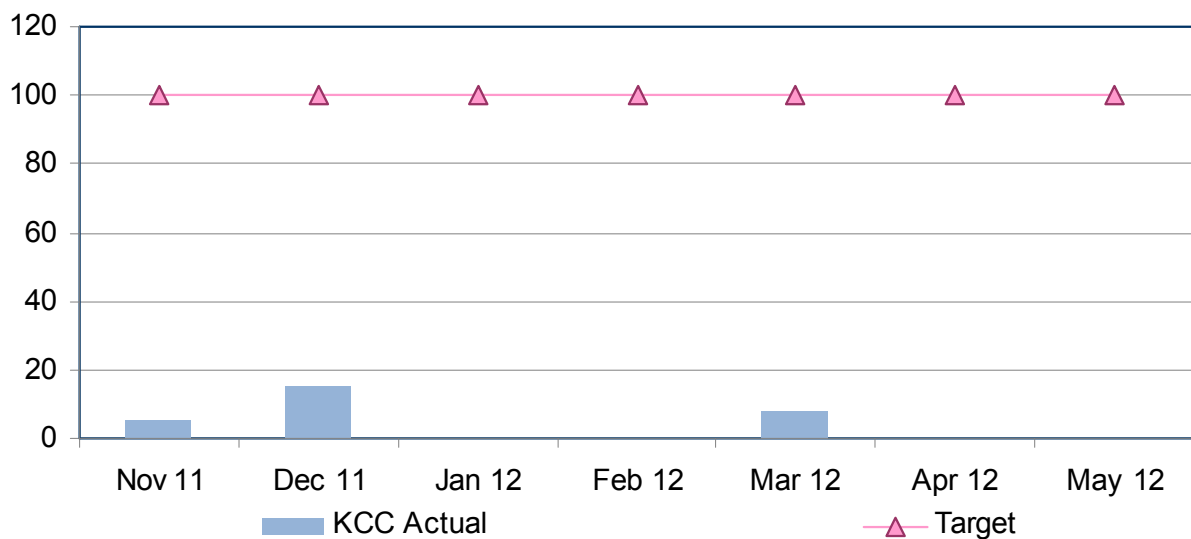
Although the targets for Initial Assessments carried out within 7 days of referral (and Initial Assessments in progress outside of timescale) have been met, similar measures for Core Assessments have proved more challenging. Nonetheless, the Improvement Notice Target of 100 Core Assessments in progress outside of timescales (again, revised from the 2011/12 target of 200) has been met, and the graph below shows performance over the last six months. The May 2012 figure was 55.



As with Initial Assessments, performance is also measured in terms of Core Assessments completed within timescales. In May 2012, 81.7% of Core Assessments for the year to date are shown to have been completed within timescales. However, it should be noted that rolling 12 month performance will continue to be impacted upon by the significant 'backlog' of Core Assessments during the first few months of the 2011 reporting year.

Unallocated Cases – Child in Need Cases not allocated to a qualified Social Worker for over 28 Days

The Improvement Plan Phase 1 target was to reduce the number of unallocated cases to 200 by August 2011; in Phase 2, this target was further reduced to 100, with a date for achievement of April 2012. The initial target was achieved by May 2011, and both targets have been consistently maintained since this time. The 2012/13 target is to ensure that 0 cases remain unallocated over 28 days – a target which has been maintained over April and May 2012. The numbers below refer to unallocated ‘children in need’ cases and, in the main, they have become unallocated due to transition arrangements i.e. between teams. Immediate action is consistently taken to address any cases that are reported as having been unallocated over 28 days, with the majority being subsequently allocated or closed as appropriate. It is to be noted that there have been no unallocated cases of any duration where children are subject to a child protection plan or where they are Looked After.



Further key performance achievements:

- The number of referrals accepted into social care continues to reduce. We are currently performing above the target figure of 543.7 per 10,000 (at 503.6). This shows an overall consistently positive trend and has been achieved by a more effective and consistent application of thresholds by the Central Duty Team which was introduced in May 2011.
- There have been significant reductions in the numbers of children subject to a protection plan. W/e 10.06.12 there were 811 children subject to a plan; this shows a continued reduction in numbers as was expected following the considerable work undertaken on dual plans and the reviews of longstanding cases. Since August 2011 (when the first inspection took place), Child Protection cases have reduced by 892 and is now sitting at a level more in keeping with statistical neighbours
- There have been sustained reductions in caseload levels. The county average caseload per caseholder is currently 19.9 (w/e 17/06/12), and continues to be below the 20 per caseholder target level.

- A review of Child in Need cases has been undertaken, and Child in Need numbers have fallen.
- Members are now provided with a monthly Performance Scorecard which highlights the qualitative outcomes of the Improvements (for example, the number of assessments produced over the period and the type and volume of casework). The scorecard does not only provide high level data, but also includes a detailed breakdown of targets measured at a local level (for example, placement stability and the number of children subject to Protection Plans, etc on a District-by-District basis). This information allows Members to effectively scrutinise performance, and to gauge progress holistically and in specificity across the service.

B. Practice

County Duty Team (CDT) and Central Referral Unit (CRU)

A key plank of the Phase One Plan was to “Fix the front-door” and we have now achieved this, through the introduction of the County Duty System. Building on this achievement, the CRU (multi-agency team managing the referral processes for public protection) became operational on 23 January 2012, with the Police and Health joining Specialist Children’s Services (CDT) and Adult Social Services. Qualitative & quantitative data shows it has improved the consistency of threshold applications between agencies, reduced duplication, promoted more effective information sharing and increased defensible decision making around thresholds. For instance, there has been a 76% reduction in Domestic Abuse Notifications from the Police since the CDT was launched.¹

Service Restructure

A major strand of the service restructure was the development of the dedicated Looked After Children Teams. While the creation of these teams in the districts predated the main thrust of the restructure, they will be further strengthened in the coming weeks and months by the creation of the Integrated Children’s Service Managers posts that will replace the current more generic District Manager role. The service manager posts will assume responsibility for the Looked After Children Teams and the fostering teams that provide support for local foster carers, effectively integrating them under one unifying management structure. The new workforce establishment has been predicated on a maximum allocation of 15 Looked after Children per qualified social worker, but actual numbers being determined by the complexity of cases, volume of care proceedings etc. This represents a significant reduction in caseloads for staff in these teams but is necessary in order to achieve the quality of work with children in care to which we aspire.

Fortnightly multi-disciplinary placement panels are being set up which will be chaired by the new Area Assistant Directors (ADs). These panels will monitor and track the use of high cost placements, ensuring that they are delivering value for money, meeting the needs of individual children and that move on plans or plans

¹ Weekly average over the period, comparing April-October 2011 data (pre-implementation of CDT) and October 2011-February 2012 data (post-implementation).

to achieve permanence are in place and being actioned as appropriate. These panels will also be the vehicle by which adoption tracking is kept under constant review. The panels and the seniority of the chairing arrangements will help to demonstrate the priority that is being given to our children and young people in care and will give the ADs the opportunity to model the grip and oversight which combined with attention to detail is what is required to achieve an outstanding looked after children's service.

Adoption

In 2011 Kent County Council commissioned Marin Narey (Ministerial Advisor on Adoption) to undertake a review of the local authority's adoption service. This occurred before an adoption inspection by Ofsted in October 2011. The conclusion from both of these evaluations was that adoption services in Kent were inadequate and needed a major overhaul in order to improve the delivery of the service and to ensure that children needing to be adopted were achieving permanence more speedily. In response, KCC have commissioned Coram to deliver the management of adoption services for the local authority.

Coram has been reviewing the child's journey to adoption. 93 children with adoption plans who had Placement Orders granted up to 31st December last were considered. In phase one of the review, the 38 under 2s in the cohort were considered. The second phase work is to review the progress of 55 children who are 3 and above has been completed. Permanency planning meetings have now taken place on 9 children in the younger range who need their plan for adoption to be reconsidered. This work is now continuing with the older group. Children who are placed for adoption but not yet adopted have also been considered, and tracking is in place for children matched or linked but not yet placed. Analysis of family finding for children waiting for an adoptive placement including reviewing profiles, and proactively contacting other adoption agencies including the voluntary sector is underway. The next phase of the work will be to consider children where a placement order was granted between January and March 2012.

Care Planning

In 2011/12 KCC's safeguarding unit undertook two audits in order to establish the quality of ICS care plans and permanency plans for looked after children. The key issues identified from these audits included poor and inconsistent recording, often not based on up-to-date assessments of the child's needs and where plans lacked clarity with regard to timescales and the tasks/actions needed to achieve the child/young person's plan. The audits also concluded that the child's independent reviewing officers (IROs) were not always demonstrating sufficiently their responsibility to oversee the cogency and achievability of care plans. Various actions have been put in place to improve the quality of care planning.

One of the approaches to strengthening care planning includes the roll-out of the Practice Improvement Programme (PIP). One of the key focuses of this Programme is on care planning, including writing care plans based on a (core) assessment that is purposeful, analytical and evidence based. So far, the PIP has been delivered to Shepway, Ashford, Folkestone, Dover, Canterbury and Maidstone. Dartford and Gravesend, Sevenoaks. Training on care planning is currently being commissioned with a view to delivery later in the year.

Virtual School Kent (VSK)

2011/12 has seen greatly improved multi-agency working, with the co-location of Looked after Children Specialist Nurses, as well as the co-location of Connexions Personal Advisers into VSK. VSK has also taken on the line management responsibility of the dedicated Educational Welfare Officers for looked after children from 1st April 2012.

The Virtual School is currently going through formal consultation for a restructure, which will increase service size and deployment flexibility as well as alignment with the new Families and Social Care structure. The VSK has also recently undergone informal inspection by Ofsted (7th and 8th June 2012). The findings from this inspection will be useful in identifying further ways in which VSK can deliver a more effective service for our looked after children and care leavers. Work is taking place to develop a separate governing body for the VSK. This includes the development of a TOR for the governing body, which is being developed with the support of the ELS directorate.

