

CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY
SEPTEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Directorate Total (£k)	+75,996	-2,395	-	-2,395

1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Customer & Communities portfolio							
Strategic Management & Directorate Support budgets	3,112.8	-978.0	2,134.8	-55			
<u>Support to Frontline Services:</u>							
- Communication & Consultation	3,004.6	-11.0	2,993.6	-33			
<u>Other Services for Adults & Older People</u>							
- Social Fund (Kent Support & Assistance Service - KSAS)	3,469.0	-3,469.0	0.0	-1,001	-1,001	Lower than anticipated demand for awards since inception of this new pilot scheme. In accordance with Key Decision 12/01939, funding for KSAS awards is to be ring fenced for two years (2013-14 & 2014-15), therefore committed roll forward will be requested for any underspend at year end.	
- Supporting People	24,856.5	0.0	24,856.5	-1,385	-1,067	Primarily due to effective contract management, with variations negotiated with providers where contracts were under-utilised or demand was lower than anticipated	Demand and capacity will be reviewed throughout the year to ensure they remain sufficient and with a view to achieving a permanent reduction/saving.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
					-376	A realignment of the profile and regularity of contract payments, differing to the initial budget assumptions, which results in a lower cost in 2013-14.	This saving is expected to be ongoing and the full year effect will be reflected in the 2014-17 MTFP
					-608	Cessation of Floating Support in Lieu (FSIL) of Accommodation contracts in November 2013.	
					+516	Following the cessation of FSIL above, additional one-off Floating Support Services were commissioned until March 2014 to align with the Troubled Families Programme	
					+150	New one-off commission in relation Severe Weather Emergency Provision (SWEPE) support for rough sleepers.	
	28,325.5	-3,469.0	24,856.5	-2,386			
<u>Children's Services:</u>							
- Youth Service	8,611.0	-2,365.8	6,245.2	+68	-127	Staff vacancies	
					+195	Other minor variances which are individually below £100k	
- Youth Offending Service	5,419.7	-2,424.6	2,995.1	+64			
	14,030.7	-4,790.4	9,240.3	+132			
<u>Community Services:</u>							
- Arts Development (incl Turner Contemporary)	2,128.8	0.0	2,128.8	-34			
- Community Learning Services	14,444.3	-14,673.6	-229.3	+2			
- Community Safety	659.2	-284.9	374.3	+12			
- Community Wardens	2,652.4	0.0	2,652.4	-69			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Contact Centre & Citizen's Advice Help Line	3,816.1	-1,411.4	2,404.7	+456	+573	The integration of new services into the Contact Centre was due to deliver savings of £573k in 2013-14. This has been re-phased to align with the replacement of the Web Platform and the implementation of the Customer Service Strategy and is now expected to be delivered in 2014-15. Offsetting savings within the directorate have been identified to mitigate the impact of this in the current year.	This saving is already reflected within the base budget for 2014-15.
					-117	Other minor variances which are individually below £100k	
- Gateways	2,515.1	-370.0	2,145.1	-2			
- Libraries, Registration & Archives Services (LRA)	18,850.0	-5,204.5	13,645.5	-154	-120	Increased Registration income for both wedding ceremonies conducted in 2013/14 & from premises' licences	Income cash limits and national trends will be reviewed and taken into account in setting future years' budgets.
					+61	Scoping costs for replacement of a number of LRA computer systems, which may result in a capital programme bid if a viable project solution is found.	
					-95	Other minor variances which are individually below £100k	
- Local Healthwatch & Complaints Advocacy	1,340.6	-766.0	574.6	0			
- Other Community Services	5,319.1	-5,319.1	0.0	0			
- Sports Development	1,881.3	-1,093.0	788.3	-45			
- Supporting Employment	1,085.9	-335.0	750.9	-1			
	54,692.8	-29,457.5	25,235.3	+165			
<u>Environment:</u>							
- Country Parks	1,493.8	-990.7	503.1	-17			
- Countryside Access (incl PROW)	2,718.3	-1,062.1	1,656.2	+6			
	4,212.1	-2,052.8	2,159.3	-11			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
<u>Local Democracy:</u>						
- Community Engagement	735.3	0.0	735.3	0		
- Local Scheme & Member Grants	1,256.0	0.0	1,256.0	0		
	1,991.3	0.0	1,991.3	0		
<u>Public Health:</u>						
- Drug & Alcohol Services	19,027.3	-17,775.5	1,251.8	-1,228	<p>Delay in commencement of some of the pooled partnership projects. These underspends are treated differently depending on how they are funded, as shown below:</p> <p>-1,140 - Public health funded element (see transfer to reserves below)</p> <p>-68 - KCC funded element, for which roll forward will be required to fund our obligation to the partnership</p> <p>-20 Local Area Single Assessment & Referral (LASAR) Service</p>	
- <i>Tfr to(+)/from(-) Public Health reserve</i>				+1,140	+1,140 <i>transfer to Public Health reserve of underspending against public health grant</i>	
- Drug & Alcohol Services base funded variance				-88		
<u>Regulatory Services:</u>						
- Coroners	2,867.3	-475.0	2,392.3	-14		
- Emergency Planning	778.5	-169.0	609.5	-33		
- Trading Standards (incl Kent Scientific Services)	3,916.9	-785.8	3,131.1	-72	-154 Staffing vacancies +82 Other minor variances	
	7,562.7	-1,429.8	6,132.9	-119		
Total C&C portfolio	135,959.8	-59,964.0	75,995.8	-2,395		

