

Framing our budget

The art of delivering great services
and still freezing council tax

A picture of success - 700,000 visitors passed through the doors of the Turner Contemporary, a project delivered by KCC.



For more information about the budget consultation scan the QR code or visit www.kent.gov.uk/budgetviews



Lose yourself in a
good book

Your council tax makes sure everybody
has access to a local library

Foreword from Paul Carter

Leader of Kent County Council



Putting people first

As the Government seeks to reduce the national deficit there has been an inevitable impact on funding for local public services, affecting not just councils but all service providers. In the past, for every £5 spent on public services, the government was only raising £4 in taxes. This was not sustainable and has required an unprecedented squeeze on public spending. This situation isn't going away and we now face the longest period of spending reductions in living memory.

As Charles Dickens' character Mr Micawber commented: "Annual income twenty pounds, annual expenditure nineteen nineteen six, result happiness. Annual income twenty pounds, annual expenditure twenty pounds ought and six, result misery."

At the same time, the demand for services is growing, with more people needing social care and, as our population grows (both in overall and demographic make-up), there is greater demand for services and infrastructure to support local communities. So we have the dilemma of responding to increasing demand while at the same coping with less resources – and we must do all we can to avoid increasing council tax.

Over the last three years we have re-doubled our efforts to spend public money as prudently as possible and avoid tax rises, which would place further strain on already stretched household budgets. For the current year's budget we did just that - saving £70m while **maintaining frontline services and freezing council tax**.

This challenge gets harder each year. We have had to look fundamentally at how the council delivers public services - by innovation and re-design of services wherever possible rather than simply taking money from them - or 'top-slicing'.

This means a real transformation of services - looking at how we can better manage demand through better prevention. For example, we know that older people would rather stay at home than go into care, which is also expensive to provide. So by re-arranging and investing in services to help and support older people to live in their own homes for longer, we will consequently reduce the need for expensive residential care. This sort of transformational change is a win win, as we give individuals the service they want and save public money.

The challenges we face aren't just about decreasing budgets. We must continue our commitment to helping **Kent's economy grow**, to create jobs and ensure the county comes out of the financial downturn on a genuinely positive footing for future years.

This year we launched a campaign offering £35m of loans to local businesses in East Kent to help them grow and expand, while our 'Kent jobs for Kent's young people' apprenticeship scheme will create 1,000 jobs for young people over the next two years. The KCC commissioned Turner Contemporary gallery

in Margate has exceeded all expectations and brought thousands of new visitors to the area, as well as attracting new businesses.

And we have just announced a further significant marketing campaign to attract businesses and investors from beyond Kent into the county - aiming to create more jobs, more opportunities for Kent people and more economic growth.

To help devolve power to local communities we have begun distributing a £3m fund to local social enterprise groups through our Big Society Fund, and have set up Locality Boards to ensure communities have their voice heard on issues that matter to them. We also believe that Locality Boards can get better value from public services and reduce public spending by determining the best mix for their individual communities, helping us to meet the budget challenge.

Our approach to next year's budget has been based on four P's - Prevention, Procurement, Partnerships and Productivity. By investing in innovative preventative services we aim to reduce dependence on expensive interventions, giving residents better and more independent lives and reducing the demand for services. By procuring more efficiently we will deliver contracts which save taxpayers money. By working in partnership, we can reduce duplication and share costs between organisations such as other councils and the NHS. Increasing productivity will help us get the most from our workforce. And in doing all this we have to remember our priority - the people of Kent, and the services you value.

Everything we do, every single day, is about the biggest P of all - people. Our job is to provide services that change people's lives - whether that's providing a good education to a child, helping and supporting an elderly person to stay in their own home, helping young people into employment or running our road network effectively- we are all about changing people's lives for the better.

We know that ultimately, we will be judged on the experience each individual has when they use our services - and must constantly ask ourselves "would I be happy to receive that sort of service if I were a customer?" We're talking to people more than ever about their services.

The better we understand our customers, the more we can do to make sure our services are appropriate for their needs.

We will continue to challenge Government to make sure its decisions and funding allocations to local authorities promote the most efficient use and fairer distribution of resources from central taxation. We believe that council taxpayers in county areas, particularly in the south east, have been asked to bear a disproportionate burden due to central Government policies on the distribution of grants.

If we achieve a consensus on the proposals and direction of travel, as set out in this booklet, we believe we can maintain and even improve some of our most valued services. But that means challenging decisions have to be made in some areas and we've outlined those in this document.

This is a huge challenge, as we continue to prioritise the things we believe are most important to Kent.

Now we want to hear your views as to whether we've got the balance right. We believe we have but these services are there to help the community, so your view is critical.

Please do take the time to read this booklet and tell us what you think. You can do this either online or by filling in the short form at the back of this document.

What we are asking you and why

We want to hear your views on what we are proposing to include in the council's budget for 2013/14. We would like to know what you think so that we can make sure the council's budget decisions meet the needs of Kent residents, as far as possible.

This consultation runs between Thursday 6 September to Thursday 1 November 2012.

This document sets out the proposed approach to setting the 2013/14 draft budget. It considers how we can save money to meet the multi-million pound budget challenge. In this document we will explain what the council is trying to achieve and draw attention to areas that we would particularly like your comments on.

This document should be read alongside the current year's budget and the 'consultation stage' Equality Impact Assessments, all of which are available at www.kent.gov.uk/budgetviews. By reading these documents together, you can get a better understanding of why we have made these proposals and what we have had to bear in mind during their development.

There will be more detail on how *specific* proposals may be put into action at a later date. These more detailed proposals will also be consulted on, as and when appropriate. You can find out about new consultations or register to receive updates at www.kent.gov.uk/consultations.

How to take part in the 2013/14 budget consultation

- Use the feedback form at the back of this document or complete it online at kent.gov.uk/budgetviews
- Reply in writing: Budget Consultation, Room 3.08, Sessions House, Maidstone, Kent, ME14 1XQ
- Email budget@kent.gov.uk
- Keep up to date by following us on Twitter #KCCBudget
- All responses must be received by 5pm Thursday 1 November 2012



As easy as

A.B.C

Your council tax makes sure 250,000 children get a great education in Kent

What is 'the budget'?

The council actually has two budgets. One is called the '**revenue budget**' and is what we spend on providing day to day services, such as care for elderly and vulnerable adults, looking after children in care, ensuring access to high quality schools, libraries and running the road network. This is a bit like your normal weekly or monthly household costs. To reduce the pressure on our revenue budget some services generate income for the council.