Our academic indicators show that we are currently on a trajectory to achieve a level of performance in relation to the National Indicators (NI) 99 (level 4+ English KS2) at 48% and PAF CF/C24 (25+ days absence) at 9.1%. This is in line with the stretched targets outlined in KCC's improvement notice from the Secretary of State. We remain slightly below achieving the required level of performance for NI100 (level 4 in Mathematics KS2); equivalent to 2 children. With respect to NI101 (5A*-C GCSEs including English and Mathematics KS4) we are on target to meet our internal target of 12.5%; an improvement of 2.1% from 2010/11 and 7.9% compared to 2009/10.

Further practice achievements:

- Numerous policies and procedures have been developed and reworked, including those around Child in Need, children subject to dual plans, thresholds, duty manual, pre-birth and assessment.
- The numbers of Looked After Children receiving health and dental checks has increased
- A new ICS system has been procured, and implementation planning is underway.
- The KSCB performance framework has been operationalised and performance workshops for partner agencies have been undertaken. The KSCB has also undertaken an audit of thresholds and has commenced an audit of CP planning.
- Practice standards for supervisors, practitioners and parents have been developed and distributed.
- A comprehensive programme of external supervision training for all managers has been procured following review and evaluation of practice in this area.
- The County Audit Programme has become fully operational and has been reviewed to ensure consistency and effectiveness of audit work.

- The Local Children's Trust Board has been reviewed. This review was conducted to ensure that local co-operative arrangements facilitate a greater degree of integrated working, with a focus on improving health, education and social care outcomes for children and young people. The review required active and effective leadership at the local level to drive partnership working that makes a difference at a time when resources are scarce, by influencing the allocation and use of local resources (e.g. pooled budgets and aligned resources) and local commissioning by schools, health, communities, social care.

2. Phase 3 Plan

The Phase 2 Improvement Plan is concluding at the end of July 2012. It will be superseded by the Phase 3 Improvement Plan, which continues to focus on quality and sustainability - building on the improvements achieved since the Programme began.

The aim of the Phase 3 Plan is to deliver a whole system approach to managing family pathways from early help to statutory intervention, and the themes for the next tranche of the Plan are as follows:

1. Realise our vision to ensure that all staff are dedicated to delivering the highest quality of practice which is responsive to service user need
2. Improve the quality of assessment and planning to ensure that decision making is timely and child-centred
3. Strengthen a range of preventative services to avoid unnecessary family breakdown
4. Improve care planning and outcomes for Looked after Children
5. Improve care planning and outcomes for children subject to Child Protection Plans
6. Implement an integrated structure with effective performance measures, ICT infrastructure and support

3. Financial Implications

£3.5m was allocated to support the improvement programme in the 2011/12 financial year, in addition to the costs of implementing the workforce strategy. £1m has been allocated to the programme in the 2012/13 financial year.

4. Bold Steps for Kent and Policy Framework

Improving Children's Services following the Ofsted Inspection in August 2010 has been identified as the Council's top priority.

5. Legal Implications

The Secretary of State has the power to issue a statutory intervention notice if he or

she deems this is required to secure the necessary improvements within a failing service.

6. Equality Impact Assessments

There are no issues to report on this.

7. Risk and Business Continuity Management

A risk register has been established and maintained, and is reported regularly to the external Improvement Board.

Key strategic risks we need to mitigate are:

- Numbers of Looked After Children may continue to increase with impacts on staffing resources and outcomes for children
- Recruiting and retaining experienced staff and managers
- That the capacity and skill set of the quality assurance and evaluation sub group is sufficient to meet the needs and demands of the KSCB
- Untoward safeguarding incidents

8. Consultation and Communication

The programme will continue to communicate with staff, managers, KCC Members, the Children's Service Improvement Panel, Children's Trust and the External Improvement Board on improvement achievements and challenges.

Conclusion

The Council has continued to progress over this period; good performance has been sustained we are attaining the majority of the targets set in Kent's Improvement Notice. Those areas which are proving challenging are being robustly addressed, with clear action plans in place to improve performance. With a clear sense of direction and continued close scrutiny and management oversight, we aim to continue to make significant improvements over the next year.

Recommendations

Members are asked to NOTE this report.

Contact officer:

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By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Cabinet

Date: 9 July 2012

Subject: **The Integrated Youth Service : Youth Justice Plan 2012/13**

Classification: Unrestricted

Summary: Members of the Cabinet are asked to consider and either endorse or make recommendations on the Youth Justice Plan 2012/13 for the Integrated Youth Service prior to submission to the County Council for approval as the statutory Annual Youth Justice Plan.

1. Introduction

- 1.1 The Youth Justice Plan sets out how the Integrated Youth Service (IYS) will work during 2012/13 towards the principal aim for the youth justice system, “the prevention of offending by children and young people”.
- 1.2 The Plan is a statutory requirement (Section 40, Crime & Disorder Act 1998) for local authorities and is submitted to the Youth Justice Board for England & Wales for their approval. The Plan will be submitted to the full County Council in the Autumn following its consideration by the Corporate Board and the Cabinet Committee for the Customer and Communities Directorate.
- 1.3 The key themes in the Plan include:
 - (i) the partnership arrangements within the county which are responsible for the management of youth justice services
 - (ii) the targets for the performance of the Service
 - (iii) planned new developments and the activity forecasts for the core youth justice services
 - (iv) the resources the Service has available to deliver the objectives of the Plan

2. Context for the Plan

- 2.1 2012/13 is the first full year of operation for the newly formed Integrated Youth Services (IYS) following the merger of the former Youth and Youth Offending Services. As a result it will be a year of transition with a key objective being the integration of the existing provision of both services to strengthen both the preventative and community based statutory supervision responsibilities of youth justice services via the additional input and expertise of youth workers and the resources available to them

2.2 The Service will contribute to a number of countywide and district-based partnerships including:

(i) Troubled Families which has the key objectives of:

- a. improving the education performance of the children by reducing the number of unauthorised absences to less than 3 a year
- b. reducing anti social behaviour and youth offending over a 6-month period
- c. supporting families to engage with the Department of Work and Pensions and European Social Fund Work Programmes

The role of the Integrated Youth Service will be to contribute to deliver effective programmes which reduce re-offending rates and provide early intervention to those young people not entrenched in criminal behaviour. The Service will work as part of an integrated team ensuring compliance with the main objectives of the National Youth Justice Plan and also the local Kent objectives for Troubled Families.

(ii) Integrated Youth Support Service. Proposals are being developed for this service to be piloted from September 2012. The aim is to achieve improved outcomes for young people including educational achievement through ensuring local services work effectively in response to the needs of young people. This will be achieved through the collaboration of the Education, Learning & Skills Directorate, the Families and Social Care Directorate and other relevant key agencies.

(iii) The Integrated Offender Management Strategy managed through the Community Safety Units based in each of the districts which will support IYS in the management of the Deter Young Offender population, the most prolific offenders amongst the youth offending population

(iv) The Kent Criminal Justice Board which has, as one of its priorities, the further development of restorative justice in the county

(v) Some of the elements of the existing Youth Offending funding base, most significantly the Youth Inclusion Support Programme and Young People's Substance Misuse Services directly supporting the Youth Offending Teams will transfer to the Police and Crime Commissioner following the election in November 2012. The Integrated Youth Service is working alongside the Community Safety Unit and the Police to ensure continuity of services and that the success of existing interventions is highlighted.

2.3 The performance of the Service during 2011/12 against a number of indicators, including the one used nationally with respect to first time entrants, was largely positive. The outcomes achieved compared favourably to those achieved during 2010/11 although concerns remain with respect to the findings relating to the engagement of the youth offending population in full time education, training and employment (ETE) and the access for 16/17 year olds to suitable accommodation. Section F of the Youth Justice Plan includes the performance data and the targets for 2012/13 but the key findings are:

- a significant downward shift in the numbers of children and young people entering the youth justice system for the first time
- recorded falls in the overall youth offending population, in the number of offences for which they are responsible and in the disposals imposed by the Courts
- reduced usage by the Courts of the Secure Estate at both the remand and sentencing stages

- the percentages of both the statutory school age population and of the 16/17 year olds known to the youth offending teams attending ETE full time are significantly below target
- there continue to be a number of 16/17 year olds who are assessed by their case managers as living in circumstances which are unsuitable to their needs, usually bed & breakfast

2.4 The Core Inspection of the Kent Youth Offending Service in April 2011 required improvement in the management, quality and timeliness of assessment and case records management. Throughout the preceding year work has focussed on improving the quality of case recording and management. In 2012/13 this will continue to be a priority, driving forward this required improvement through maintaining the commitment to routine auditing of cases to ensure the progress made with respect to the quality of practice following the Core Case Inspection is sustained and becomes the norm.