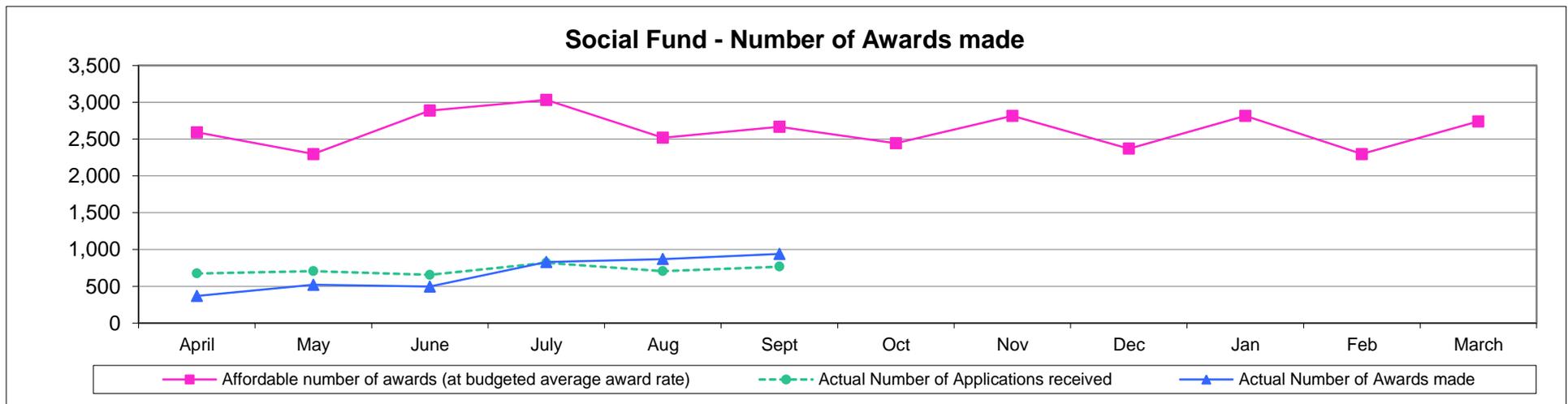
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