The other is the '**capital budget**'. This is the money we spend on investment in new infrastructure, such as schools, road schemes and council buildings. Think of this as a decision to buy a house or a new car. Capital investment has to be financed and where this is through borrowing, it impacts on the revenue budget. This is a bit like the way that mortgage or car repayments have an impact on your household budget.

In the main this consultation is about the revenue budget. However, it is important to bear in mind the impact that capital programmes will have on the revenue budget. The detail of the draft capital budget programme for the next three years will be published in December 2012.



Keeping Kent moving

Your council tax makes sure 5,000 miles of road are maintained every year, keeping Kent's motorists on the move

Facing the challenge

Councils across England have substantially less money to fund local services as the Coalition Government seeks to tackle the national budget deficit. Over the last three years we have seen our funding from central government reduce by nearly £280m in real terms. This is over 24%. At the same time we have still been able to freeze council tax for the last two years (2011/12 and 2012/13) at the same level it was in 2010/11 (on top of a record low increase from 2009/10).

Not only have grants reduced in cash terms, but we also have had to cover extra spending demands because of factors such as a growing elderly population who need care for longer, more adults requiring care services due to medical advances and more referrals for children in care, as well as increased costs arising from inflation.

But it's not all about things we have to spend more money on. It's also about **what we choose** to spend money on. We remain committed to spending money on Kent's priorities. **We want to invest** in the regeneration of Kent by supporting the local economy and business growth with a focus on key areas such as the Thames Gateway, Ashford and coastal regeneration. We also want to maintain an ambitious capital investment programme even though the cost of financing the necessary loans is an added pressure on the budget .

We have already made significant savings on our budget over the last three years, but the challenge of finding further savings is getting harder, not easier. In fact it is probably the greatest challenge local government has faced in living memory.

Over the next three years we are estimating that we will need to find solutions to bridge the gap between the spending demands and our likely income. That gap is estimated to be about £60m to £80m each and every year.

In real life...

It's a bit like having your pay cut by 3% to 4% a year and at the same time having your living costs rise by 4% year on year on year, which over 3 years adds up to a reduction of almost 25%

It is impossible to be precise as predictions of future spending demands are subject to uncertainties such as inflation or utility prices. For example we have to pay for the energy for street lights, oil based products for road repair and transport. We also have no detailed grant allocations for next year (2013/14). We believe that you should have a chance to influence the proposed budget as early as possible and not at the last minute once we have received all the pieces of this complex jigsaw. The trend is that we have to learn to live with less money, while demands on us continue increasing. It's not just us who have reached this conclusion

The Local Government Association predicts that:

“Not only will the total amount of money for local government fall significantly over the next seven years, but that the makeup of that spending, given the increase in pressures on social care and refuse collection and disposal will see a significant fall in the resources available for other services.”

The challenge for 2013 / 2014

Next year we are estimating that we will need to reduce our spending by £60m out of a total of £1.1bn (excluding schools). This represents 5.5% of our net spending. We will respond to the budget challenge professionally and with innovative solutions. We will continue to prioritise services for the most vulnerable and focus services on achieving real and positive outcomes that support Kent's residents and communities.

We have to deliver a balanced budget. We can't spend more than we have. We must either transform services or raise council tax.

If we '**do nothing**' and carry on spending at the same rate as last year we would have to raise the average household's* council tax by £108 (over £2 a week). This is the amount we would need to fund unavoidable spending increases, as well as offset the reductions in Government grants. Clearly we couldn't and wouldn't want to do this.

Given the pressure on household budgets, one of our main objectives is **not to increase council tax for the third successive year**.

No council tax increase is reflected in our budget proposals. A possibility would be to increase council tax and continue to run services in the same way as the past, but we feel it essential that at a time when families all over the county and country are feeling the pinch we should not add to the burdens by raising tax.

This year there are specific things we have to spend more money on.

- Like the cost of living, the cost of many of our contracts goes up each year as prices rise, for example energy costs. This is written into our commercial contracts and is standard business practice. Of course we will take every opportunity to renegotiate contracts but we are not immune from the effects of inflation.
- We receive some money for specific programmes. For instance, the NHS provides us with extra money to spend on supporting people to stay in their own homes and increase patient choice through personalisation. We have to agree with the health authorities how this money will be spent but our aim is to provide support services in order to prevent a significant number of vulnerable adults

council tax

Every household would notice the impact of any rise in council tax – indeed at £2 per week we would be obliged to hold a formal referendum before imposing such an increase. We are particularly concerned about the impact of any increase for households who are already hard pressed, where even an increase within the level which wouldn't trigger a ballot (under £1 a week) could be too much for them and tip the balance.

and older people having to rely on expensive care in the future.

- People are living for longer, so more people are using adult social care services and birth rates have risen so we have more children to educate. We have many services that are universal to all and we need to allocate more money to these services to meet that demand.
- In order to sustain our capital investment programme we will have to finance some of the additional spending by borrowing. By maintaining capital investment we can make sure that we have the right infrastructure to support local communities and provide valuable jobs in the county, as well as schemes which help to bring down the cost of running services which will pay for themselves over time.
- EU Landfill tax has continued to increase and there have been changes to legislation. This means the amount we pay per tonne to dispose of household waste as landfill will have increased by over 28% compared to 2011/12, and will increase by a further 11% in 2014/15.
- We are proposing some additional spending next year on an “invest to save” basis. We know we will have to make year on year budget reductions so anything we can do now which will reap savings in the future will pay dividends.

Our plan to meet this challenge

We have a plan to meet the budget challenge so that we don't have to stop providing effective services. Our business approach can be summed up as a focus on the four 'P's' of prevention, partnership, productivity and procurement.

We are working hard to better understand our customers, from the first point of contact right through to getting the service they want, so we can make this process slicker and easier for them. By mapping out the journey our customers take and understanding their perspective we can make it faster and easier to access the service they want.

This not only means quicker access to services through better, more tailored services, but has the added benefit of reducing our resource as we get every interaction right, first time.