3. The IYS Business Priorities for 2012/13

3.1 The Integrated Youth Service, in support of its responsibilities to prevent offending and re-offending by children and young people and to offer victims of youth crime the opportunities to engage in restorative justice, will:

- deliver services in collaboration with the Police and Children's Services that are designed to reduce the risk of children and young people becoming involved in anti social behaviour and of entering the youth justice system
- work with the partner agencies represented at both the Criminal Justice Board and the County Youth Justice Board to deliver interventions designed to reduce the rate of re-offending by children and young people within the youth justice system
- contribute significantly to the planned and co-ordinated work with Troubled Families which is designed, amongst other objectives, to achieve increased participation in education and reduced involvement in both anti social and offending behaviour by young people within the targeted families
- identify and have an enhanced ability to support those children and young people who are the more vulnerable amongst the youth population, including those living in the most deprived communities in the county
- drive forward the continued improvement in case management and recording
- ensure services and interventions are matched to both the risks and needs associated with the offending behaviour of the population known to the youth justice services. There will be a specific focus on young people aged 16/17 years being in suitable accommodation and on supporting the engagement of both the statutory school age and post statutory school age populations in full time ETE
- extending the opportunities for those who have offended and their victims to achieve a resolution through participation in restorative processes
- continue to support the participation and voice of children and young people through targeted consultation processes
- prepare for the implementation of:
 - (anticipated to be April 2013) the youth justice requirements included in the Legal Aid, Sentencing & the Punishment of Offenders Act 2012
 - the Police and Crime Commissioner (November 2012) to advocate for the current usage of the funding for preventative and substance misuse services

- continue to work with partners within:
 - the Community Safety Units in managing the Deter Young Offender population (the most prolific offenders) as an element of the Integrated Offender Management strategy
 - the Multi Agency Public Protection Arrangements to manage those young people assessed as presenting a risk of serious harm to the welfare and safety of others

4. Resource Implications

- 4.1 The youth justice element of the IYS Budget for 2012/13 is £5.8m, a reduction of £0.2m when compared to the total for 2011/12. This can, in part, be accounted for by the reduction of £99.5k in the grant funding provided by the National Youth Justice Board which totals £1.7m.
- 4.2 The County Council contributes £3.4m, 58.6% of the total.
- 4.3 The remainder of the budget total, £0.7m, is provided by the other statutory partners responsible for the management and resourcing of YOS (Health, Education, Children's Social Services, Police and Probation).

5. Recommendation

- 5.1 Members of the Cabinet are asked to consider and either endorse or make recommendations on the Youth Justice Plan 2012/13 for the Integrated Youth Service prior to submission to the County Council for approval as the statutory Annual Youth Justice Plan.

Background Documents : None

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Integrated Youth Services

The Youth Justice Plan

2012/13

EXECUTIVE SUMMARY

2012–13 is the first full year of operation of the newly formed Integrated Youth Services (IYS), a merger of the former Youth and Youth Offending Services. It will be a year of transition including exploration as to how the new arrangements best contribute to progress being made towards the principal aim for the youth justice system, “the prevention of offending by children and young people”.

The Integrated Youth Service will:

- drive forward the continued improvement in case management and recording
- identify and have an enhanced ability to support those children and young people who are the more vulnerable amongst the youth population, including those living in the most deprived communities in the county
- maintain the commitment to routine auditing of cases to ensure the progress made with respect to the quality of practice following the Core Case Inspection is sustained and becomes the norm
- deliver services in collaboration with the Police and Children’s Services that are designed to reduce the risk of children and young people becoming involved in anti social behaviour and of entering the youth justice system
- work with the partner agencies represented at both the Criminal Justice Board and the County Youth Justice Board to deliver interventions designed to reduce the rate of re-offending by children and young people within the youth justice system
- ensure services and interventions are matched to both the risks and needs associated with the offending behaviour of the population known to the youth justice services. There will be a specific focus on young people aged 16 & 17 years being in suitable accommodation and on supporting the engagement of both the statutory school age and post statutory school age populations in full time ETE
- extending the opportunities for those who have offended and their victims to achieve a resolution through participation in restorative processes
- continue to support the participation and voice of children and young people through targeted consultation processes
- prepare for the implementation:
 - (anticipated to be April 2013) of the youth justice requirements included in the Legal Aid, Sentencing & the Punishment of Offenders Act 2012
 - the Police and Crime Commissioner (November 2012) to advocate for the current usage of the funding for preventative and substance misuse services
- contribute alongside partners to the planned and co-ordinated work with Troubled Families which is designed, amongst other objectives, to achieve by the children involved increased participation in education and reduced involvement in both anti social and offending behaviour
- continue to work with partners within:
 - the Community Safety Units in managing the Deter Young Offender population (the most prolific offenders) as an element of the Integrated Offender Management strategy

- the Multi Agency Public Protection Arrangements to manage those young people assessed as presenting a risk of serious harm to the welfare and safety of others

Head of Service – Nigel Baker

Portfolio Holder – Mike Hill

Director – Angela Slaven

SECTION A: ROLE / PURPOSE OF FUNCTION

Integrated Youth Services (IYS) will be responsible for:

- (i) providing and commissioning targeted interventions to tackle disadvantage and to prevent children and young people from offending
- (ii) reducing the likelihood of re-offending by those receiving statutory youth justice interventions

The legislative context for the Service is provided by Sections 37 – 40 of the Crime and Disorder Act 1998.

Section 37 details the principal aim for the youth justice system, “the prevention of offending by children and young people”. The remaining sections detail the statutory youth justice services which must be made available at local authority level and the requirement for each Youth Offending Service to publish annually a Youth Justice Plan.

Targeted and statutory interventions, whether provided or commissioned by IYS, will focus both on the individual child / young person and on their families / carers. IYS will seek, in partnership with other agencies, to match services and interventions to identified needs and risks.

The capacity to achieve successful matching will be critical to achieving a reduction in both the numbers of first time entrants to the youth justice system and to the rate of re-offending by enabling the Service to address the factors most commonly associated with anti social and offending behaviour.

The key partners for IYS reflect the inter agency co-operation expected by Central Government. They will continue to be:

- Police, MAPPA and Integrated Offender Management – supporting diversionary (via restorative processes and referrals to the YISPs) and preventative services, the management of the high risk (of re-offending, of serious harm to others) group amongst the youth offending population and providing access for the victims of youth crime to restorative justice processes
- Education and the Connexions Service – keeping young people involved in statutory schooling, in training such as apprenticeships, and in employment
- Specialist Children’s Services – joint work with Looked After Children, Children in Need and those who are the subjects of child protection plans, with homeless 16 & 17 year olds and with the delivery of parenting programmes
- Health and Substance Misuse services – addressing the physical and mental health needs of children and young people and ensuring effective responses to any misuse of drugs and alcohol by them
- Probation – enabling the delivery of community based reparation (the Unpaid Work Requirement of the Youth Rehabilitation Order) and jointly managing, via the MAPPA, the high risk (of serious harm to others) amongst the youth offending population

The impact of the Service will be monitored using the performance framework set out in Section F.

IYS will contribute, alongside a number of partners, to the planning of the service model for the Troubled Families initiative and to its delivery. Management information held by the Service will assist the monitoring of the outcomes being achieved with the families targeted.

SECTION B: CONTRIBUTION TO *BOLD STEPS FOR KENT* OBJECTIVES

The Integrated Youth Service supports the following priorities included in the Kent Delivery Framework:

- Priority 1: IYS will be commissioning both youth (for preventative purposes) and youth justice services during 2012.13 with a clear commitment to ensuring value for money via clear targeting of resources at the priorities for IYS and having a performance framework enabling progress towards agreed objectives to be monitored and evaluated
- Priority 2: the Health Service is one of the five statutory partners responsible for the management and delivery of youth justice services in Kent. Work is being undertaken with the Directorate of Child Health, the Kent Community NHS Health Trust and CAMHS to improve both access to and outcomes from services providing for the physical and mental health needs of children and young people within the youth offending population which are known (national and local data) to be significant
- Priorities 3 & 4: the IYS is committed to enabling young people to achieve their potential. Achievement within education, training or employment (ETE) is known to be a significant protective factor with regard to involvement in youth crime. The level of engagement by those in the youth offending population in ETE is a performance indicator for the youth justice services
- Priority 14: a priority for youth justice services is to reduce the level of youth crime in the county, to assess the risk of harm that individual children and young people and to provide a level of intervention commensurate with that risk. IYS will contribute to work alongside the Police, the Probation Service and Specialist Children's Services within the Multi Agency Public Protection Arrangements (MAPPA)
- Priority 15: a target population for preventative work (i.e. those at risk of entering the youth justice system) in the county is those young people who are vulnerable. A significant percentage of those children and young people within the youth justice system are vulnerable and youth justice services have a statutory duty for promoting and safeguarding their welfare
- Priority 16: youth justice services are responsible for engaging the parents and carers of those children and young people either assessed as being at risk of offending or are already so involved. A significant percentage of children and young people who have offended and are receiving a statutory intervention originate from complex and damaging family situations and are often known to Specialist Children's Services and Child & Adolescent Mental Health. IYS representatives are working with the Community Budget pilots in the county and with the Margate Task Force and will contribute to the development and delivery of the strategy for Troubled Families

SECTION C: KEY ACTIONS, PROJECTS AND MILESTONES

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Preventative Services</p> <p>Review how the new model of delivery can best support effective delivery of front line youth, targeted prevention (e.g. YISP) and youth justice services</p> <p>Review how IYS best delivers preventative and early intervention provision to young people in the county</p> <p>Contribute alongside partners to the development and delivery of the Troubled Families initiative</p>	<p>(Priorities 2,3,4, 14,15 & 16)</p> <p>A co-ordinated strategy agreed and implemented between youth and youth justice services for ensuring access to universal services and supporting the prevention of offending and of re-offending</p> <p>A new staffing model is established to maximise the benefits offered by the integrated working of youth and youth justice workers</p>	<p>Andy Moreman & Nick Wilkinson</p> <p>Charlie Beaumont</p>	<p>June 2012</p> <p>April 2012</p>	<p>January 2013</p> <p>October 2012</p>
<p>Commissioning – Youth Justice</p> <p>Review of the current contracts for:</p> <ul style="list-style-type: none"> • the Appropriate Adult Service • Victim Offender Mediation & Victim Liaison • Remand Management <p>Invitations to tender published Contracts awarded</p>	<p>(Priority 1)</p> <p>Contracts awarded for the provision of Appropriate Adult, Remand Management and Mediation / Victim Liaison Services</p>	<p>Nick Wilkinson</p>	<p>April 2012</p>	<p>November 2012</p>
<p>Curriculum and programmes for children & young people</p> <p>Review the existing curricula (including all opportunities for accredited learning) for the users of the youth service and of the youth offending service.</p> <p>Establish a curriculum which is relevant to the needs of the users of youth work, of targeted prevention and of statutory youth justice interventions within the context of Integrated Youth Services.</p> <p>Continue the delivery of the Youth Work Apprenticeship Scheme and recruit to a further cohort (8) apprentices to start in October</p>	<p>(Priorities 3 & 4)</p> <p>A curriculum is in place which is aligned to the objectives of the IYS and to the measures included in the performance / outcomes framework</p> <p>The Duke of Edinburgh's Award is being used to support the delivery of youth justice services in the county</p> <p>All 10 current apprentices complete their training successfully. Targeted recruitment (LAC, youth justice) of the cohort of 8 apprentices</p>	<p>Charlie Beaumont & Nick Wilkinson</p>	<p>April 2012</p>	<p>March 2013</p>