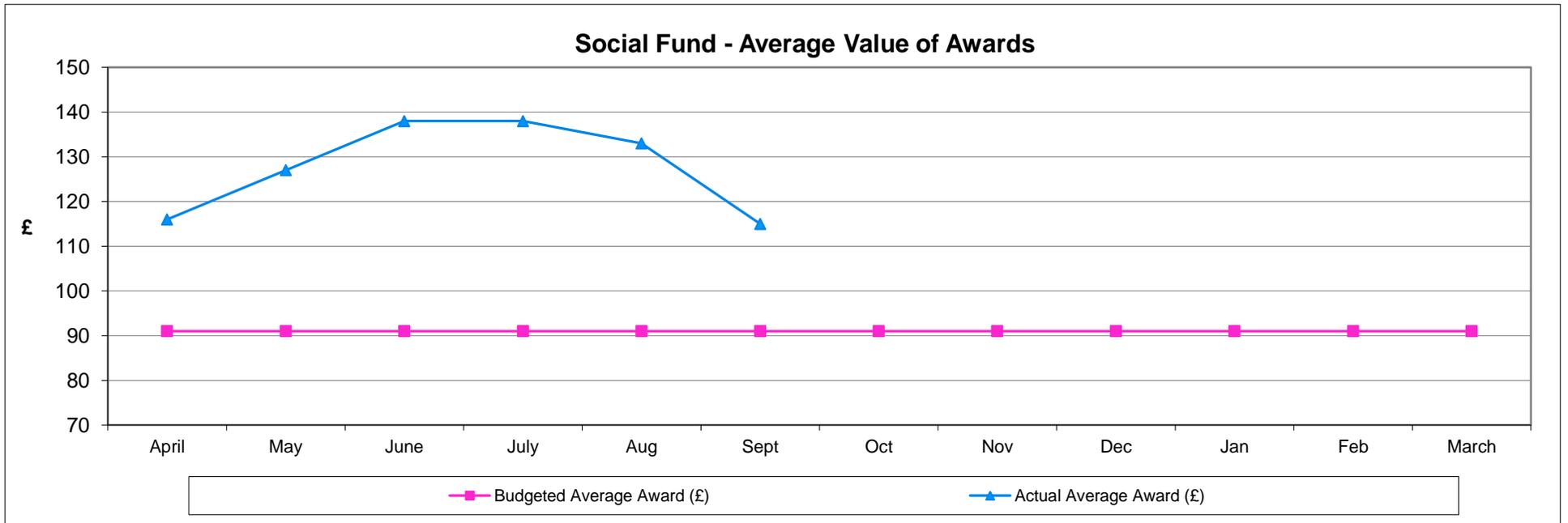
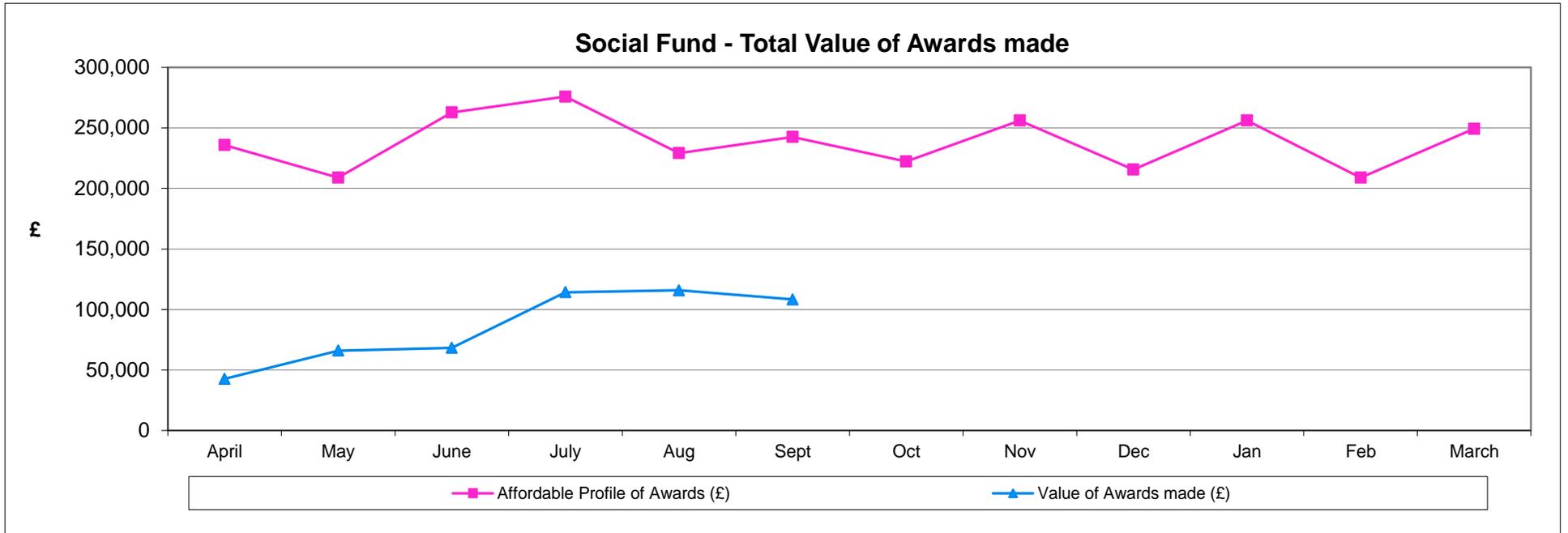
2.1 Number and Value of Social Fund awards made