For examples of how we are already using these approaches, go to kent.gov.uk/budgetviews

The Council's priorities

Our priorities have been in place since 2010 and are:

- Helping the Kent economy to grow
- Putting the citizen in control
- Tackling disadvantage

Better prevention – tackling issues early to save money in the future

We will target issues before they develop into serious problems that require more expensive interventions. For example, we have increased the range of community services and are making use of new technology, such as monitoring devices, to enable people to live independently. We currently provide 'enablement services' to about 700 people per month and 1300 people are benefiting from new technology. As a result of enablement services over 60% of people manage to continue living independent lives, remaining safely in their own homes for as long as possible. This means demand for expensive residential support services is reduced now and in the future.

But it's not just about care services, the preventative approach will be applied across all KCC services. For example, we repair more than 15,000 potholes each year, in the 5000 miles of highways we maintain. However if we resurfaced roads more regularly there would be fewer potholes, as a new road is unlikely to need repairs for up to 10 years.

Prevention case study - Children Services

The importance of the preventative approach to meeting the financial challenge cannot be underestimated - by intervening before problems escalate we can prevent long-term dependency on expensive services that are provided by local government and other public agencies. One aim in Children's Services is to reduce the number of teenage pregnancies, as children with teenage parents are at greater risk of poor educational outcomes, entering the criminal justice system and entering local authority care.

The Big Feet Little Feet programme is provided to 13 and 14 year olds in Dartford who are considered to be at 'high risk' of falling pregnant, or becoming a parent at a young age. It aims to reduce the rate of teenage pregnancy in the area. The programme runs in two local nurseries and is split between 'classroom time' - covering subjects such as interpersonal skills, effects of drugs and alcohol, relationships, contraception, implications of teenage pregnancy, child development -and personal potential, alongside time with the toddlers in the nursery rooms. The young people take concepts learned in the classroom such as the importance of boundaries and translate these to the interactions/ relationships with the toddlers.

None of the 77 young people who took part in the programme have yet become parents and there has been extremely positive feedback from the young people, their parents and their schools. Two of the young people wrote to the nursery at the end of the programme offering to spend time volunteering.

Through using targeted preventative approaches such as Big Feet Little Feet, we can prevent avoidable future demand on a whole range of public services whilst at the same time providing better outcomes for those involved.

Better productivity – getting more from our services

We need to free up front line staff to enable them to work more effectively. At its simplest this is like spending 10 minutes renewing your car tax online instead of digging out your insurance and MOT certificates then spending an hour visiting the Post Office to renew in person.

We are currently looking at re-engineering services for young people, from youth offending service to welfare support and exploring options to create one customer focused support service for young people. In an organisation the size of KCC there is opportunity to harness new ways of working to increase productivity - like developing online access to services, rather than by expensive face to face and telephone contact.

Productivity case study - Library Transformation

Our libraries are not only about books - we provide e-books, access to computers and the internet. These are essential to provide access to the growing digital community. Libraries are at the heart of Kent's communities and we must make sure that we are creative in developing new ways of delivering services in the 21st Century.

A key aspect of our work has been to further improve productivity by using technology more effectively, such as through self service kiosks.

Our kiosks enable people to borrow and return books, movies and DVD's. You can also check your library account, reserve and renew books.

There are now kiosks in every district. We aimed to have 80% of books being checked in and out to be completed through these kiosks within the first year. Our library users really took to the new kiosks and we surpassed our target, reaching 92% in some districts. This made us more productive, as we have reduced staff costs and our current library staff now have more time to work with people who need more support to get the most out of their local library service.

Becoming more productive doesn't end there. Customers will be able to access services in a way that suits them. With 45,000 e-books issued last year, more library services than ever can now be accessed online. This has successfully increased online book renewals and encourages more virtual library visits.

Productivity is not just about doing more with less, it's about diversifying the service offered in the most effective way. By working with each community we can make sure each and every library service is tailored to local needs and is both efficient and relevant in the 21st century.

Better procurement- getting the best deal for the right price

Anyone who has shopped around for insurance or a builder will have made procurement decisions. When you're looking for car insurance it's not always about the lowest price, but about additional services such as the hire or replacement car. When you look for a builder you consider the skills and local knowledge. It's the same for us. Sometimes there's a need to buy big, sometimes local innovation is needed. But most importantly it's about providing strong management of those organisations contracted to provide services.

Procurement will lead us to question who is best placed to directly provide services. Should services be provided by KCC, or by voluntary and community, or private organisations -making the most of their expertise?

Case study, Highways and Transportation - Improving Kent's roads

Highways and Transportation look after 5,000 miles of roads across Kent. We are responsible for anticipating weather conditions to make sure roads are gritted, as well as cleaning gullies and maintaining safety standards to reduce casualties, year on year. We also carry out improvement schemes of every size and scale, from the East Kent Access programme which supports economic growth to installing a new pedestrian crossing to keep your local community safe.

In 2011 we streamlined our highways team to make it ready to meet the challenges of coming years. We also focused on improving how we work with the companies we contract to undertake road improvements. This process resulted in a 20% reduction in KCC staff as well as saving of 8% by awarding the road maintenance contact to a new company (Enterprise), at a competitive price.

In previous years we had reached peaks of more than 60 days to repair a pothole. Today, less than a year into this new partnership, the average time to repair a pothole is now 11 days, with those classed as safety critical being treated in less than 24 hours. Over the last year we have repaired 15,000 pot holes

We have also taken the opportunity to make sure that Enterprise supports Kent's young people by giving them a contractual requirement to take on apprentices. Local businesses are supported as the contract with Enterprise has built in flexibility so they can and will work with local companies - especially at peak times when additional resources are required.

Contract performance measures seek to make sure performance is high and financial penalties are enforced if standards and performance targets (set by KCC) are not met. Better procurement has made the most of KCC's large buying power while also making sure that Enterprise adds real value to how services are delivered. We have improved the roads in Kent and our new approach will continue to do so.

Better partnerships - working together to save money

Frontline services should not work in isolation when they are just 'around the corner' from each other. Much of the support provided by public organisations overlaps, so why shouldn't local GPs work with children's centres to provide a better service and save money at the same time? Schools, which our children attend five days a week, can play a key role in supporting vulnerable families.

Working in partnership with schools and other agencies to integrate services for children and young people will enable us to make the best use of our staff expertise, with less duplication of effort and therefore at less cost. Partnerships with employers and colleges will enable us to support more young people into employment but in ways which cost less.

Case study - Adult Social Care and the NHS

In Kent there are about 17,500 people living with dementia and this is expected to increase significantly over the next 15 years. Three quarters of all care home residents in Kent suffer with dementia.

After talking to our partners in the NHS and to care home providers, KCC has recognised that, rather than taking residents with dementia to be treated by GPs for illnesses like chest infections, urine infections and cellulitis, some care homes took their residents straight to hospital accident and emergency (A&E) departments.

This meant that these residents were not receiving the best assessments and were sometimes being treated in an environment where they felt stressed or unsettled. It also put extra pressure on A&E staff time and resources.

By working with our partners, together we developed a guide to help care home staff choose the right care for their residents, focusing on the needs of each individual rather than assuming that A&E is the best option in every case.

We also set up regular meetings where care home managers, GP community nurses, social services staff and out of hours GPs could discuss the needs of residents and the best response to minor injuries and illness.

All in all, by working with our partners, we have reduced A&E admissions by care home residents with dementia by 30%. In the homes where we have carried out intensive work with care home staff, we have reduced A&E admissions by 50%. Working more effectively with our partners in health care and with care providers means we can make sure that people receive the right treatment and services and be more efficient. This helps us make important savings while improving care.

Protecting Vital Services

Despite the difficult financial situation, higher demand for services, reduced central Government grants and our intent not to increase council tax, there are some vital services that we are proposing should be protected at their current level. It is impossible to list every single service, but below is a flavour of the those where we are proposing to maintain our present funding at the same level:

- Choice in schools – KCC is committed to giving parents choice and has always supported a wide range of schools from academies to all ability, community, grammar and special schools. Our special school review is designed to give each district a school for special needs and specialist schools covering slightly wider areas.
- Eligibility for Adult Social Care – many councils are saving money by increasing their eligibility criteria for social care services. Most will now only provide social care support if your need is deemed to be “critical”. KCC is proposing to maintain its current policy of providing care to those with “moderate” needs and beyond. While the cost of social care is expensive, we believe that by providing more services at an early stage, we can help people continue living in their own homes and reduce the need (and cost) for critical care later on.
- The Freedom Pass – KCC’s ground-breaking Freedom Pass enables all young people to access free bus services - at any time - for any journey starting within Kent’s boundaries. The pass costs £100, but for many young people this saves them up to 80% of what they would pay in fares if they didn’t have the pass. In total KCC spends £11.2m on this service – but we think it’s important to help young people get around the county and to increase the choice of school for many parents and young people. We are also extending travel assistance to 16 - 19 year olds
- Highway maintenance – Keeping our 5,000 miles of roads in good state of repair and keeping traffic moving is one of our top priorities. We are proposing to protect the highways’ budget for 2013/14 with revenue spending of £42m and capital improvement programme of £38m over 3 years – resurfacing more roads to prevent patch-repairs and potholes.
- Reducing Youth Unemployment (Kent Jobs for Kent Young People) – The budget proposes to continue to support young unemployed or those at risk of unemployment. We will continue to support young people to acquire the skills and experience they need to get jobs in the future. This support costs just over £3m.

Regeneration, for every generation

Your council tax makes sure we invest into the local economy
- creating a legacy of jobs for local people at Discovery Park



Key changes to our budget

The starting point for any budget is our current spending. We then look at the areas where we need to spend more and where we need to invest more to improve our services. Then, we compare this to the amount of money we think we will have available (either from Government or council tax), this tells us how much we need to save. At this point we look to see where we could make proposals for savings, generate income and reduce demand in order to balance the budget.

The tables in pages 27 to 30 show all of the significant changes proposed in the budget and how much this equates to as a proportion of current spending. We have also attached a summary of how the 2013/14 budget might look if the proposed changes are agreed. This enables a direct comparison with the current year's budget and where the council spends its money. It is essential that we put the changes in the context of the current year's budget, more information on the current year is available at:

www.kent.gov.uk/your_council_council_spending

An essential part of the consultation is to get views on the balance between keeping council tax down and reducing our spending.

Overleaf is a summary of the significant new savings proposals we would like your views on. We have included case studies to show how these might affect individuals.

The equality impact assessments related to these proposals can be found at:
www.kent.gov.uk/budgetviews.

Some of the savings in the budget proposals arise from decisions that we have already taken or are the full year effect of things we are doing in the current year.

How will this affect you?

All these savings are equivalent to £108 on the average council tax bill.

The Council's priorities

It is important to remember that the council tax increases for each saving isn't just for **one year**, but would remain **year on year** and that's before we even start tackling budget pressures of the next 7+ years. So if we did nothing from now on then, then in four years time, the average council tax bill would have to rise by over **£430 (42%)** to meet increased spending demand on services and cover the reductions in Government grants.

Adult Social Care

Given the increase in population and reducing budgets, we cannot continue to provide adult social care in the same way we do now. We believe that we can create a sustainable service through transformation, with greater emphasis on better procurement, increased prevention and improved partnership with the NHS - through the joint commissioning of health and social care services. This will deliver better outcomes for Kent residents at a lower cost. This proposal will not change eligibility criteria.

Saving amount: £18.8m

This saving equates to 5.3% of the current year's spending of £355.6m on Adult Social Care

Case study example

Mr E is 75 years old and needs help with his personal care. He is showing signs of dementia and sometimes wanders at night. His wife normally looks after him, but she has been admitted to hospital with pneumonia and as a result Mr E requires emergency care services.

Previously,

The hospital informed the care manager that Mrs E would be admitted for at least 3 weeks and so Mr E was taken to The Oaks a residential care home that provided short term care. Mrs E didn't recover as well as expected and was kept in hospital for another 3 weeks so the care manager extended Mr E's stay at The Oaks. Once home, Mrs E worried that her health wasn't good enough to look after her husband. She spoke with the care managers and agreed it would be best for her and her husband's health and wellbeing if Mr E was placed in a residential care home permanently.

Transformation approach,

As Mrs E left for hospital the care manager organised for Crisis Care to support Mr E in his own home. For the three weeks his wife was in hospital, he was visited three times a day and a care worker looked after him over night - night sitting.

During this time the care manager updated a joint assessment for the couple and extended the crisis care when Mrs E needed to remain in hospital. When she returned home the care worker discussed possible options and a package of home support was agreed. This enabled the couple to stay together in their home, while supporting Mrs E in her caring role. A home service visited each day for just under an hour, and one night a week a care worker came to do night sitting, to make sure Mrs E could get a good nights sleep. Carers support service was recommended and the local group helped Mrs E gain carers support allowance, giving her the opportunity to go swimming with friends while her husband attended an Age Concern day centre.