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Quality Assurance A new Quality Assurance Framework to be produced for Integrated Youth Services in Kent.</p> <p>The new Service will:</p> <ul style="list-style-type: none"> (i) have an ongoing focus on the quality assurance and staff supervision responsibilities of Practice Supervisors to ensure they are effectively met (ii) maintain a routine of monthly case audits with support from partners (e.g. Probation, Police, Health) (iii) provide support for case managers from the trainer responsible for the electronic case management system (Careworks) (iv) ensure a high quality of inclusive youth work amongst commissioned and direct delivery providers (v) ensure a robust and challenging curriculum is in place to develop young people's capabilities, promote equality and challenge prejudice (vi) involve young people in the design, delivery, assessment and challenge of local services 	<p>(Priorities 14, 15 & 16) The Youth Justice Board review positively the performance of the youth offending arm of the IYS with respect to the objectives included in the Core Case Inspection Improvement Plan</p> <p>National Standards for Youth Justice (2009) are consistently met with respect to:</p> <ul style="list-style-type: none"> • assessments • planning and review • contacts with those children and young people subject to statutory interventions <p>The findings from case audits and from the overall self inspection regime consistently indicate practice of high quality in both the above areas and with case recording</p>	Charlie Beaumont	April 2012	March 2013
<p>Consultation with Service Users</p> <p>Consultation with users of Integrated Youth Services as to the accessibility and the quality of services they have received</p>	<p>A positive view from users is received Findings are published The views received evidently inform the IYS Plan for 2013.14</p>	Charlie Beaumont	July 2012	November 2012
<p>Workforce Development</p> <p>Delivery of an integrated training programme reflecting the many shared competencies required for both youth work and for youth justice – supporting the objective to integrate youth workers into the delivery of both preventative and exit strategies</p> <p>Maintaining an online curriculum for all youth organisations, including those delivering youth justice services, in Kent</p> <p>Youth Justice volunteers and selected staff from the youth</p>	<p>(Management priority) A competency framework for staff working within the IYS has been agreed and used to inform the Workforce Development Plan for 2012.13</p> <p>Programmes (e.g. Duke of Edinburgh's Award, offending behaviour, leisure activities) are being delivered jointly by youth and youth justice workers where beneficial</p> <p>Increased capacity for youth justice</p>	Charlie Beaumont	April 2012	March 2013

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>offending teams receive training in the role of Restorative Conference Facilitators</p>	<p>volunteers to be able to deliver services for young people and for victims of youth crime</p> <p>There is evidence of the use of restorative Conferencing to enable resolutions between the youth offending population and their victims</p>			
<p>Reducing Re-offending Development of the role of the Probation Officer within YOS</p> <p>Support the development of the Resettlement Consortium alongside South of Thames YOTs</p> <p>Support the development of the Troubled Families initiative and contribute alongside partners to its delivery</p> <p>Build on pilots with Kent Community Health Trust to support commissioning of specific initiatives (e.g. Speech and Language, Counselling, training of staff) and better access to existing universal and targeted services for the youth offending population and for those at risk</p> <p>Improve access to Tiers 2 & 3 mental health through the newly established CAMHS Access Points and the new CAMHS provider (September 2012)</p> <p>Improve capability of the service to respond to sexually harmful behaviour through partnership and possible joint commissioning with Specialist Children's Services</p> <p>Expand the use of restorative justice in partnership with Kent Police and with the commissioned mediation services</p> <p>Establish the groupwork programme for the delivery of offending behaviour approaches</p> <p>Develop an increased usage of the Attendance Centres in the county – support the plans of the Probation Service in this area</p>	<p>(Priorities 15 & 16)</p> <p>Increased capacity to respond to the risk factors associated with the involvement of children and young people in both anti social behaviour and youth offending Reduced re-offending rates recorded for those children and young people subject to:</p> <ul style="list-style-type: none"> • Youth Rehabilitation Orders • post custody supervision 	<p>Nick Wilkinson & Charlie Beaumont</p>	<p>April 2012</p>	<p>March 2013</p>

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Continue to increase the numbers of young people who participate in accredited learning opportunities with a view to increasing their employability</p> <p>Improve the partnership arrangements, via the Joint Policy and Planning Board and the Locality Boards, with Specialist Children's Services, Supporting People, Local Authority Housing and independent providers to enable access for the homeless 16 & 17 year olds known to IYS to suitable housing</p> <p>Ensure, in partnership with SCS, that the needs of the "at risk" and of the "youth offending" populations are addressed as appropriate via the SCS led CAF, child protection, Child in Need and LAC services</p>				
<p>Prevention / Tacking Disadvantage Work with Kent Police and Specialist Children's Services to develop working practice in anticipation of the new Police & Crime Commissioner in 2013</p>	<p>(Priorities 15 & 16) A strategy for tackling disadvantage and for the prevention of youth crime agreed for 2013.14</p>	<p>Nick Wilkinson</p>	<p>September 2012</p>	<p>January 2013</p>

SECTION D: RESOURCES

Budget Profile Summary 2012-13

The youth justice element of the IYS Budget for 2012.13 is £5.8m, a reduction of £0.2m when compared to the total for 2011.12. This can, in part, be accounted for by the reduction of £99.5k in the grant funding provided by the National Youth Justice Board which totals £1.7m.

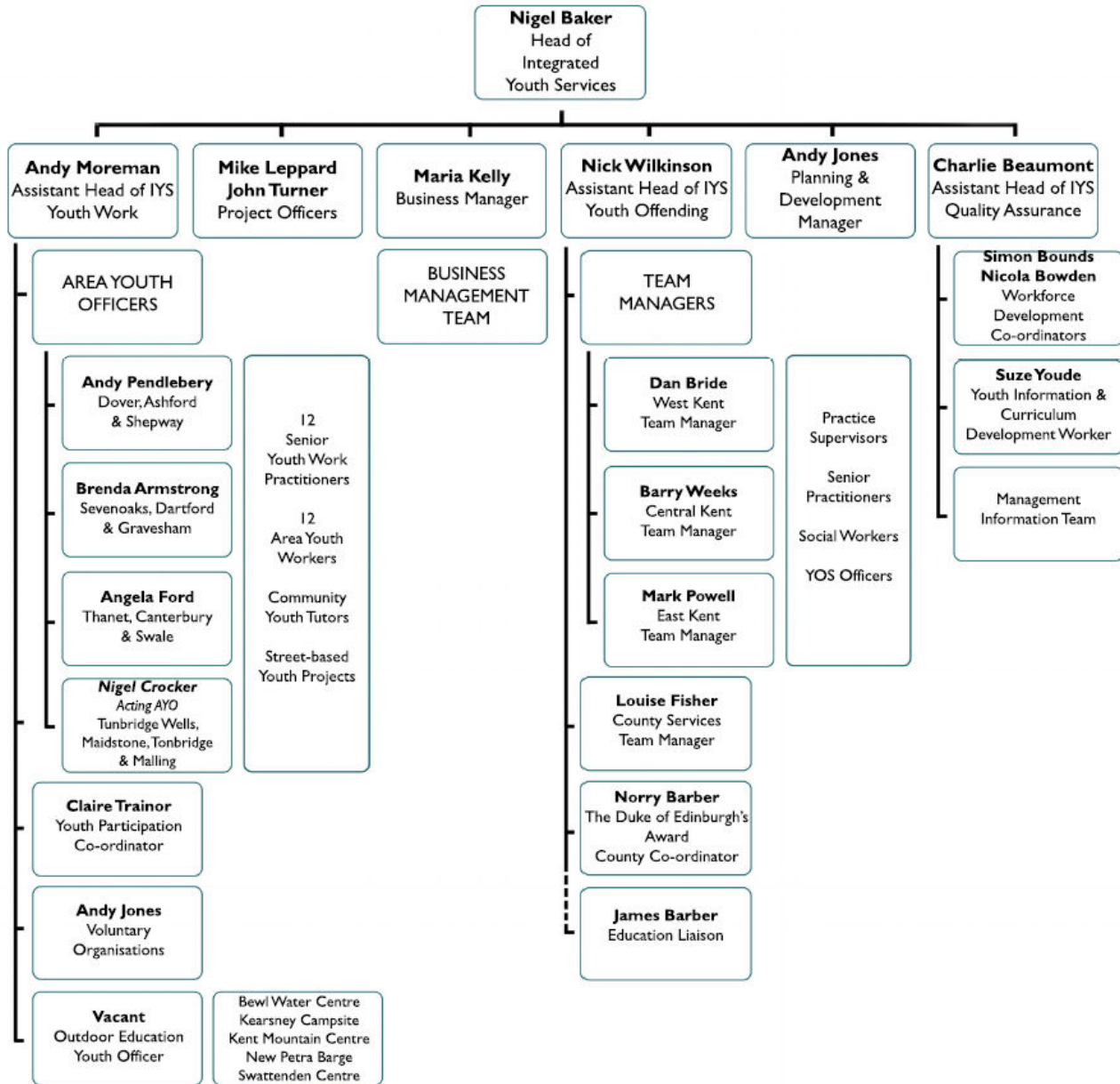
The County Council contributes £3.4m, 58.6% of the total.