	(a) *	(b)	(c)	(d) *	(e)	(d) / (a)	(e) / (c)
	Affordable number of awards (at budgeted average award rate)	Actual number of applications received	Actual number of awards made	Affordable profile of awards (£)	Value of awards made (£)	Budgeted average award (£)	Actual average award (£)
Apr	2,591	673	368	235,800	42,620	91	116
May	2,296	704	520	208,900	65,907	91	127
Jun	2,887	655	494	262,700	68,201	91	138
Jul	3,031	818	828	275,800	114,188	91	138
Aug	2,518	704	869	229,100	115,811	91	133
Sep	2,666	766	939	242,600	108,237	91	115
Oct	2,443			222,300		91	
Nov	2,813			256,000		91	
Dec	2,369			215,600		91	
Jan	2,813			256,000		91	
Feb	2,296			208,900		91	
Mar	2,739			249,300		91	
	31,462	4,320	4,018	2,863,000	514,964	91	128

* Columns (a) and (d) are based on available funding which has been profiled by month and type of award (excluding cash awards) in the same ratio as the previous DWP scheme. As the criteria and awards for this new pilot scheme differ to the DWP scheme, this does not represent the anticipated demand for the new pilot scheme (as demand is unknown), but represents the maximum affordable level should sufficient applications be received which meet the criteria.

One application may result in more than one award, e.g. an award for food & clothing and an award for utilities, hence the number of awards in column (c) may exceed the number of applications in column (b).





Comments:

- This is a pilot scheme that commenced in Kent on 1 April 2013 and differs from the Social Fund scheme, previously administered by DWP, in that cash awards are only given in very extreme circumstances e.g. where an individual may be at risk. This scheme offers 4 types of award including food & clothing, white goods, energy vouchers and furniture & equipment and more importantly signposts the individual, whether an award is given or not, to the appropriate service so that they can receive ongoing support. This is an emergency fund to help support the most vulnerable in society. The figures provided in the table and represented in the graphs above reflect a combined average of these 4 types of award.
- Applications are immediately prioritised with the intention that high priority applications should receive the award within 24 hours. However, approval of awards for lower priority cases e.g. applications for furniture from low risk households may be slower. Therefore, actual awards made in any month can exceed the number of applications for the month, either due to the processing of low priority cases from previous months, or as a result of individual applications resulting in multiple awards being granted, as referred to above.
- The last monitoring report to Cabinet stated the number of applications received for July as 820. Following a review of data this figure has been revised in the table above to 818.
- **Graph 1** above represents the number of individual awards granted, e.g there could be multiple awards arising from an individual application, compared to (i) the number of applications received and (ii) the affordable number of awards, as calculated using the budgeted average award rate, which is the maximum number of awards that can be afforded, not the anticipated level of demand. To date the number of applications received is higher than the number of awards made, which predominately reflects that applications for cash awards are being received in line with the old DWP scheme, but this type of award is not generally offered as part of this pilot scheme. Initially there were also a number of inappropriate referrals being made whereby the applicant did not qualify. There is an admin cost involved in assessing the applications received, irrespective of whether they result in an award being made. The budget for this service, as shown in table 1 is £3.469m, with £0.606m being the cost of administering the scheme including signposting applicants to alternative appropriate services, and £2.863m available to award where appropriate (column d in the table above).
Given the uncertainty about both future levels of demand and government funding, there is a need to ring-fence this funding for the period of the pilot scheme (2013-15) to provide some stability to the service.
- **Graph 2** represents the value of awards made against the maximum profiled funding available. The number and value of awards made is significantly lower than the affordable level and reflects the initial take up of this new scheme being low in comparison to the old scheme (which is what the funding, and affordable level, is based upon). The value of awards made is expected to increase as the scheme matures, communication increases about what the new scheme provides and as a result of the potential impact of changes to welfare reform. Some evidence of this is already visible in the figures in the table above. However, if applicants are successfully signposted to alternative appropriate services to receive sustained support, and an award is not made, then this will be beneficial to the applicant and would result in an underspend against this scheme, which is still a positive outcome for the pilot.