This new approach saved significant amounts of money, while improving the quality of life for both Mr and Mrs E

Use of reserves

We propose to review the £173m which were held in general and earmarked reserves at the end of 2011/12 in order to release £6m in the 2013/14 budget proposals. Reducing the level of reserves means we can manage the short term cash flow impact from transformation programmes, but this money can only be used once and transformation programmes will need to deliver further savings in future years.

Savings amount £6m

This saving would reduce reserves by 0.4% of gross spend excluding schools

Looked After Children

The authority is currently responsible, as 'corporate parent', for 1,600 children who had to be taken into care. These children are looked after by foster carers, adoptive parents or placed in residential homes. The number of referrals, for social care, has increased dramatically in recent years. Over the last two years we have invested an additional £23m into the Children's Social Care budget.

Our Looked After Children (LAC) strategy aims to return children to a stable family environment rather than spending long periods in care. We will find more ways to get children adopted sooner and are doing more outreach work, particularly with the most challenging families, so that in the future we can prevent more children being taken into care. This will require investment in preventative and support services but deliver longer term reductions in care costs and provide better opportunities for these children.

Saving amount £5.3m

This saving equates to 3.7% of our current spending of £141.2m on Children's Social Care.

Case study example

Billy is 13 years old and lives with his mother Ann, stepfather Colin and his half-brother Dean who has behavioural problems. Billy struggles at home and argues with his parents most days. One evening Billy smashes up the kitchen. He runs to a friend's house and refuses to go home. Ann and Colin refuse to have him back unless he apologises.

Previously,

A social worker would have organised for Billy to be taken into care. Having entered the care system he would have stayed in a foster home, and if he didn't settle he would have been transferred to another home later that year. Billy would have stayed in care until he was 16 years old.

New approach,

A social worker takes the case to the Access to Resources Panel, which has a cross section of managers with skills covering: early interventions, health, education and fostering.

The panel identifies a tailored support package, which includes one to one support for Billy, and an early intervention worker to support Ann and Colin, in meeting the needs of Billy and Dean.

As a result of this package, Billy was able to return home and feels that he has someone to turn to. He is also taking part in activities at the local youth centre. The early intervention worker suggested Ann and Colin visit the support groups at the local children's centre. Ann is now more confident at dealing with Dean's behavioural problems and has more energy and time to spend with Billy. Family conferencing identified how the extended family could help everyone and now Billy visits his grandfather one evening a week.

This new approach means that Billy has stayed in his own home. This has saved significant amounts of money by preventing long term fostering and helped the family stay together.

Children's Services

We currently spend over £50m on the assessment of vulnerable children and care management. We have embarked on a fundamental transformation of procedures in children's services to support the LAC strategy. These proposals will deliver savings on staff costs and legal expenses as well as deliver better outcomes for children.

Saving amount £3m

This saving equates to 2.1% of current spend of £141.2m on Children's Social Care.

Staff costs

KCC employs more than 13,500 staff - excluding staff in schools. Like every public sector organisation, we need to save money on staff costs and we propose to do this by restructuring and reducing staff numbers, and reviewing our terms and conditions of employment.

Saving amount:£2.1m

This saving equates to 0.6% of our current spending of £336.4m on salaries and associated employment costs.

Capital Financing

Whilst we wish to maintain an ambitious capital programme, we are developing a revised capital strategy, which will ensure that we continue to achieve the maximum benefit from capital assets. As part of this we propose to review the existing programme and remove some schemes and fund other schemes in different ways to reduce the impact on the revenue budget.

Saving amount £2m

This saving equates to 1.6% of our current spending of £123m net servicing debt cost for projects in the current capital programme and the remaining debt on previous capital projects.

Case study example

The current capital programme has £12m to establish a local authority mortgage support scheme. Under the proposals, the County Council would in partnership with district councils, provide an indemnity to assist first time buyers obtain a mortgage without having to find a large deposit. We had proposed to fund this indemnity through borrowing as we can borrow money at a cheaper rate than the bank would offer on the investment to underwrite the indemnity. However, by changing our treasury strategy we propose to use short term balances to fund the indemnity rather than borrowing. The rate of return on these short term balances is significantly less than borrowing costs.

Standard benefits uplift in Social Care Charges

If you receive benefits and also use social care services, there will be a small increase in the charges you pay for social care. Every year the benefits you receive are guaranteed to go up by at least the rate of inflation. From next year, as in previous years, we propose to continue the policy of increasing social care charges by the same rate for those receiving increased benefits. This won't affect individuals' spending power as they will still keep the same proportion of their benefits towards personal living expenses. Those not receiving support from KCC will continue to meet the full cost of their care and fees will be determined by their providers.

This saving equates to an estimated 2.5% increase in charges (although the final increase will depend on whatever the benefit uplift is when announced in the autumn).

Saving amount: £1.6 million

Case study example

Mrs S is a 85 year old lady who currently receives a non residential care package costing Kent County Council £125.00 per week. Her weekly income (basic State Pension, Pension Credit and Attendance Allowance) is £241.95 per week. Under legislation the council can ask for a contribution towards her care costs, but she must be allowed to keep at least £178.38 per week to cover her other expenses (this is a standard amount for a single person aged 85).

Mrs S would therefore be asked to contribute £63.57 per week towards her care costs i.e. £241.95 less £178.38, leaving a net cost to the council for Mrs S's care package of £61.43 per week. If her benefits were to increase by 2.5% next year i.e an increase of £6.05 per week, we would only ask that her contribution towards care costs increases by 2.5% (£1.59 per week) so that the share of her income she keeps towards other expenses remains the same as this year and sees the same 2.5% increase (£4.46 per week).

Children's Centres

We currently have 97 children's centres across the county providing advice and support to parents and working with disadvantaged families. Whilst we are committed to maintaining these vital services we are proposing to make savings on central administration and review how we deploy our staff.

Saving amount £1.4m

This saving equates to 7.8% of £17.8m of the current spending on children's centres.

Special Educational Needs (SEN) Transport

We currently pay to transport children with SEN to and from school. The cost of this transport has been rising every year due to increasing costs and more children being identified with SEN. Whilst we have made significant progress in organising this transport as efficiently as possible e.g. by children sharing taxis, it is still extremely expensive. We propose to reduce costs in future by offering parents a more personalised approach and to encourage them to take more responsibility through cash alternatives. We will also seek to continue to procure transport services more efficiently to save costs.

Saving amount:£0.8m

This saving equates to 4.3% of the current spending of £ 17.4m on SEN transport.

Case study example

John has a statement of special educational needs due to severe ASD and associated challenging behaviour and how he reacts can vary greatly from day to day. In order to meet his needs he attends a special school. John is eligible to receive free transport to school each day and the county council provides a taxi to take him to and from school. The arrangements currently cost the council several thousand pounds each year. Under the proposals John's parents would be offered a cash alternative. This would give them the option of either arranging their own taxi or making other arrangements to get John to school and would have the benefit of allowing them to make a judgement on the day depending upon how they feel John could cope. This change would provide John with opportunities to develop more independence rather than relying solely on taxis to get him to school.

CXK (previously known as Connexions)

We renegotiated the contract with CXK as part of the 2012/13 budget. This contract runs until 31st August 2013 and commits us to £2.6m in 2013/14 up to that date. The full year effect of continuing spending at the same level on whatever replaces the CXK contract represents a £0.5m saving on the 2012/13 budget. We are still developing various options to provide specialist careers advice and guidance service to vulnerable young people within the overall proposed budget of £6.3m.

Saving amount:£0.5m

This saving equates to 7.4% of the current spending on careers guidance for young people.

Street lighting

Currently, our roads are lit throughout the night even when there isn't anyone using them. This proposal will reduce CO² emissions by 29,000 tonnes, tackle problems of light pollution and save money. This will be achieved through selective turning off some street lights between midnight and 5am, and the removal of unnecessary lights. We will only turn off those where we feel it is safe and sensible to do so.

Saving amount: £0.4m

This saving equates to 7.1% of the current spending of £5.8m on street light energy.

Case study example

The A299 Thanet Way from Brenley Corner to Ramsgate is around 17 miles long and has 1,740 street lights lit from dusk to dawn. The energy alone costs the council approximately £100k per year. We are exploring technology that will enable us to manage the hours when the road is lit and allow us to turn off the lights when the road is least used. Turning off the lights between midnight and 05:30am would deliver an annual saving of £41k. Evidence is that this road only has 90 vehicles per hour between these time compared with nearly 2,000 vehicles per hour during evening peak – when the road will remain lit. Safety will not be compromised and today's design standards do not require lights along the full length of this section.



Significant budget proposals

Table 1				
This table summarises all the proposed changes from the approved budget for 2012/13 included in the draft budget for 2013/14. We have identified where we are proposing additional spending/investments and the savings/income necessary to balance the budget after taking account of estimated Government grant reductions and no increase in Council Tax. Other than the 2012/13 base budget all other amounts are estimates (including Government grants) and are likely to need to be refined prior to the final budget for 2013/14 being agreed.				
Budget Heading	Reason for change	2013/14 Projected		Scale of Change
		£m	£m	
Base Budget (Net)		1,776.8		
Base Adjustments				
Various	Adjustments to 2012/13 Base Budget to reflect reversal of one-off spending and savings in 2012/13, and use of reserves and underspends from previous years		0.2	
Additional Spending Demands (<i>things we have to spend more on</i>)				
Unavoidable				
Contractual pay & prices	We are not making any general provision for inflation on goods and services but must provide for estimated inflationary increases on staff pay/reward strategy and specific waste, social care, transport, highways and energy contracts, as well estimated increases in non-domestic business rates & rents.	11.4		1.2%
EU Landfill Tax	Impact of £8 per tonne Landfill Tax escalator	1.5		12.5%
Demography	Impact on a range of demand led budgets as a result in increasing number of Kent households and increasing over 65 population	5.6		
Other	Various other local initiatives under £0.3m	0.2		
			18.7	
Local Policy Proposals				
Capital Financing	Financing cost of additional borrowing (interest and debt repayment) for new capital investment in schools, roads, superfast broadband, etc.	8.2		6.1%
Repayment of Reserves	10 year programme to repay long term reserves used to support 2011/12 and 2012/13 budget	1.4		10%
Waste collection, recycling & disposal	Invest to save partnership commitment under innovative joint arrangements with local district/borough councils to unify collection methods and thereby improve recycling rates and lower disposal costs	2.3		4.8%
Commercial Services	Impact on dividend paid to KCC following major restructuring	0.7		9.3%
Other	Various other local initiatives under £0.3m	0.5		
			13.1	
Total Additional Spending Demands		31.8		

Budget Heading	Reason for change	2013/14 Projected		Scale of Change
		£m	£m	
Savings and Income				
Income Generation				
Social Care charges	Increasing the amount people pay towards their care costs in line with benefit increases as required by legislation	-1.6		2.5%
Commercial Services	Increase in dividend paid to KCC from Commercial Services activities following restructuring	-0.4		-5.7%
Government grants	Estimated receipts from Government in relation to outstanding claims for asylum and academies	-2.0		
Other	Increases in income from services provided to schools and increased charges to other clients under £0.3m	-0.8		
			-4.9	
Savings				
Staff costs	Full year impact of previous years staff restructuring of non front-line staff	-1.3		-1.5%
Premises costs	Savings from the rationalisation of premises and from better procurement of property services	-1.1		-3.6%
Waste contracts	Savings from improved procurement following renewal of waste recycling, haulage and disposal contracts	-0.6		-1.3%
Supporting People	Full year effect of savings negotiated on contracts in 2012/13	-0.8		-2.9%
Connexions	Renegotiation of contract to provide specialist careers advice and guidance to vulnerable young people, with better targeting of advice to those who need it most	-0.5		-7.4%
Other contracts	Savings from improved procurement of other contracts coming up for renewal in 2013/14	-0.3		
Information and Communications Technology	Savings on ICT costs arising from development of multi agency provision with other public services	-1.3		-6.8%
Capital Financing	Savings arising from review of funding for capital projects and financing strategy	-2.0		-1.5%
Waste Management	Implementation of changes to operation and location of Household Waste Recycling Centres following major review	-0.6		-6.7%
Childrens Centres	Review of support services and central functions relating to running childrens centres	-1.4		-7.8%
Staff costs	Savings from new initiatives and further staff reductions and review of local terms and conditions	-2.1		-0.6%
Reserves	Reduction in general reserves held to manage risks	-6.0		-18.9%
Other	Other efficiency savings under £0.3m	-0.8		N/A
			-18.8	

Budget Heading	Reason for change	2013/14 Projected		Scale of Change
		£m	£m	
Transformation				
Waste partnerships	Improved waste collection and disposal arrangements through partnerships with districts	-2.4		-4.9%
Street Lighting	Energy consumption reduction and environmental improvements deriving from selective turning off of streetlights on main routes and minor roads between midnight and 5am, and removal of unnecessary lights	-0.4		-7.1%
Libraries	Staff restructuring and integration of other services into libraries	-0.5		-3.2%
Youth Service	Implementation of youth strategy and shift towards more locally commissioned services	-0.6		-6.3%
Education services	Full year effect of restructuring into new ELS directorate to support new strategy for school improvement and respond to new education landscape	-3.5		-9.8%
SEN Transport	Review of SEN transport provision through a combination of re-negotiating contracts and offering parents alternative arrangements	-0.8		-4.3%
Adult Services	Transformation of Adult Social Care with greater emphasis on better procurement, increased prevention and improved partnership with the NHS, through the integration of health and social care commissioning, to deliver better outcomes for Kent residents at lower cost	-18.8		-5.3%
Looked After Children	Implementation of Looked After Children strategy with greater focus on preventing the need for children to come into local authority care and returning children in care to an appropriate and safe family environment as quickly as possible	-5.3		-3.7%
Specialist Children's Services	Improved social care practice within Specialist Children's Services including less referrals to legal services, improved partnership working with Family Courts and improved productivity in fostering and adoption services	-3.0		-2.1%
Community Safety	Transfer of commissioning responsibilities and budgets to new Police and Crime Commissioner	-0.6		100%
Other	Other transformation activity under £0.3m	-0.8		
			-36.7	
Total Proposed Savings and Income			-60.3	
Additional pupils in schools due to higher birth rate (funded by DSG)			5.4	
Transfer of schools to academies (funded out of DSG)			-43.8	
Proposed Budget (net spend)			1,710.0	

Significant budget proposals by A-Z of service

	2012/13 Base (Net) £m	Base Adjustments for One-Offs £m	Unavoidable Spending Demands £m	Local Policy Decisions £m	Income Generation £m	Savings £m	Transformation £m	Schools Transfers £m	Proposed Budget (net) £m
Adult Social Care									
Direct Payments	27.4	3.4	0.3	0.0	-0.0	-0.0	0.0		31.1
Domiciliary Care	44.3	6.8	0.5	0.0	-0.3	-0.0	-6.0		45.4
Residential & Nursing Care	158.6	0.0	2.2	0.0	-1.3	-0.0	-12.8		146.7
Supported Accommodation	31.7	0.0	0.4	0.0	-0.1	-0.0	0.0		32.0
Supporting People	25.7	0.0	0.0	0.0	0.0	-0.8	0.0		25.0
Voluntary sector	15.1	0.0	0.2	0.0	-0.0	-0.0	0.0		15.3
Other	14.6	0.0	0.0	0.0	-0.0	0.0	0.0		14.6
Assessment	38.1	0.0	0.0	0.0	0.0	0.0	0.0		38.1
Children's Social Care									
Looked After Children	52.8	0.0	0.4	0.0	0.0	0.0	-5.9		47.3
Preventative & Family Support Services	25.3	0.0	0.0	0.0	0.0	-0.2	-0.9		24.2
Unaccompanied Asylum Seekers	15.3	0.0	0.0	0.0	0.0	0.0	0.0		15.3
Legal & Performance Management	10.3	0.0	0.0	0.0	0.0	0.0	-1.0		9.3
Assessment	37.5	0.0	0.0	0.0	0.0	0.0	-0.5		37.0
Children's Services									
School Attendance and Behaviour Service	18.5	0.0	0.0	0.0	0.0	0.0	-1.1		17.4
Education, Careers and Personal advice services for young people	9.3	0.0	0.0	0.0	0.0	-0.6	-0.1		8.6
Youth and Youth Offending Services	9.6	0.0	0.0	0.0	0.0	0.0	-0.6		9.0
Early Years	50.5	0.0	0.0	0.0	0.0	0.0	0.0		50.5
Children's Centres	17.8	0.0	0.0	0.0	0.0	-1.4	0.0		16.4
Special Educational Needs	18.8	0.0	0.0	0.0	0.0	-0.2	-1.4		17.2
Free School Meals	1.3	0.0	0.0	0.0	0.0	0.0	0.0		1.3
Community Services									
Library Service	13.7	0.0	0.0	0.0	0.0	0.0	-0.5		13.2
Community Safety	4.1	0.0	0.0	0.0	0.0	0.0	-0.9		3.2
Contact Centre and Gateways	6.2	0.0	0.0	0.0	0.0	-0.6	0.0		5.6
Other	4.9	0.0	0.0	0.1	0.0	-0.3	0.0		4.7
Highways									
Maintenance	26.3	0.5	0.1	0.2	0.0	0.0	0.0		27.1
Network Management	15.3	0.0	0.0	0.1	0.0	0.0	-0.4		15.0
Schools									
Schools Delegated Budgets	640.8	0.0	0.0	0.0	0.0	0.0	0.0	-38.4	602.4
Services for Schools	39.1	0.0	0.0	0.0	-0.4	0.0	-0.6		38.1
Transport Services									
Concessionary fares elderly	16.3	0.0	0.6	0.0	0.0	0.0	0.0		16.9
Freedom pass for youth	11.2	0.0	0.4	0.0	0.0	0.0	0.0		11.6
Free school and college transport	31.9	0.0	0.2	0.0	-0.3	0.0	-0.8		31.1
Subsidised public bus services	7.7	0.0	0.2	0.0	0.0	0.0	0.0		7.9
Waste									
Recycling	23.3	0.0	0.0	2.4	0.0	-0.8	0.0		25.0
Disposal	45.1	0.0	3.0	0.1	0.0	-0.6	-2.4		45.2
Other Services									
Other Services	21.1	0.0	0.0	0.2	-0.1	-0.4	-0.2		20.5
Financing Items									
Financing Items	134.5	-11.1	9.9	9.8	-2.4	-8.4	0.0		132.3
Management, Support & Overheads									
Management, Support & Overheads	112.9	0.4	0.3	0.3	-0.0	-4.6	-0.5		108.8
Total	1,776.8	0.2	18.7	13.1	-4.9	-18.8	-36.7	-38.4	1,710.0

What happens next?

Once the consultation closes, we will spend time reading the responses and evaluating the feedback from in-depth workshops run by Ipsos MORI that are taking place across the county as well as feedback from meetings with specific stakeholder groups.

An interim report on the issues affecting individual services will be presented to Cabinet Committees in November 2012. A full report on all the issues raised during the consultation will be presented to Cabinet Members for consideration in December. Cabinet will issue a formal response to the consultation and if necessary any changes to the final budget proposals.

The final budget proposals will be agreed by the full County Council in February 2013 together with the level of council tax for 2013/14.

Note - the budget agreed by the County Council in February allocates the overall resources available to individual Cabinet Members and sets the main spending priorities and level of council tax. Cabinet Members have delegated authority to make changes if circumstances change or in response to more detailed consultation on individual aspects of the proposals.

In February 2013 we will publish all reports relating to this consultation on www.kent.gov.uk/budgetviews, and notify anyone who had participated, of the results of this consultation.

How to take part in the 2013/14 budget consultation

How to take part in the 2013/14 budget consultation. Use the feedback form at the back of this document or complete it online at kent.gov.uk/budgetviews

Reply in writing:

Budget Consultation, Room 3.08, Sessions House, Maidstone, Kent, ME14 1XQ
Email budget@kent.gov.uk

Keep up to date by following us on Twitter #KCCBudget

All responses must be received by 5pm Thursday 1 November 2012

Thank you for taking part in this consultation, your views are important to us and we will publish the results of this consultation on www.kent.gov.uk/budgetviews in February 2013.

* Average household council tax based on the average for a Band D household

Feedback form

Facing the Challenge – Response form for the consultation on KCC’s budget proposals.

Your postcode _____

1. Are you completing this questionnaire: (please tick)

- as a resident of Kent
- on behalf of a local business
- on behalf of a local public sector organisation
- on behalf of a local community group or voluntary organisation
- as a member of staff
- in some other capacity

2. Have you read KCC’s budget consultation document?

- Yes
- No

3. How easy or difficult was it to understand? Please circle your answer

Very easy | Fairly easy | neither easy nor hard | Fairly difficult | Very difficult

3a Do you have any comments on the document?

4. To what extent do you agree with each of the following statements:

In principle, Kent County Council should not increase council tax and should review the way services are provided Please circle your answer

Strongly agree | Agree | Neither | Disagree | Strongly Disagree

4a. Please state any instances when this principle should not be applied.

5. Of the following key changes proposed for the 2013/14 budget, which do you think are the MOST acceptable (please select no more than THREE, You must select at least 1 item)

- Adult Social Care, saving amount £18.8m
- Use of reserves, saving amount £6m
- Looked after children, savings amount £5.3m
- Children's services, savings amount £3m
- Staff costs, savings amount £2.1m
- Capital financing, savings amount £2m
- Standard benefits uplift in social care charges, savings amount £1.6m
- Children's centres, savings amount £1.4m
- Special Educations Needs (SEN) transport, savings amount £0.8m
- CXK, savings amount £0.5m
- Street lighting, savings amount £0.4m

6. Of the following key changes proposed for the 2013/14 budget, which do you think are the LEAST acceptable (please select no more than THREE, you must select at least 1 item)

- Adult Social Care, saving amount £18.8m
- Use of reserves, saving amount £6m
- Looked after children, savings amount £5.3m
- Children's services, savings amount £3m
- Staff costs, savings amount £2.1m
- Capital financing, savings amount £2m
- Standard benefits uplift in social care charges, savings amount £1.6m
- Children's centres, savings amount £1.4m
- Special Educations Needs (SEN) transport, savings amount £0.8m
- CXK, savings amount £0.5m
- Street lighting, savings amount £0.4m

7. Are there any specific comments you would like to make about the proposals in 'Key changes to our budget' section of the consultation document?

8. Are there any other ways that you think Kent County Council should be responding to the financial challenges ahead?

Please continue any questions on a blank sheet if required.

About You...

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions, and improve our services.

If you would rather not answer any of these questions, you don't have to.

Q9. Are you...? Male Female I prefer not to say

Q10. How old are you?

Q11. What is your postcode?

Q12. To which of these ethnic backgrounds do you feel you belong? (Your ethnic background is about lots of things, such as where your family comes from and the language you speak)

White	Mixed	Asian or Asian British	Black or Black British
<input type="checkbox"/> British	<input type="checkbox"/> White & Black Caribbean	<input type="checkbox"/> Indian	<input type="checkbox"/> Caribbean
<input type="checkbox"/> Irish	<input type="checkbox"/> White & Black African	<input type="checkbox"/> Pakistani	<input type="checkbox"/> African
<input type="checkbox"/> Gypsy/Roma	<input type="checkbox"/> White & Asian	<input type="checkbox"/> Bangladeshi	<input type="checkbox"/> Other*
<input type="checkbox"/> Irish Traveller	<input type="checkbox"/> Other*	<input type="checkbox"/> Other*	
<input type="checkbox"/> Other*			
	<input type="checkbox"/> Arab	<input type="checkbox"/> Chinese	<input type="checkbox"/> I prefer not to say

*Other ethnic group – if your ethnic group is not specified in the list, please describe it here:

Q13. Would you say that you have a disability? (A disability is if you have a problem or an illness to do with your mind or body, and it makes it hard for you to do everyday things)

Yes No I prefer not to say

Q14. If you answered Yes to Q13, please tell us what problems you face. You may have more than one type, so please select all the problems that apply to you. If none of these applies to you, please select Other, and give brief details.

- A disability to do with your body (such as problems walking, moving and getting around).
- Problems with hearing or seeing, or both.
- Having a bad illness for a long time (such as cancer, epilepsy, HIV/AIDS or another serious sickness).
- Mental health problems (this is a problem to do with your mind and the way you feel; for example, if you feel upset, worried or angry a lot).
- Learning difficulties.
- I prefer not to say.
- Something else, please specify:

Q15. Do you regard yourself as belonging to any particular religion or belief?

Yes No I prefer not to say

Q16. If you answered Yes to Q15, which one listed below applies to you?

- Christian
- Hindu
- Muslim
- Any other religion, please specify:
- Buddhist
- Jewish
- Sikh

Thank you for providing this information



Helping your business

grow

We offer everything from interest free loans to help finding an apprentice

Helping you get the most from later life

Your council tax pays for more
people to live independant lives



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in a range of languages.

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