The remainder of the budget total, £0.7m, is provided by the other statutory partners responsible for the management and resourcing of YOS (Health, Education, Children's Social Services, Police and Probation).

Staffing Profile – Youth Justice within IYS Structure :

2011/12 (match up to 2011/12 plan)	YOS	2012/13 as at 1st April 2012
Grade KR 13 (or equivalent) and above	1.5	1.5
Grade KR 12 (or equivalent) and below	118.5	118.5
TOTAL	123.15	123.15
Of the above total, the estimated FTE which are externally funded	21.6	21.6
Number of volunteers (where known)	103	103

Integrated Youth Services Management Structure



SECTION E: RISK ANALYSIS AND BUSINESS CONTINUITY

The business objectives set out in this plan are monitored to ensure they will be delivered. Risks associated with potential non-delivery and the controls in place to mitigate those risks, have been assessed and documented as part of the Annual Operating Plan process. A risk plan has been developed as necessary.

During 2012.13, IYS must manage an effective merger of the current Youth and Youth Offending Services while needing to maintain the required improvement in the management and delivery of youth justice services. The performance framework for the Service, as set out in Section F, will enable the management team to check whether key priorities are being met.

The youth justice arm of the Service will need to ensure that the improvements, made in response to the findings of both the Core Case and the Care Quality Commission Inspections, are sustained and then endorsed by the Youth Justice Board. The YJB is responsible for monitoring progress made by the Service towards the objectives included in the CCI Improvement Plan. The plans for an integrated workforce development strategy and for maintaining routine case audits and a self inspection regime are designed to promote higher levels of competence and to enable the extent of progress being made to be monitored.

National research has indicated a correlation between a downturn in the economy and an increase in both disadvantage, in the numbers of those who become at risk of offending and in the level of, particularly acquisitive, crime. The structure, the model and the resources of the IYS provide opportunities for the IYS to counter these risks:

- (i) the establishing during the year of the multi agency District hubs which will both encourage and facilitate co-ordinated responses to both disadvantage and to both those at risk of offending and those with a history of offending
- (ii) the commissioning strategy enabling accurate targeting of the priorities for the Service with respect to both specified communities and populations
- (iii) the alignment of youth services with the current YISPs, and the opportunities to be party to the community based budget and Troubled Families initiatives should result in a strengthening of the preventative work delivered
- (iv) continuing to implement a greater diversity in the role of the volunteer to enable them to support, via for example acting as Mentors, the delivery of statutory interventions and as Conference Facilitators the greater usage of restorative processes

The Service will benefit from developments being led by partners such as:

- (i) Specialist Children's Services – early intervention, adolescent, parenting and placement commissioning strategies should assist targeted youth work, prevention and interventions designed to reduce the risk of re-offending
- (ii) Health – the new arrangements for Community CAMHS should improve access for the at risk and the offending populations to services at both Tiers 2 & 3
- (iii) Police – the ongoing commitment to the application of restorative processes to divert, where appropriate, children and young people from the youth justice system and the maintaining with the youth justice arm of the Service to joint management of the Deter Young Offender (i.e. the most prolific in terms of volume of crime committed)
- (iv) the National Offender Management Service – assisting IYS with an increase in the number of young people within the youth justice system for whom the two Attendance Centres in the county can deliver interventions
- (v) the Troubled Families initiative with its targeting of the behaviour and educational performance of the children of the families targeted

The business objectives set out in this plan will continue to be monitored quarterly to ensure they are being delivered.

Business Continuity – the youth justice services have a Business Continuity plan. The high priority areas with “no tolerable period of disruption” are the following functions:

- Sharing information with partner agencies in regards to service or person specific information
- Supporting CareWorks, the electronic case management system to enable case records to be maintained so enabling effective information sharing
- Providing administrative support to critical functions
- Supporting the Referral Order process and Court hearings, including Court Duty cover for both Kent and Medway at Occasional Courts on Saturdays and public holidays
- providing Court reports in advance of a hearing and on the day of the hearing
- providing the Remand Management Service
- managing high risk (of re-offending and of serious harm to others) children and young people:
 - engaging with partners in the scheme for Deter Young Offenders (DYO)
 - deliver interventions assessed as high risk including Intensive Supervision Surveillance
 - provide support for young people coming out of custody
- supporting access to suitable emergency accommodation for young people
- identifying the health needs of young people and to refer them to appropriate services

SECTION F: YOUTH JUSTICE PERFORMANCE INDICATORS & KEY ACTIVITIES

YJ Plan – Performance Framework

Performance Indicator	Actual 2010/11	Statistical Neighbour 2010-11 Outturn			Outturn 2011/12	Target 2012/13*	Floor Performance Standard in 2012/13**
		Family	Regional	National			
Re-offending:							
Number of offences per person included in the cohort	0.87	0.89	1.13	0.88	n/a	0.85	0.95
First Time Entrants:							
Number	1421		6687	42,732	1088*	1178	
FTE's per 100,000 of population	985		809	876	743	875	900
Education, Training & Employment:							
Number full time & part time ETE	724	6166	4674	36898	747		
Percentage full time & part time ETE	69.9	69.9	68.9	72.8	76.9	75.0	75.0
The numbers of NEET	312	2649	2106	13785	225		
Percentage: NEET	30.1%	30.1	31.1	27.2	23.1	25.0	25.0
Accommodation:							
% of 16 / 17 year olds in suitable accommodation	74.0	92.9	87.7	85.5	81.4	90.0	90.0
% of 16 / 17 year olds leaving custody in suitable accommodation	63.2	88.6	75.0	75.1	86.8	100	100
Substance Misuse:							
Number of referrals by YOS to substance misuse provider	160				247		
Number taking up treatment	155				134		
Number completing treatment	108				137		
Restorative Justice							

Performance Indicator	Actual 2010/11	Statistical Neighbour 2010-11 Outturn			Outturn 2011/12	Target 2012/13*	Floor Performance Standard in 2012/13**
		Family	Regional	National			
Victims contacted					832		
Number of victims contacted who are children					n/a		
Number of victims participating in restorative processes					n/a		

Key Activity Data & other Management Information

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
<p>Prevention Working with the Youth Inclusion Support Panels to assist the prevention of offending by children and young people referred by either Children's Services, schools or the District based Anti Social Behaviour Teams. Staff will work either independently or as part of a Team Around the Child</p>	217	202	360
<p>The assessment of children and young people notified to the Service by both the Police and the Courts National Standards for Youth Justice (2009) require case managers to complete the Core Profile ASSET and where risk is indicated a Risk of Serious Harm ASSET – the assessment outcomes then inform the intervention planning process – including Risk & Vulnerability Management Plans</p> <p>An average of 3 assessments and planning processes are undertaken pre and post a statutory disposal being imposed and one per Final Warning (NB in many Final Warning cases YOS activity is restricted to screening)</p> <p>Between April 2011 and March 2012 the Police imposed 575 Final Warnings and the Courts 1177 disposals requiring a YOS intervention</p> <p>Total number of assessments</p>	4654	5172	4500
<p>Court Services Providing staff for duty at the scheduled 6 Youth Courts (will involve between 2 & 4 staff for any Court) (NB in 2010.11 there were 7 Youth Courts per week – in 2011.12 there have been 6 per week)</p> <p>Providing a member of staff when a young person is appearing before an Adult Court – each Team can expect to provide such cover on average once per week at each of the 6 Courts</p> <p>Occasional Courts (3 x each Saturday)</p> <p>Total Court sessions to be attended</p>	364 364 156 884	312 312 156 780	312 312 156 780

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
<p>Report Preparation Preparing reports based on those assessments for the Police, Youth Panels (Referral Orders) and the Courts to advise on the most appropriate response to the offending behaviour:</p> <p>Police for Final Warning purposes (estimate 120 reports prepared for Kent Police)</p> <p>Youth Offender Panels / Referral Orders (average of 2 per Order, initial and end) – 574 Referral Orders were made between April 2011 and March 2012 – the forecast is based on the current model of preparing reports at the start and end of Orders unless there is non compliance and breach proceedings are instigated</p> <p>Pre Sentence Reports – reduced forecast is based on an anticipated lower Court population</p> <p>Total number of reports per year</p>		<p>136</p> <p>1656</p> <p>672</p> <p>2464</p>	<p>120</p> <p>1000</p> <p>550</p> <p>1670</p>
<p>Remand management services (remand is the period between the first hearing at Court and sentence) These include (data used is for the period October 2009 – September 2010):</p> <ul style="list-style-type: none"> • Bail Support & Supervision (National Standards require a minimum of 3 contacts per week) – average length = 4 weeks • Remand to Local Authority Accommodation – placements in the community (foster / residential, with 1 contact per week) – average length = 3 weeks • Court Ordered Secure Remand (a third of the costs of the placement within a Secure Establishment and 100% of the costs of the required escorts, contacts 2 per 4 weeks) – average length = 4 weeks • Remands in Custody (contact 2 per 4 weeks) – average length = 4 weeks <p>Each of the above remand decisions requires contact between either a YOS case manager or a Catch 22 Bail Support Co-ordinator / Worker – the frequency varies between the different types of remand decision.</p>	<p>129</p> <p>10</p> <p>15</p> <p>136</p>	<p>7</p> <p>10</p> <p>23</p> <p>126</p>	<p>130</p> <p>20</p> <p>20</p> <p>110</p>
<p>Community based penalties – statutory supervision (National Standards for Youth Justice 2009) Referral Orders & Reparation Orders (First Tier)</p> <p>Youth Rehabilitation Orders (NB includes approximately 90 young people subject to Intensive Supervision &</p>	<p>600</p>	<p>640</p>	<p>600</p>

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
Surveillance but not those undertaking only Unpaid Work as supervised by Kent Probation)	623	600	550
Total community based supervision requirement	1023	1240	1150
Custody – through care and resettlement	113	104	95
Appropriate Adult Service – provided by the Young Lives Foundation. The Police & Criminal Evidence Act 1984 requires an Appropriate Adult to be present when a young person between 10 – 16 years inclusive is interviewed by the Police. Their role is to act an impartial guardian of the procedure to ensure fairness. In most instances this role is undertaken by a parent / carer but when neither is available to attend the Young Lives Foundation provide a volunteer.	1121	1112	1100
Mediation Services x 3 (NB the current agreements with the three Mediation Services are subject to review and possibly amendment)			
Victim Liaison Officers x 6 – contact with victims of youth crime. Each Mediation Service is contracted to employ two VLOs. Contact is established with victims to obtain information from them about the impact of the offending behaviour on them (for Panel and Court Reports) and to offer the opportunity for their participation in restorative processes such as Youth Offender Panels and mediation.		832	
Young People’s Substance Misuse Service – KCA is commissioned by KDAAT to provide 4 Named Drugs Workers to whom case managers refer in line with assessment outcomes for further assessment and possible treatment	160	247	200

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By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Cabinet Members Meeting

Date: 9 July 2012

Subject: **Community Safety Framework 2012 – 2015**

Classification: Unrestricted

Summary: Members of the Cabinet are asked to consider and either endorse or make recommendations on Kent County Council's draft Framework for Community Safety 2012 – 2015 prior to submission to the County Council for approval.

1.0 Background

- 1.1 The Crime and Disorder Act 1998 created a statutory duty on local authorities to work together with the Police, Fire and Rescue Services, Police Authority and Health Authorities to reduce crime and disorder. Over the subsequent 14 years, Kent County Council has been working in increasingly closer and complex partnerships with a wide range of agencies and community organisations to make communities safer. This has resulted in frontline practitioners successfully tackling a wide range of problems.
- 1.2 Crime, community safety and anti-social behaviour issues remain a high priority for KCC and the public, and the Authority must continue to move forward to ensure we stay ahead of the game.
- 1.3 Although not a legal requirement, it has been helpful in the past to have an overarching framework that illustrates KCC's commitment to the community safety agenda, and provides a road map through the complex environment in which it sits.

2.0 KCC's Draft Framework for Community Safety 2012 – 2015

- 2.1 This framework document covers the period 2012 to 2015 and is intended to provide a clear roadmap of how the numerous and complex services within KCC contribute towards the Community Safety landscape in Kent through prevention, protection and intervention.
- 2.2 It is intended to be a handbook for County Councillors and senior and operational managers to help raise awareness of community safety issues within County Council service areas and clarifies:
 - An overview of who does what in community safety;
 - How all the different agencies work together
 - What has been achieved so far; and
 - What the policies and plans and key issues are for the future.

3.0 Recommendation

- 3.1 Members of the Cabinet are asked to consider and either endorse or make recommendations on Kent County Council's draft Framework for Community Safety 2012 – 2015 prior to submission to the County Council for approval.

Attachment:

A Framework for Community Safety in Kent 2012 – 2015.

Background Documents : None

For Further Information:

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Kent County Council. A Framework for Community Safety 2012-2015

Foreword

Community Safety means cutting crime and the fear of crime as well as reducing the effects of anti-social behaviour, drug misuse, fires, road accidents – all the things that cause harm to Kent people or affect their quality of life. The County Council has a duty to promote Kent's economic, social and environmental well-being. Community Safety is a key part of this: Kent is a safe place to live and work but people and businesses cannot flourish and prosper if they do not feel safe, or if the costs of crime place too great a burden on the local economy. With this in mind Community Safety is one of our highest priorities over the coming years. As a major provider of public services – children's services, education, trading standards, roads and transportation – we can greatly influence these matters in our day to day work: in partnership with district/borough councils, Kent Police and other statutory partners even more can be achieved.

Community Safety has to be 'mainstream' – affecting the plans and the work of many different agencies. But with so many people involved it can be difficult to know who does what, how it all works and what the plans and policies for Community Safety are.

This document describes contribution by the wide range of services delivered by Kent County Council that make a tangible difference in preventing and deterring crime and that provide support to particularly vulnerable households in Kent, in terms of crime and disorder.

It sets out to answer those questions and to provide a guide for everyone in the County Council who is involved and concerned with community safety. We hope you find it helpful and informative.

Introduction

Kent is one of the largest shire upper tier authorities in England and Wales with a population of 1.4 million and is generally a safe place to live, work and visit. In the last 5 years, Kent has seen a 27% reduction in crime compared to 23% from the South East region.

The County Council's contribution to Community Safety is integral to addressing the community safety priorities set for Kent. As a leading authority, KCC has a duty to promote Kent's economic, social and environmental well-being. Community Safety is a key part of this and the KCC plays a vital role in safeguarding not just the vulnerable children and adults but its residents, businesses and visitors in Kent, and has been at the forefront of multi agency working for many years. The majority of government policy requires strong partnership working between agencies, often including the public and private sector.

The gross budget for KCC is around £2.2 billion annually with some £1.53 billion spent on a wide and diverse range of frontline public services. Many of these services directly contribute to the Community Safety agenda in Kent including the Kent Drug & Alcohol Action Team, Integrated Youth Services, Community Safety Unit, Trading Standards and Supporting People. The Families and Social Care and Education, Learning and Skills directorates contribute considerably within KCCs safeguarding agendas and through their engagement with partnerships.

KCC services are numerous and complex and the aim of this framework is to offer a clear roadmap of how these services contribute to the Community Safety landscape in Kent. Including:

- An overview of who does what in community safety;
- How all the different agencies work together;
- What has been achieved so far; and
- What the policies and plans and key issues are for the future.

Legislation

County Councils, District Councils, Fire and Rescue Authorities, Health Authorities, Police Forces, Police Authorities and Probation were designated by the 'Crime and Disorder Act 1998' as amended by the 'Police and Justice Act 2006' as 'Responsible Authorities'. These Acts place a duty on them to work together to reduce crime and disorder in their areas.

The arrangements established to comply with these Acts of law are known as Community Safety Partnerships (CSP's). Kent has 11 CSP's based on District/Borough geographical areas (with one merged CSP for Dartford and Gravesham). CSP's also work with other key agencies / organisations known as 'Cooperating Bodies' to develop and implement strategies to protect their local communities from crime and to help people feel safe.

Section 17 of the Crime and Disorder Act 1998 places a duty on local authorities to take account of crime and disorder in all their work. This has the effect of making Community Safety 'mainstream' for local authorities and it must influence all their policies, strategies, plans and budgets.

The Police and Justice Act 2006 also gives statutory responsibility for two tier areas such as Kent to have a County level CSP and a Crime and Disorder Committee. The Kent Community Safety Partnership (KCSP) is chaired by the KCC Cabinet Member for Customer and Communities. The overall function of the KCSP is to produce a 3 yearly Community Safety Agreement to coordinate county wide priorities and partnership activities for crime and disorder in Kent and to drive forward strong partnership working across the county delivering outcomes against the key priority areas.

Community Safety Definition

Kent County Council has adopted the following definition of Community Safety –

Community Safety is an aspect of the quality of life in which individuals and communities are protected from, equipped to cope with and have increased capacity to resist crime, antisocial behaviour and those associated aspects that affect the general quality of life.

Safe communities should enable those who live, work and visit Kent to pursue and obtain fullest benefits from, their social and economic lives within a just and tolerant community free from risk factors such as criminal and anti-social, racial, fire and environmental issues.

KCC Cabinet 2001

What are we aiming to achieve?

The countywide 'Vision for Kent' (2011-21) ambitions; to grow the economy; to tackle disadvantage; and to put citizens in control cannot be achieved without the commitment and contribution of all partners through their own delivery plans and strategies as well as embracing multi-agency agreements. Improving Community Safety, addressing crime and anti-social behaviour is one of the cross cutting themes in the Vision for Kent, with well established partnerships committed to making Kent a safer place. These ambitions are also echoed in KCC's Medium Term plan 'Bold Steps for Kent' (2012-15).

Our Overall Aims

Our overall aims for Community Safety are to –

- reduce the level of actual crime and disorder;
- reduce the adverse impact of crime and disorder on people's lives; and
- reduce the economic costs of crime.

We will pay particular attention to –

- the fear of crime
- prevention of crime
- drugs and alcohol
- youth crime
- domestic abuse

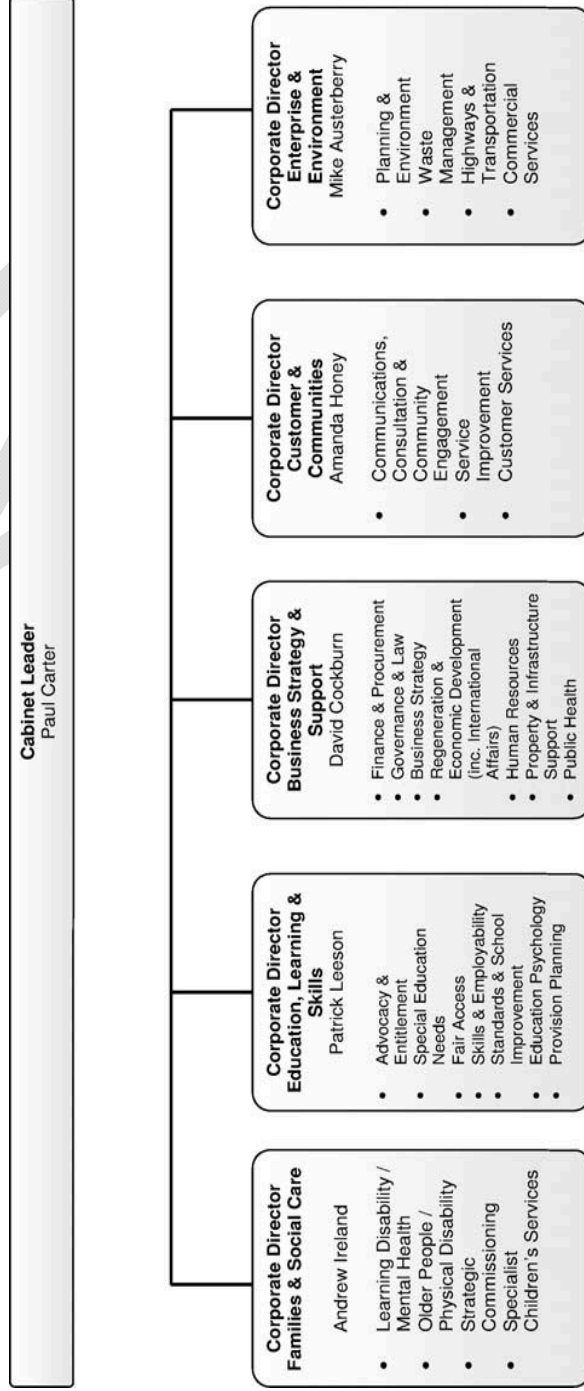
Community Safety is not just about crime: there are many other issues that affect people's safety and quality of life. They include fire safety and prevention, cutting road casualties, addressing domestic violence and reducing drug and alcohol misuse. These aims feature prominently in KCC's plans and they are reflected in targets which we have set for ourselves or have been agreed with Government.

Roles of KCC Services

Prevention is better than cure - enforcement of the law will always play a major part in Community Safety but much can be done to prevent problems before they arise. KCC is a vital contributor to the reduction of crime with a wide range of preventative and intervention services.

A major part of crime and disorder reduction is achieved through considering and addressing the causes. The root causes include social issues of poverty, poor education attainment and training opportunities, unemployment and drug and alcohol misuse. Striving towards community cohesion, helping people become active citizens and improving personal responsibility in the community also contributes to improving Community Safety.

The County Council consists of a number of service directorates (shown below), each of these deliver services that contribute to the Community Safety agenda of reducing crime, reducing the fear of crime and dealing with anti-social behaviour in Kent.



Contribution of KCC Services to Community Safety

In terms of service provision KCC delivers a vast range of services, most of them contributing and having an impact, either directly or indirectly, on Community Safety issues across Kent.

They include:

- Adoption and fostering
- Adult education
- Adult social care
- Apprentices
- Arts and culture
- Children's and families social services
- Community Safety
- Community Wardens
- Concessionary travel (bus passes etc)
- Coroners
- Countryside access
- Disabilities (disabled children, disabled adults)
- Early years interventions
- Education
- Highway Maintenance
- Integrated Youth Services
- Planning and land use (Secure by Design)
- Libraries and archives
- Protecting the environment
- Public health
- Public rights of way
- Public transport
- Recycling
- Road safety
- Schools and Post- 16
- Special needs
- Sports development
- Street lighting
- Trading standards
- Traffic and parking
- Transport planning and policy

Contribution of KCC Services to Community Safety

The Directorates of the County Council manage these services and contribute strategic leadership in the following key areas:

The **Families and Social Care** directorate contributes to Community Safety through its services for children and families, child and adult protection and mental health services.

The **Education, Learning and Skills** directorate has a number of specialist services that work in partnership with schools to promote regular school attendance for all children and provide alternative curriculum for pupils who are not attending school.

The **Business Strategy and Support** directorate provides strategic policy, performance, planning, analysis and partnership support for the whole Council.

Public Health - from April 2013, KCC will have increased responsibilities for Public Health which provides the leadership and strategic framework to enable effective action to be implemented to address the public health priorities identified in Kent. These priorities include reducing health inequalities, improving children's mental health and wellbeing; improving sexual health and reducing teenage pregnancies, increasing the number of adults living healthier lives; enabling more people with chronic disease to live at home; reducing substance misuse and excessive alcohol drinking.

The **Customer and Communities** directorate is a grouping of front facing services with a range of core functions; including provisions for young people through accommodation support, drug and alcohol and integrated youth services to those groups of people often considered vulnerable or at risk. Drug and alcohol support services and Supporting People. The Community Safety and Emergency Planning function delivers the cross directorate strategic and operational support mechanisms to ensure an effective response to these critical areas of public concern complimented by the Kent Community Warden Service that is a key partner in neighbourhood management. Trading Standards aim to make Kent a better place to live and do business in, by improving standards of trade.

The **Enterprise and Environment** directorate host the Highways and Transportation service who maintain and improves the County's roads, pavements and other assets such as streetlights and drains that support their safe use by all. They deliver a wide range of services which includes improving road safety for all users.

Whilst this high level overview indicates how individual services under each directorate are contributing to improved Community Safety, it is evident that many of KCCs services are working together to tackle this important issue.

Community Safety Priorities

Every year levels, types and locations of crime are fully analysed by Community Safety Unit staff in conjunction with Kent Police analysts and strategic assessments are provided to local CSP's and partner agencies. The common issues and priorities are identified and form the strategic assessment priorities. The Kent Community Safety Agreement is an amalgamation of the 12 district assessments undertaken annually in Kent. The priorities are agreed by all statutory partners including KCC and are refreshed annually.

The table shows the current Community Safety priorities which have been identified as those with the potential to benefit from being supported at a county level, with the cross-cutting themes to be addressed within each priority.

PRIORITIES					
Anti-social behaviour including environmental	Domestic Abuse	Substance Misuse	Acquisitive crime (i.e. thefts/shoppinglifting)	Violent Crime	Road Safety
CROSS-CUTTING THEMES					
Early Intervention, Prevention & Education					
Priority Neighbourhoods / Geographic Focus					
Vulnerable Households & Individuals					
Safeguarding Children & Young People					
Reducing Re-Offending					

These priorities and cross-cutting themes form the basis of a county wide action plan that is delivered across partner agencies underpinned by a performance framework.

Several of the identified priorities already have existing multi-agency partnership arrangements in place, the Community Safety Agreement ensures clear linkages with business planning processes across relevant KCC services and partner agencies; therefore ensuring a coordinated approach across organisations at a strategic level

Opportunities and Challenges

Improving Community Safety, crime and anti-social behaviour is one of the cross cutting themes in the Vision for Kent 2011-21 and is echoed in KCC's Medium Term plan 'Bold Steps for Kent' (2012-15) of which Community Safety is integral to delivering these priorities. KCC is responding positively to the new legislative Acts such as the 'The Localism Act' and the 'Policing and Social Responsibility Act 2011' that introduces the Police and Crime Commissioners (PCC's). All Acts will give greater power to communities and empower citizens to take more control over their communities and local services.

Opportunities

- The elected Police and Crime Commissioner (PCC) will replace the Police Authority from November 2012 and will require a significant transition in police accountability and have significant impact upon the Community Safety landscape. KCC will establish a close and productive working relationship with the PCC and maintain effective communications.
- KCC has agreed to act as the lead authority to provide support to the Police and Crime Panel (PCP) who will scrutinise PCC activities.
- The County Council is well placed to assist the new PCC with the commissioning of services across the partnership arena in Kent utilising the wide knowledge and experienced gained through commissioning models already in existence such as the Kent Drug and Alcohol Action Team (KDAAT).
- Due to the County Council's increased responsibility for Public Health, there are opportunities to explore a closer working relationship to deliver the strategic framework addressing the public health priorities identified in Kent.

Challenges

- Working within an environment where public spending cuts across all agencies involved with Community Safety, challenges us to work even closer together with our partners.
- Due to forthcoming changes to the way Community Safety related funding will be allocated, there is a possibility that there will be changes to current commissioned services. KCC will work to ensure that a quality service is still being delivered to the people of Kent.
- The County Council has a Duty from the 1st April 2011 to manage with partners the delivery of Domestic Homicide Reviews. This is a very complex task closely related to serious case reviews and the timescales involved along with the resource intensive nature of each case requiring review, places significant demands upon the unit that will require careful management and review over the forthcoming months.

The Future

During these times of severe financial pressure with reductions in local government funding, KCC will strive to ensure that the services delivered continue to be of a high standard that the authority has always maintained. Therefore, KCC considers this an appropriate time to '**Review, Reflect and Redesign**' ways of working and how to do things differently but effectively.

- **Integrated Preventative Strategies** are a priority for KCC across different service areas, particularly social care and children's services.
- **The Troubled Families** programme agenda will work with individual families in a more coordinated way to keep children in school and reduce anti-social behavior. Their parents will be able to improve their education, health and work opportunities and ultimately this will boost local neighborhoods.
- The **Early Intervention Prevention Strategy** will provide an opportunity to find different ways of working together with our partners and help families to turn their lives around. As an example the Integrated Youth Service proposed hubs could also support the joint delivery of services such as foundation learning to support young people gaining qualifications, programmes aimed at preventing young people entering the Youth Justice System, offer information, advice and guidance, welfare rights information, housing advice and support as well as targeted work for more vulnerable young people.
- The introduction of a **Police and Crime Commissioner and the Police and Crime Panels** and the uncertainty associated with new commissioning arrangements and future funding will provide an impetus to review and redesign Community Safety services and to develop leaner and more productive partnership arrangements.
- The introduction of **new Anti-Social Behaviour powers**, together with the case management project that will be implemented during 2012 will result in a thorough review of current working arrangements in addressing anti-social behaviour and lead to more cohesive intervention arrangements being implemented across the county.
- In line with current government policy initiatives, The County Council, together with the Police and Crime Commissioner, will raise the priority for support to **Victims Services** and will provide leadership during this emphasis change.

The Future

- The Criminal Justice System and the Government are increasing the focus towards reducing reoffending and this is already a key priority for council services and will continue in future years. The County Council's **Youth Offending Service** delivers the following key roles: the prevention of offending and re-offending by children and young people aged 10 to 17, dealing appropriately with those who do offend, including encouraging them to make amends for their crimes and supporting the victims of crime.
- The County Council is committed to maintaining and improving its successful **Restorative Justice** programmes. In the first three quarters of 2011 -2012 there was an 18.5% reduction in first time entrants to the criminal justice system compared to the previous year. **Restorative Justice** gives victims the chance to tell offenders how their crimes have affected them, to get answers to their questions and to receive an apology. It gives the offenders the chance to understand the effect of what they have done and to do something to repair the harm and has had a significant impact upon the number of first time entrants to the Youth Justice System.
- KCC is committed to a whole systems approach to reduce the major concern of **Domestic Abuse** in Kent. Domestic Abuse services are currently under strain following financial reductions across the not for profit sector. The County Council is fully in support of introducing commissioning arrangements for domestic abuse support services and once again will be a lead partner with taking forward these concepts.
- The longer term management of **Domestic Homicide Reviews** and the subsequent governance related to the implementation of review recommendations will require careful management.

Summary

The County Council has statutory duties in relation to Community Safety. KCC Cabinet has ultimate responsibility and has appointed Members to take the lead. Much of the Community Safety work is preventative, with the majority being carried out by KCC staff in their everyday, core activities. The Community Safety Unit provides strategic leadership, information and advice and implements county wide projects in conjunction with partners.

Local Community Safety activity is currently focused on the 11 district/borough based Community Safety Partnership's where KCC is well represented by a range of officers based on local needs assessment.

As this document indicates, the way Community Safety operates in Kent is complex and involves many different agencies and people. There are many overlaps and the risk of duplication and partnership overload is real. The future will provide a number of challenges as structures change and new legislation starts to be implemented and this will require careful management to ensure that the very successful partnership working that has developed since the introduction of the original legislation in 1998 is preserved.

The aim of this Framework is to illustrate who, what and how the numerous service delivery activities currently provided by KCC, that support Community Safety delivery are harnessed and focussed towards the priority areas; therefore avoiding duplication both in terms of KCC and partner agencies.

This will be achieved in a number of ways but will include the promotion of joint strategic assessments that highlight shared priorities and by ensuring connectivity between the business planning processes across the County Council. This will be underpinned by a strategic performance framework based on this document that maintains communications and ensures focus on the key activities.

We hope you find this framework helpful and informative: if you have any questions or suggestions for improving it, please contact the County Council's Community Safety and Emergency Planning Group by email using communitysafetyunit@kent.gov.uk or via the KCC Contact Centre on 08458 247 247.

**Minutes of the Children's Services Improvement Panel
Meeting held: 7 June 2012, 09:30, Cabinet Room**

Present:

Mrs Whittle (Chair)
Mr Cubitt
Mrs Dean
Mr Ferrin
Mr Lake
Mrs Waters

Officers:

Andrew Ireland
Jennifer Maiden-Brooks
Yashi Shah
Sarah SKinner
Sam Carlton
Donna Marriott
Fiona Maycock (clerk)

Apologies:

Mr Christie
Jean Imray
Karen Ray

1. Previous Minutes

1.1 Mrs Whittle confirmed that the Kent Safeguarding Children Board (KSCB) will be carrying out an investigative piece of work around referrals into social care (item 2.5 in the previous minutes). A report will come to this board following discussion at the September meeting of KSCB.

1.2 Additional information about children going into and coming out of the care system should be presented at the next meeting (item 2.6 in the previous minutes).

1.3 Mrs Whittle confirmed that the Bold Steps Statement on Specialist Children's Services discussed at the last meeting is being developed. (item 4.12 in the previous minutes).

1.4 CAMHS waiting times are a growing concern when looking at the length of time between referral and treatment. Information about screening for urgent assessment is required at this board (item 7.1 in the previous minutes).

1.5 The minutes were agreed as an accurate reflection of the last meeting.

2. Adoption Inspection Progress Report & Presentation

2.1 A presentation was given with updated slides tabled.

2.2 Coram outlined that the first challenge is ensuring the data on adoption is accurate, as initially they were told that there were 93 children with a plan for adoption. However, investigations showed there were actually 110 at 31 December 2011.

2.3 Mr Ferrin asked why the number of potential children for adoption is low. Yashi Shah, Project Manager, Coram/Kent County Council replied that the number of adoptions nationally is reducing; this is due to a number of factors including the introduction of Special Guardianship Orders by government which

is more favourable for families, and the lower number of young children coming into care. In light of this, Kent seems to have a similar number of children planned for adoption as fits with the national picture. The expertise and focus brought about through the service restructure will foster an increased sense of purpose for the teams in getting children adopted speedily. Sarah Skinner, County Adoption Manager stated that the peak in the number of adoptions in 2003/2004 coincided with the Public Sector Agreement and Staying Together project which moved a lot of children through the system and it was essential that this sense of focus was again in place.

2.4 Concern was raised over capacity within the Courts to process cases in a timely and efficient manner. Mrs Whittle confirmed that a working party has been set up to address this. Huge strides have already been made in increasing the available time for such work, but this is an ongoing process with room for further improvement. The quality of the dialogue between the authority and the courts has improved, which is recognised in the expressed willingness for change.

2.5 Emperor, as the external marketing agency is developing a website as part of a wider marketing campaign to recruit adopters and foster carers. The campaign will be launched at the Kent County Show in July 2012. Members felt strongly about the importance of communication and customer service at the 'front door'.

2.6 Members requested some additional information about Special Guardianship Orders and where this fits into the process of Adoption.

3. KCC Progress Report

3.1 Mr Ireland gave confirmation that Mairead MacNeil has given input into the service restructure. She has also been involved in the shortlisting and interviews for the remaining two Assistant Area Director posts. The new structure will give more clarity around the role of the Team Manager, and the responsibilities and accountabilities of this role in relation to the team and supervision.

3.2 Mr Ireland reported that case file audits are being used as a quality check and are being scrutinised alongside performance data, to ensure that timeliness and quality are being examined in conjunction at the Deep Dives. The Practice Improvement Programme is delivering a further in-depth analysis of a variety of factors influencing the quality of casework, not just assessments.

3.3 Members requested that information should be given in context and future reports should reference past performance as a comparison to better understand changes over the period.

3.4 Mrs Whittle stated that part of the reason why agency staff have been employed in one District following their dismissal from another District was because termination of employment forms provided to KTT by District Managers did not contain sufficient information about the reasons for the termination of contracts. Work is now underway to embed two new forms – the Engagement

of Staff and Feedback Following Termination of Contract to remedy this problem.

3.5 The issue about recruitment and retention needs to be raised again at a future meeting. Members felt that, given the low conversion of qualified social worker appointments from high volumes of interest, there is a need for a more aggressive marketing approach to the recruitment of social workers.

3.6 It was emphasised that social work is a profession where there is no shortage of jobs available nationally. Members asked: what are the benefits of being a permanent member of staff compared to an agency worker. This is to be addressed in a future report as part of an effort to encourage more agency workers to apply for permanent posts.

3.7 In addition, Members felt the council should be looking to appoint newly qualified social workers from Canterbury Christ Church University and through “grow your own” routes such as the OU course. KCC’s reputation in this instance is crucial, as the newly qualified social workers want to be managed and supervised by experienced and competent managers.

3.8 Members requested detailed data about the demographics of social workers and trainees.

4. OfSTED Inspection Framework

4.1 Members were informed the Fostering Inspection will take place the week commencing 11 June 2012. They were also informed the informal Virtual School Kent (VSK) Inspection started today, with some focus groups having already taken place. The VSK Inspection is a pilot and will not be judged formally, but there will be a general report on the nine Virtual Schools that were visited as part of the pilot including Kent.

4.2 Members felt strongly that the culture of SCS needed to shift towards doing the right things all the time in the expectation of an inspection, and not to worry about when the inspection does take place as the work will have been done to demonstrate the expected outcomes. Currently, KCC is very dependent on where the Inspectors choose to go because there remains some variation in the approach to practice across the Districts – though this is being addressed. For example, the supervision training programme, Deep Dives, Practice Improvement Programme and other initiatives are putting in place the necessary steps to ensure consistency.

5. Data Reports

5.1 The data was covered comprehensively throughout item 3.

6. Any Other Business

6.1 Mr Ireland has asked the DfE whether two inspections will be needed for the Improvement Notice to be fulfilled, given the new framework for inspections.

6.2 There is also a question about KTT staff receive the appropriate level of training regarding their work in the council in advance of them starting with the authority. Mrs Dean also questioned whether the quality of KTT staff is inherently greater than that provided by other agencies, as the feeling is that staff who come through KTT do so because they have failed to meet the required quality standards enforced by other agencies.

Dates of future meetings

Agenda Setting*	Time	Meeting	Time	Venue
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
4 January 2012	3pm	17 January 2012	2pm	Cabinet Room
14 February	10am	7 March	3pm	3 rd Floor, Brenchley Hse
19 March	3:30pm	11 April	3pm	Cabinet Room
29 May	10am	7 June	9.30am	Cabinet Room
11 July	2pm	2 August	9.30am	Swale 1
18 September	10.30am	3 October	2pm	Cabinet Room
15 November	10.30am	29 November	9.30am	Cabinet Room
17 January 2013	11am	31 January	9.30am	Cabinet Room

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of the Local Government Act 1972.

Agenda Item 12

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Agenda Item 13

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