- **Graph 3** compares the budgeted average award value, based on the anticipated mix and value of awards, to the actual average award. Using DWP data, and excluding cash awards, it was anticipated that the majority of awards for this pilot would be for food & clothing, high volume & low value, and therefore the budgeted average award was set with this in mind. Whilst this has transpired and 50% of the number of awards has been for food & clothing, there has been a higher than expected number of awards for furniture & equipment which have a higher award value, given the nature of the goods. The number of awards for furniture & equipment (incl white goods) accounts for 22% of the number of awards but 57% of the value of awards. Therefore, the actual average award is higher than budgeted due to the apportionment of the award types being different to what was anticipated. The data collected in the current year will inform the allocation of funds to each type of award in future years, should the scheme continue and will provide a meaningful comparison. In September there is a reduction in the average value of awards, although this still remains in excess of the budgeted average value, but the number of awards has increased. This is the impact of a lower proportion of the high value equipment & cooker awards being made whilst there has been an increase in the proportion of lower value energy and food & clothes awards.

3. CAPITAL

3.1 The Customer & Communities Directorate has a working budget for 2013-14 of £7,382k. The forecast outturn against the 2013-14 budget is £4,545k giving a variance of - £2,837k.

3.2 **Table 2** below details the C&C Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Country Parks Access and Development	0	193	0	0			Green		
Library Modernisation Programme - adaptations and improvements to existing facilities	1,380	840	-335	-335	Rephasing	Rephasing to 14/15 due to review of Service	Amber - delayed		
Management and Modernisation of Assets - Vehicles	380	292	0	0			Green		
Public Rights of Way - Structural Improvements	2,449	928	102	4	Real - Dev Cons	Additional developer contributions received for additional work. Natural England grant received for additional schemes	Green		Increase cash limit by £102k
				98	Real - Grant				
Public Sports Facilities Improvement - Capital Grant	300	100	0	0			Green		
Small Community Projects - Capital Grants	1,500	500	0	0			Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Village Halls and Community Centres - Capital Grants	600	321	0	0			Green		
Individual Projects									
Community Learning and Skills Service Reprovision	457	482	-482	-482	Rephasing	Project has been deferred to 14/15 pending decision on lease extension.	Amber - delayed		
Gateways - Continued Rollout of Programme	2,192	1,138	-602	-602	Rephasing	Customer Relationship Manager (CRM) - rephasing to 14/15 & 15/16 - delays due to the ICT infrastructure investment and the need to align requirements to the single customer record. Swanley Gateway - approval to spend recently received hence spend realigned to 14/15.	Amber - delayed		
Libraries Invest to Save	0	5	-5	-5	Real - prudential		Green		
New Community Facilities at Edenbridge	0	69	0	0			Green		
Tunbridge Wells Library	0	288	0	0			Green		
Web Platform	0	266	-266	-266	Rephasing	Project merged with Enhancement of Core Website after approval from the Leader to proceed.	Green		

Budget Book Heading	Three year cash limit (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Replacement and Enhancement of Core Website	455	355	-46	-46	Rephasing		Green		
Gravesend Library	0	5	-5	-5	Real - prudential		Green		
Ashford Gateway Plus	0	1	0	0			Green		
Kent Library and History Centre	0	188	-148	-148	Real -underspend	Underspend on Public Realm work	Green		
Youth Reconfiguration	0	83	0	0			Green		
Cheesemans Green Library, Ashford	350	0	0	0			Green		
Dartford and Gravesham NHS Trust Capital	0	128	0	0			Green		
Winter Gardens Rendezvous Site - Prelim Works	100	100	0	0			Green		
Integrated Youth Service - Youth Hub Re-provision	1,100	1,100	-1,050	-948	Rephasing	Deal Youth hub to be delivered during 2014/15 in accordance with approved project plan	Green		
				-102	Real - underspend	Underspend on Public Realm work			
Total	11,263	7,382	-2,837	-2,837					

1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget