

**CHILDREN, FAMILIES & EDUCATION -  
RESOURCES AND INFRASTRUCTURE POLICY  
OVERVIEW AND SCRUTINY COMMITTEE**

**Thursday, 15th April, 2010  
10.00 am**

Darent Room,  
Sessions House,  
County Hall, Maidstone







## AGENDA

### CHILDREN, FAMILIES & EDUCATION - RESOURCES AND INFRASTRUCTURE POLICY OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 15 April 2010 at 10.00 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

Ask for: **Christine Singh**  
Telephone: **01622 694334**

*Tea/coffee will be available before the meeting*

#### **Membership**

Conservative (11):	Mr C J Capon (Chairman), Mr T Gates (Vice-Chairman), Mr D L Brazier, Mr R L H Long, TD, Mr R J Parry, Mr K Pugh, Mrs J A Rook, Mr K Smith, Mr B J Sweetland, Mr M Whiting and Mr R Tolputt
Liberal Democrat (1):	Mr M J Vye
Church Representatives (3):	The Reverend N Genders, The Reverend Canon J L Smith and Dr D Wadman
Parent Governor (2):	Mr B Critchley and Mr P Myers
Teacher Advisers (6):	Mr T Desmoyers-Davies, Mrs J Huckstep, Miss S Kemsley, Mr R Straker, Mr S Thompson and Mr J Walder

#### **UNRESTRICTED ITEMS**

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

#### **Item No**

**Timings\***

#### **A COMMITTEE BUSINESS**

A1	Membership	10.00 am
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To note that Mr M J Vye has replaced Mr I S Chittenden as a member of this Committee and that Mr Critchley has been appointed as a Parent Governor Representative.

A2	Substitutes
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A3	Declarations of Interests by Members in items on the Agenda for this meeting
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A4	Minutes - 19 November 2009 (Pages 1 - 14)
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#### **B ITEMS FOR DISCUSSION**

B1	Financial Monitoring Report (Pages 15 - 48)	10.10-10.20 am
B2	Deputy Cabinet Member and Service Directors' Update	10.20-10.40 am
B3	Home to School Transport (Pages 49 - 52)	10.40-11.40 am
B4	CFE Strategic Action Plan for Equalities (Pages 53 - 70)	11.40-12.00 am
B5	Informal Member Group on SEN Transport - Verbal Update	12.00-12.15 pm
B6	Future visits to Building Schools for the Future sites and Academies- Verbal report	12.15-12:30 pm

### **C SELECT COMMITTEE WORK**

C1	Select Committee - Update (Pages 71 - 72)	12:30-12:40 pm
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### **EXEMPT ITEMS**

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

*\*All timings are approximate*

Peter Sass  
Head of Democratic Services and Local Leadership  
(01622) 694002

**Wednesday, 7 April 2010**

*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

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**CHILDREN, FAMILIES & EDUCATION - RESOURCES AND  
INFRASTRUCTURE POLICY OVERVIEW AND SCRUTINY  
COMMITTEE**

MINUTES of a meeting of the Children, Families & Education - Resources and Infrastructure Policy Overview and Scrutiny Committee held at Medway Room, Sessions House, County Hall, Maidstone on Thursday, 19th November, 2009.

PRESENT: Mr C J Capon (Chairman), Mr T Gates (Vice-Chairman), Mr D L Brazier, Mr R J Parry, Mr K Pugh, Mrs J A Rook, Mr K Smith, Mr R Tolputt, Mr B J Sweetland, Mr M Whiting and Mr I S Chittenden

PARENT GOVERNORS: Mr P Myers

PRESENT: Mr G Cooke

IN ATTENDANCE: Mr K Abbott (Director, Finance & Corporate Support), Mr G Ward (Director Resources), Mrs A Gamby (Head of Early Years & Childcare), Mrs C A Singh (Democratic Services Officer) and Ms R Turner (Managing Director Children, Families and Education)

**UNRESTRICTED ITEMS**

**11. Membership**  
*(Item. A1)*

RESOLVED that Mr K Pugh had replaced Mr Bayford on this Committee be noted.

**12. Declarations of Interests by Members in Items on the Agenda for this meeting**  
*(Item2)*

Mr Chittenden declared an interest in Item B6 as he was a Trustee of Howard de Walden, Maidstone mentioned within the addendum to the report.

**13. Minutes - 18 September 2009**  
*(Item. A4)*

RESOLVED that the Minutes of the meeting held on 18 September were correctly recorded and that they be signed by the Chairman.

**14. Deputy Cabinet Member's Verbal Update**  
*(Item. B1)*

*(Verbal Report by Mr G Cooke, Deputy Lead Member for Resources, Capital Programme and Infrastructure)*

(1) Mr Cooke advised the Committee of activities undertaken since the last meeting of the Committee within his portfolio *(excluding those items due to be discussed at the meeting to prevent duplication)*, which included; regular visits he

and the other Deputy Lead Members had made to Kent schools, an Informal Member Group which looked at possible savings on the Medium Term Plan, whilst minimising the impact on front line services, schools and young people; the Informal Members Group to look at Special Educational Needs Transport would be meeting on Friday, 20 November. He concluded advising that data was currently being gathered on School Admissions to allow any pressures to be managed as they arose.

(2) The Chairman thanked Mr Cooke for his update and reminded him of the protocol that local Members should be informed of school visits in the electoral area to give them the opportunity to attend the visit. Mr Cooke advised that this was happening Mr Sweetland concurred advising that he had been invited to such a visit and attended.

(3) RESOLVED that the verbal report be received.

## **15. Service Directors' Verbal Updates**

*(Item. B2(a) and (b) were taken together)*

*(Verbal update by Mr K Abbott, Director of Resources and Planning Group and Mr G Ward, Director - Capital Programme and Infrastructure)*

### **Mr G Ward, Director of Capital Programme**

(1) Mr Ward gave a presentation using overheads, (attached as appendix 1 to these Minutes). He highlighted the wide range of responsibilities covered by the 135 staff in his division, which included; Building Schools for the Future Group, School Meals, Health and Safety in the KCC Estates and the approval of Outdoor Education eg residential trips. This activity was covered within a divisional Revenue Budget of £20.5m. He went on the outline the activities of Capital Investment. Members noted that recent successes included Kent gaining the ISO 14001 Environment Award, and an increase in the take up of waste contracts, introducing recycling.

(2) In response to a question by Mr Gates, Mr Ward advised that the schools food waste was taken away and composted.

(3) In response to a comment by Mr Tolputt, Mr Ward said that he would follow up on the request he made at the last meeting for detailed information on the Academies, and would include information on those academies that KCC had representation on. In replied to a question raised by Mr Pugh, he highlighted that the Academies were independent state schools.

(4) Mr Smith advised that a report would be submitted to a future meeting of the Learning and Development Policy Overview and Scrutiny Committee on standards in schools.

(5) In response to a question raised by Mr Brazier, Mr Abbott advised that if an Academy started to fail there was no intervention that could be made by KCC. One of the causes of concerns with the creation of the Young People's Learning Agency (YPLA), with the demise of the Learning Skills Council, was the responsibility for funding being moved to the YPLA, which was part of the new Bill passed last week and how this would operate was not clear at present.

(6) Mr Cooke undertook to respond to Mr Pugh's question on the process of admissions to Academies and the implication for KCC if the Academies operated an exclusion, of anything up to 10%, to the children in that area, outside the meeting.

(7) In response to how Home to School Transport was dealt with for Academies, Mr Ward advised that KCC was responsible for Home to Schools Transport. The Academies had exactly the same entitlements as any other school.

(8) The Chairman thanked Mr Smith for his invitation to join the Learning and Development POSC on a visit to an Academy before its next meeting in February 2010.

(9) Mr Ward concluded his presentation with a film entitled 'Did You Know?' which included a host of facts highlighting how our world was changing.

**Mr K Abbott, *Director of Resources and Planning Group***

(10) Mr Abbott gave his presentation using overheads (*attached as appendix 2 to these Minutes*). Mr Abbott highlighted the responsibilities of his service division, which included; Communication and Information Governance that included the work across the Directorate and electronic communications across schools, Workforce Development of the Advisory Service, for the work with staff in schools and the Children's Social Services, School Crossing Patrols, Free School Meals and Student Loans. His team also had a wide range of responsibility for the management of the Directorate's budget, schools budgets and managing the Medium Term Planning and Freedom of Information requests.

The service division had a budget of £27m gross and £22m net and an income of £5m, of which £1.2m was through selling financial services to Kent schools and some contracts with Medway and Sussex.

He highlighted key headlines and statistics which included; that there were five Freedom of Information requests in the first year, 2005, to date this had risen to 417 in 2009, for which one and half full time staff had to be employed to deal with those enquiries, and the bulk of the enquiries were mainly from the public.

The number of applications for free school meals had risen, he felt due to the recession, from 20,000 to 26,000 applications per year.

CRB checks had risen in supporting schools in recruiting qualified teachers.

The successes included; the first Finance Annual Conference was held this year, which brought together county wide bursars. There had also been positive responses on the consultation process of the Early Years Providers Review. The Kent workforce and the Annual Census went well which had been a huge demand on schools and KCC, but there had been a 100% response.

(11) Members were given the opportunity to ask questions and make comments which included the following:

(12) In response to a question by Mr Tolputt, Mr Abbott explained that there was a long wind down since the announcement that Local Authorities were losing the responsibility for supporting student loans. The Government was moving this service to Student Finance England with a 3 year wind down. Kent use to support 20,000 students and families on student loans and guidance; including 3000 face to face interviews. Kent was now down to 3000 existing students as all new students had to use the online service of Student Finance England. In two years time Kent would no longer be dealing with student loans. However there was concern, which Kent had raised nationally, on what would happen to students like those that Kent had helped through the process during this summer that could not easily access the online system as their family circumstances were more complex and did not fit into the drop down questions on the online system.

(13) In response to a question by Mrs Rook, Mr Abbott advised that where charges could be made, for Access to Information requests (*where 18 hours of work was undertaken to research information*) this was carried out although, the bulk of the requests did not reach that threshold. Mrs Rook gave her congratulations to the Awards Team for the superb service they provided.

(14) The Chairman requested that on behalf of the Committee congratulations be passed on to the Awards Team for all their excellent work.

(15) In reply to a question by Mr Smith, Mr Abbott explained that the balance control mechanism for schools was where reserves were above the thresholds and criteria that had been agreed with the Funding Forum. Money had been clawed back from school reserves and that had been redistributed. £1½ m in 2007/08 and £3000k this year. In some cases Primary schools had to give back one third of their budget. Mr Abbott felt that the key was to get the schools to recognise that money would not be sitting there for ever but was to be spent on pupils in schools now. Mr Abbott said there was a need for new partnerships with schools. He advised that this was being achieved by Officers working closely with the Schools Funding Forum and with the schools when their budgets were issued at the start of the school's current year. At this time it was disclosed what the schools' limit would be regarding claw back and the consequences of the schools going above a certain level would mean that they were at risk of claw back. Each school would receive this in a detailed letter; to date this had been working. Mr Cooke added that the exception to this was where a school had identified and needed to save for capital projects this funding was excluded.

(16) Mr Myers said that he had received positive feedback on the consultation with special schools.

(17) In response to concerns raised by Mr Pugh regarding the schools on the Isle of Sheppey claiming that they had received little professional support with the changes from a two tier to a three tier system, Mr Cooke asked Mr Pugh to let him have the details to allow him to deal with the issue outside the meeting.

(18) In response to a question by Mr Sweetland, Mr Abbott agreed to forward any feedback, on the impact of screening of the Headteachers' Conference on Kent TV to Members.



- (19) RESOLVED that the Members comments and requests and the verbal reports be noted.

**16. CFE: Revenue and Capital Budget Monitoring 2009/10**  
(Item. B3)

*(Report by Mr K Abbott, Director Resource and Planning Group, Mr G Ward, Director Capital Programme and Infrastructure Group and Mrs S Hohler, Cabinet Member for Children, Families & Education)*

(1) Members considered the third report to this Committee on the forecast outturn against the budget for the Children, Families and Education (CFE) Directorate for the 2009/10 financial year based on the exception monitoring report, which was presented to Cabinet on 12 October 2009.

(2) The Chairman asked Mr Abbott to introduce the report. He highlighted the areas under the various headings within the report that required further updates which included; Schools - It was the intention to provide Members with an update of the half year monitoring position, however, Officers were still chasing a number of returns from schools, which meant that the work on assessing the overall position was still taking place. Mr Abbott offered to forward a briefing note to Members outside the meeting as the next meeting was not due until January 2010.

Directorate Revenue Budget – The Directorate was projecting a balanced budget for the end of the year excluding asylum and including management action of £1.571m, the position of the Directorate was largely the same as reported at the last meeting. Asylum – The new grant rules that came into effect from the end of August had a lot of clauses that came into effect on the 1<sup>st</sup> October this meant the grant rules had changed after one month, which meant the forecast shortfall increased from £0.369m to £3.969m for the end of the year. At the time of writing the report Officers were waiting for proposal from the UK Borders Agency (UKBA) following a meeting held with them and the Leader of KCC in September. Outlined proposal had been received that were broadly what was expected in trying to find a way forward to provide KCC and the other main gateway authorities; Hillenden and Croydon, with a contractual arrangement for 3-5 years to essentially fund core costs and allow for some variation for changes in numbers in each year. The first meeting involving Hillenden, Croydon and KCC with the UKBA was being held in Croydon 19 November KCC was being represented by Mr B Anderson accompanied by an Officer from the finance team from Asylum Services. Mr Abbott agreed to give Members an update at the joint meeting in January 2010. Members were advised that a Member of the UKBA had been seconded to KCC, until the end of March 2010, to work within the Children, Families and Education Directorate in the Finance Team and the Unaccompanied Children's Team to look at the funding and service issues that KCC was facing and dealing with the issues where UKBA and KCC interpretations differed. Mr Abbott hoped that this would also strengthen the partnership the UKBA and feed into discussions.

(3) In response to a question by Mr Chittenden that referred to page 10 of the report on the 'ongoing' increase in expenditure for mobile classrooms in schools with regard to the changes in special educational needs requirements. Mr Ward explained that the figures within the capital programme were anticipated at the end of the programme 2013/14 published County Council budget. There was a commitment to provide additional accommodation in relation to post 16, it was

hoped that this was not the end result but that they were fit for purpose facilities to allow the school to provide post 16 on site. On some of the other schools KCC was incurring additional costs of providing mobiles in advance of the final solutions, he gave the example of the Ridgeview and Portall schools where additional mobiles were provided due to the additional building work as part of the Building Schools for the Future. In this case the mobiles were an interim solution to allow the schools to meet the requirements to their public notice etc.

(4) RESOLVED that:-

- (a) the Members comments be noted ;
- (b) a further update on Asylum be brought back to the joint January meeting of the three CFE POSCs ; and
- (c) the projected outturn figures for both the revenue and capital budgets for the directorate as at the August exception monitoring report be noted.

**17. Budget 2010/11 and Medium Term Financial Plan 2010/11 To 2012/13 (powerpoint presentation)**  
*(Item. B4)*

*(Report by Mrs Rosalind Turner, Managing Director, Children, Families and Education Directorate, Mrs Sarah Hohler, Cabinet Member for Children, Families & Education)*

(1) The Committee received a report that identified the proposed strategy for determining next year's budget and the financial plans for the following two years. This included the latest indications of likely pressures facing the Children, Families and Education portfolio, suggested areas for service improvements and the savings that may be needed in order to set a realistic three year budget plan.

(2) The Chairman reminded Members that an Informal Member Group (IMG) to discuss the Medium Term Plan had been commissioned at the meeting held on 18 September with a Membership of 6, *(2 Members from each of the 3 Children, Families and Education Policy Overview and Scrutiny Committees (POSCs))*. Chaired by Mr K Smith, the IMG met on Tuesday, 17 November to discuss suggested savings and priorities to inform this Committee.

(3) The Chairman asked Mr Abbott to introduce the report. Mr Abbott advised that the report set out the latest information on the known pressures for the portfolio and highlighted areas of possible service improvements, which were needed to set a realistic budget for the next three years. The format of the papers was in the standard form for all the POSCs.

(4) Mr Abbott explained that it was already in the public domain that KCC had to reduce its spending by £200m over the next 3 years and as part of that all Directorates were set targets for efficiency savings in respect of staffing and procurement activity. The CFE Directorate's target was £9.4m and savings totalling that had been identified and included in the report.

(5) Delivery of those efficiency savings and a robust stance on pay and prices in light of the current inflation still left savings of £130m needed across the County Council. Each of the POSCs had been tasked to find 10% savings of £130m.

(6) The issues for the CFE Directorate included; the Directorate was in a unique position as 85% of its spending, £1.36b on revenue came from central government grants and 15% equal to £210m was funded directly by KCC. The set of challenges were to identify savings of 2/3rds part funded by KCC related to Home to School Transport and Children Social Care and included a number of risks of a high level of dependency on government specific grants given the financial climate.

(7) At recent staff and school briefings the key principles were advised in setting the Medium Term Plan, which were primarily; to protect the front line services, reduce overheads and administration, increase efficiency and maximise income. The priorities for CFE were set out in the Young Person's Plan, (summarised in appendix 4 of the report). Mr Abbott advised that the financial climate was going to be difficult over the next 3 years especially with the rise in expectation on the services.

(8) The County Council had identified as part of the £200m that there could be a loss of 600-700 posts across the County Council. CFE Directorate had already advised its staff that there could be a reduction of 160 – 200 posts over the next 3 years.

(9) Mr Abbott explained that page 49 of the report sets out the efficiency and restructuring savings of £7.5m for staffing and £1.9m for procurement activity. The £7.5m gave the target figures for the new Service Groups that were set up under the interim arrangements for the Directorate following the County Council meeting in October following the approval to the Senior Structure in June. The Directors were still working on proposals for the new structure which would be finished at the end of December 2009. At the time when the County Council budget proposals were published the Directorate would be able to move into a formal consultation with staff about the staffing impact.

(10) Mr Smith who chaired of the IMG on Medium Term Plan (IMG MTP) that met on 17 November spoke on the deliberations and the conclusions of the IMG MTP. He advised that the IMG considered 45 areas where savings could be made and areas that they wished to remove from the overall list of savings options presented by Officers. The table below totalling £13m represented those savings which Members of the IMG would not want to be taken forward:

Saving on Connexions	£ 5.8m
Removal of discretionary Services including denominational, Selective, subsidised post 16 transport	£ 5.1m
Disband Member Appeal Panel for Transport	£ 0.1m
Remove base funding for Kent Music School	£ 0.4m
Reduce Educational Psychology service by 10%	£ 0.3m
Halve Section 17 payments (tied in with front line social Workers)	£ 0.3m

Reduce staffing budget for 25 vacant posts	£ 1.0m
Total	£13.0m

(11) Mr Smith advised that each of the Policy Overview and Scrutiny Committees (POSCs) were looking at the budgets within their portfolios and as a result of the preparations of the Officers Members were able to follow this complex exercise for which he thanked them. He felt that the process for Members to scrutinise the budget needed to be developed with an aim to form best practise for the future.

(12) In response to a question by Mr Tolputt, Mr Abbott advised that about 10% of the Dedicated Schools Grant (DSG) funded the Local Authority and the rest went directly to schools and the early years providers. He agreed to provide a summary of this to Members outside the meeting. The government settlement for next year had confirmed that the DSG would be increased by 4.2%. The budgets set for schools this year would hold good for next year. For the Local Authority this meant for the services currently funded from DSG there would be a £3m increase, Kent had to deal with the pay increase in line with inflation. There was ongoing work undertaken with other local authorities on what to charge the DSG. Mr Abbott explained that the government was consulting with service users on what could and could not be charged to the DSG and the role and remit of the Schools Funding Forum. It was difficult at present to charge integrated services to the DSG this would need approval by the DCSF.

(13) In response to a question by Mr Chittenden, Mrs Turner explained that the headings that were discussed by the IMG MTP were both discretionary and statutory items but the issue was at what level those services were delivered; eg Educational Psychology was statutory, Kent Music School was discretionary but there must be an entitlement to music education in schools. Mr Cooke added that the discussions of the IMG were mindful to avoid any impact on vulnerable children and frontline services. He wished to thank Officers for all the work that they had undertaken to produce the budget papers.

(14) In reply to a question by Mr Pugh, Mrs Turner advised that there was still recruitment to Social Worker vacancies. There had been a delay in the additional investment in frontline social work and getting the staff in post which was being resolved. There was a national shortage of Social Workers. There had been success in recruiting newly qualified English Social Workers as well as from abroad; Canada and the USA, who would be well supported and trained on procedures and the cultural expectations. She assured Members that although there was a real deficit in retaining and having enough experienced qualified Social Workers eg Senior Practitioners in Kent a great deal of effort was being applied to retraining existing Social Workers. Unfortunately, this was exacerbated with the increase in referrals that were meeting the requirement for a child protection plan that was leading to pressures on fostering services and Looked After Children (LAC) services.

(15) In response to questions by Mr Sweetland on the Children's Occupational Therapy Service (OTS), Mrs Turner explained that following the separation of the Adult Social Services and Children Social Services there was a deficit in the children's OTS element of the service and there had been difficulties in getting that back to a proper level in terms of funding, which had now been found and in finding

experienced staff. Mrs Turner had been assured that recruitment was underway and would be shortly back up to speed. There was still concern with the back log of cases, which Officers would be working to bring down which may entail bringing in agency staff. Referring to funding Mrs Turner advised that this was complex as it involved funding from both KCC for assessments, Health Authorities for equipment and funding that the Districts held in regard to housing. Officers had been carrying out work with Housing and Health to look at working in a more efficient way by pooling resources. She was optimistic that this was the way forward for total place for children and families.

(16) In response to a question by Mrs Rook, Mr Ward replied that there was a real challenge on how much was being spent on protecting our empty facilities. Officers in Corporate Property Services were doing what they could to; dispose of some sites, retain sites until the property prices rose or change of use was agreed for a site. The aim was to keep the expenditure down but also to protect the Local Authority's interest with regard to liability and protect those that go on those sites. Mr Cook added that this partly came about because of the success and expansion of the capital programme as more renovation work was being carried out through Building Schools for the Future (BSF) more buildings became redundant from prior use, he felt that the pressure was a good thing and indicative of the excellent work being carried out in other areas.

(17) In response to a further question by Mrs Rook, Mr Abbott explained that the pressure on maternity pay within the report did not include paternity pay because those figures shown were regarding schools and through the Dedicated Schools Grant the Authority funded certain costs for maternity pay. The scheme only covered maternity, if schools wished it to cover paternity this would have to be discuss with the Schools Funding Forum as this would be a budget pressure. With regard to the units within the Directorate any cost of maternity or paternity leave had to be funded from within the units' budget.

(18) In reply to a question by Mr Sweetland, Mr Abbott explained that the information on page 31 of the report referred to the whole range of staff in the Local Children Services Partnerships (LCSPs) at present, what this would look like in the future would be part of the restructuring proposals that were currently being worked on, details would be available in January as part of the Directorate review. Mrs Turner added that everything we did should be based on excellent outcomes for children. The review of the LCSPs was a commitment to driving forward the Kent Children's Trust that had been in existence for a year. The schools were part of the Partnership and were being listened to as part of the LSCPs review. Mr Abbott concluded that more work had to be carried out on how the school representatives on the Partnerships fed back the issues to the group of schools that they represented.

(19) Mr Smith suggested that the schools should be asked "what is the service doing for you?" The services were there to help the schools and the pupils. Mrs Turner suggested that this issue needed to be discussed at a future meeting of the Vulnerable Children and Partnerships POSC as the issue dealt with part of the Kent Children's Trust. Mr Smith added that a school visit could be included too. The Chairman gave permission for Mrs Allen, Chairman of the Vulnerable Children and Partnerships POSC to speak. Mrs Allen advised that the POSC was due to discuss the LCSPs at a future meeting.

(20) RESOLVED that:-

- (a) the comments and request made by Members in the paragraphs above be noted;
- (b) the proposals in the report be noted; and
- (c) the 7 areas of savings, which were considered by Members of the IMG to be omitted from the overall list of savings to be taken forward as detailed in paragraph (10) above be noted.

**18. Building Schools for the Future (BSF) - (DVD)**  
*(Item. B5)*

*(Report by Mr G Ward, Director, Capital Programme & Infrastructure and Mrs S Hohler, Cabinet Member for Children, Families & Education Directorate)*

(1) The Committee considered a report that provided an update on the Authority's current progress with its BSF Programme, which Kent entered in September 2005 with an estimated overall capital allocation, provided the Programme lasted to the end, of £1.8 billion.

(2) Mr Ward gave a detailed presentation using overheads *(as attached to these Minutes)* and played a DVD on BSF. He advised that the driving force was to have building facilities for secondary education fit for the 21<sup>st</sup> Century, putting learning first and being the centre of the community. Members noted that a video on BSF was also available to watch on Kent TV.

(3) Members were given the opportunity to make comments and ask questions which included the following:

(4) In response to questions by Mr Pugh, Mr Ward advised that the first BSF contract was drawn up in 2008 for the first Local Education Partnership schools in; Gravesham, Swale, Thanet and two in Canterbury Coastal, the contract gave exclusivity to the partner to deliver those schools. In Wave 3 there were ten schools being constructed at present, which were all on schedule. In Wave 4 the issue to the Local Education Partnership (LEP) to take up the schemes to be developed had be made, the process was outlined in appendix 2 of the report. A letter had now been received from the LEP indicating a willingness to take them up. The contract closed at the end of the summer next year and the facilities would come on line in 2013. Discussions were due to start with the Projects for Schools (PfS) about starting on Wave 6 of the programme but this would be dependent on what happened in the general election in 2010.

(5) Mr Ward respond to a further question by Mr Pugh advising that up until two years ago the Academies were dealt with by the Department of Children, Schools and Families (DCSF) and a sponsor. KCC was a sponsor and had no more involvement. The PfS was given the whole remit to look after the BSF and the Academy Programme. Since then KCC was responsible for the physical delivery of the building, funding was made available to KCC as the Local Education Authority,

it was KCC's responsibility to deliver the building to the Academy Trust and we effectively license them to occupy the buildings and the use of the land on a lease of 125 years. In the case of Sheppey because it was in the Let 1 patch a decision was made that it would be picked up through the BSF oppose to going elsewhere with a contractor and it was in Wave 4. Mr Ward advised that there was an error in the report indicating that the 2 sites in Sheppey were in Wave 6 this should be altered to read Wave 4.

- (6) RESOLVED that the comments and questions by Members and the progress of the BSF programme in Kent be noted.

**19. Children's Centres Review (to follow)**

*(Item. B6)*

*(Report by S Hohler, Cabinet Member for Children, Families & Education and Mrs R Turner, Managing Director of Children, Families & Education Directorate)*

*(Mrs A Gamby, Head of Early Years and Childcare (Operations) and Mrs R Tickle, Children's Centre Project Officer were present for this item)*

- (1) The Committee received a report regarding the Review of Children's Centres, with a particular focus on Round Three.

- (2) The Chairman welcomed Mrs Gamby and Mrs Tickle to the meeting and asked Mrs Gamby to introduce the report.

(3) Mrs Gamby explained that the Children's Centres agenda was a major national initiative. The Children's Centres role was about the leadership and management of a range of services for children and their families in an area in a joined up way. A Children's Centre was not a nursery although a nursery may be a provision at the Centre. The government's aim was for 3500 Children's Centres nationally by 2012. What this meant for Kent was that originally there would be 102 Children's Centres, which would be delivered in three rounds; Round 1 had 20 Centres (2004-2006) and Round 2 had an additional 52 Centres (2006-2008) and in Round 3 up to 30 Centres. There was a need for Round 3 to connect and join up with Rounds 1 and 2 for universal coverage. Cabinet agreed to a review of the Children's Centres to ensure that in the current economic climate that the capital portfolio was the best that it could be to deliver universal children's services. The revenue funding for Children's Centres came through a grant and at present there was no confirmation of what that grant would be after 2011. The aim of the review was to; minimise the number of new builds, maximise the number of centres delivering existing facilities, further explore whether some centres might deliver and manage through contractual arrangements with voluntary or private organisations and identify whether there was potential to provide universal coverage for the children and families of Kent with fewer Centres than the potential 30 in Round 3 and fewer than the original 102 Children Centres.

- (4) Mrs Gamby then spoke on the two tabled papers headed 'Revised Round Three Proposals 11/09', which highlighted that following the review there could potentially be 25 Children Centres instead of 30 in Round 3 and therefore county wide 97 Children's Centres in total instead of 102, and 'Children's Centres Capital Funding and Predicted Spend', which provided the predicted sending on Rounds 2 and 3 and the infrastructure and signage around all three rounds. This gave a

predicted spend with the revised proposals of £30,708,986 with a balance of £3,824,950 to be reinvested.

(5) Members of the Committee were given the opportunity to ask questions and make comments which included the following:

(6) In response to questions by Mr Pugh on Rounds 1 and 2, Mrs Gamby advised that KCC was the accountable body for all Children's Centres, most were delivered in house through a KCC Children's Centre Manager, a few were delivered on a service level agreements to different organisations such as Seashells, but it remained KCC's responsibility. Mrs Tickle explained that there were sites identified for Queenborough and Rushenden and Leysdown and Warden but both were involved in complex land swap negotiations with Swale Borough Council, which was in the hands of KCC's legal team. For Queenborough and Rushenden the land swap was imminent and for Leysdown and Warden there had to be an archaeological dig commissioned on adjacent land, once that had been concluded the necessary documents could be signed and swapped.

(7) In reply to questions by Mr Chittenden, Mrs Gamby advised that the Children's Centres were revenue funded entirely through the Sure Start Grant. The Children's Centres Review had slowed down the Round 3 programme, although, it still had to deliver designation by the end of March 2010 and a full core offer by 2012. The freed up revenue funding had not had to be called on. In answer to the send question, Mrs Gamby said that part of the work of the Children's Centres included an annual cycle of self evaluation against a series of indicators, which were reported up to Cabinet and the government.

(8) Members congratulated Mrs Gamby and her team for all their work and requested a progress report on Children's Centres in a year.

(9) RESOLVED that:-

- (a) the Members comments and the request for a progress report in one year be noted; and
- (b) the recommendations arising from the Children's Centres Review be noted.

## **20. Select Committee - Update** *(Item. C1)*

*(Report by Mr P Wickenden, Overview, Scrutiny and Localism Manager)*

(1) Members received a report on the progress with establishing a Select Committee Topic Review Work Programme for 2009/2010.

(2) The Democratic Services Officer advised that the Policy Overview Coordinating Committee agreed that the following topics would form part of the work programme for 2009/2010:-

- Extended Schools
- Renewable Energy – What should Kent's role be?



- Dementia
- Educational Attainment of Pupils and Schools in Areas of High Deprivation

(3) Mr Sweetland requested an overview of the Local Children's Services Partnerships at a future meeting of this Committee.

(4) RESOLVED that:-

(a) the request by Mr Sweetland be noted; and

(b) the topics to be included in the new Select Committee Topic Review Work Programme for 2009/2010 as set out in paragraph (2) above be noted.

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By: Keith Abbott, Director – Resources and Planning Group  
 Grahame Ward, Director – Capital and Infrastructure Group

To: Children, Families & Education Resources and Infrastructure Policy  
 Overview & Scrutiny Committee

Date: 15 April 2010

Subject: **REVENUE AND CAPITAL BUDGET MONITORING 2009/10**

Classification: *Unrestricted*

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Summary: *To provide an update on both the revenue and capital budget monitoring for 2009/10 financial year for Children, Families and Education Directorate.*

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## 1. Introduction

- 1.1. This report is the fifth report to this Committee on the forecast outturn against budget for the Children Families and Education (CFE) Directorate for 2009/10 financial year, and is based on the third full quarterly monitoring report which was presented to Cabinet on 29 March 2010.

## 2. 3rd Quarters Full Monitoring Report - Revenue Budget

- 2.1. The directorate is projecting an underspend of £2,001k (excluding Schools and Asylum), the detail of which is contained within the 3rd quarter's full monitoring report attached at Annex 1, section 1.1. The summarised position for the Directorate is provided in Table 1 below.

Table 1 – CFE Revenue Budget Monitoring Summary Position

Portfolio	Cash Limit £000s	Variance		Movement £000s
		This month £000s	Last report £000s	
Schools	897,663	6,000	6,000	0
Asylum	0	2,780	3,808	-1,028
CFE (other)	-687,690	-2,001	-968	-1,033
Directorate Total	209,818	6,779	8,840	-2,061
Management Action	n/a	0	0	0
Directorate Total after management action	209,818	6,779	8,840	-2,061

- 2.2. The significant movements from the previous report are listed below for your information:
- SEN Home to School Transport (-£587k). See annex 1, section 1.1.3.11 and section 2.1 for further details.
  - Assessment and Related (-£572k). See annex 1, section 1.1.3.27 for further details.
  - Asylum (-£1,028k). See annex 1, section 1.1.3.28 for further details.

2.3. The 9 monthly monitoring returns from schools continue to suggest a significant reduction in schools reserves during 2009-10. Schools have traditionally been cautious in their financial forecasting, and the full impact of the tighter balance control mechanism will not be known until the end of the year, however our expectation is that reserves may fall by a further £6million by the end of the financial year although this is substantially less than the schools' forecast suggest.

### 3. **3rd Quarters Full Monitoring Report - Capital Budget**

3.1. The directorate is projecting a very minor overspend against the revised MTP cash limits for 2009/10 of £99k which is fully covered from additional revenue contributions and grants. It should be noted that, as agreed by the County Council at its budget meeting on 18<sup>th</sup> February 2010, there has been significant re-phasing from 2009/10 to later years, the detail of which is contained within the 3<sup>rd</sup> quarter's full monitoring report attached at Annex 1, section 1.2.

### 4. **Recommendations**

#### **Recommendations:**

Members of the Children, Families and Education Resources and Infrastructure Policy Overview and Scrutiny Committee are asked to note the projected outturn figures for the Directorate as at the third full quarterly monitoring report.

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*Background Documents: Report to Cabinet 29 March 2010*

*Other Useful Information*

# CHILDREN, FAMILIES & EDUCATION DIRECTORATE SUMMARY JANUARY 2009-10 FULL MONITORING REPORT

## 1. FINANCE

### 1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the last full monitoring report to reflect a number of technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in appendix 2 to the executive summary.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Children, Families &amp; Education portfolio</b>							
Delegated Budget:							
- Delegated Schools Budget	976,868	-80,978	895,890	6,000	0	6,000	Expected drawdown from schools reserves
- Schools Unallocated	2,193	-450	1,743	0	0	0	
<b>TOTAL DELEGATED</b>	<b>979,061</b>	<b>-81,428</b>	<b>897,633</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	
Non Delegated Budget:							
- Finance	4,080	-1,122	2,958	-33	0	-33	
- Awards	5,117	-797	4,320	457	0	457	Home to college transport - cost realignment affecting adult fares and increased number of SEN and part-time students
- Personnel & Development	15,297	-1,350	13,947	544	-8	536	Pressure on pensions and employee tribunals offset by underspends on CRB checks & school crossing patrols.
- Capital Strategy Unit	18,366	-16,908	1,458	669	8	677	Maintenance of non-operational buildings.
- BSF/PFI/Academy Unit	432	0	432	-2	0	-2	
- Client Services	6,322	-4,449	1,873	167	207	374	Under-recovery of income expected from cleaning & refuse collection contracts. Milk subsidy expenditure & grant.
- Business Management	1,933	-269	1,664	-48	-85	-133	Staff vacancies and office moves underspend plus additional income.

Annex A

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Children, Families & Education portfolio							
- ICT	1,950	-693	1,257	140	-195	-55	Enhanced broadband connectivity in schools funded from schools & staff vacancies
- Health & Safety	613	-300	313	11	0	11	
- Strategic Management	1,538	-24	1,514	42	-1	41	
- Extended Services	5,066	-836	4,230	225	-231	-6	Additional spend and income for the FLOSS
- Kent Music	877	0	877	0	0	0	
- 14 - 24 Unit	3,061	-543	2,518	377	-418	-41	Additional cost of skills force & KS4 engagement programme funded by income from schools
- School Organisation	3,030	-90	2,940	62	-91	-29	
- Mainstream HTST	15,238	-484	14,754	-992	44	-948	Renegotiation of contracts & fewer numbers travelling based on latest forecast from Passenger Transport Unit (PTU). Additional savings from cancelled journeys due to snow.
- Local Children's Service Partnerships	67,577	-8,593	58,984	116	-272	-156	Combined minor underspend and additional income on various budgets by LCSPs
- AEN & Resources	16,764	-5,706	11,058	-20	4	-16	
- SEN HTST	17,605	0	17,605	-387	0	-387	Partly due to cancelled journeys due to snow & contract renegotiations
- Independent Sector Provision	11,387	-697	10,690	0	0	0	
- Strategic Planning & Review (Strategy, Policy & Performance)	1,604	-25	1,579	-140	0	-140	Delays in LCSP development work
- Policy & Performance (Vulnerable Children)	4,972	-369	4,603	-77	-30	-107	
- Directorate & Democratic Services	1,227	0	1,227	-57	-30	-87	
- Project Management (Strategy, Policy & Performance)	118	0	118	-31	0	-31	
- Advisory Service Kent (ASK) - Secondary	3,549	-436	3,113	162	-36	126	Pressure on school intervention projects
- ASK - Primary	6,748	-410	6,338	241	-58	183	Pressure on Hands on support and infrastructure team & School Improvement Partners service.
- ASK - Early Years	8,356	-12	8,344	-1,088	-27	-1,115	Implementation of management action - rebadge of expected children centres underspend

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Children, Families & Education portfolio							
- ASK - Improvement Partnerships	2,635	-566	2,069	65	-70	-5	
- ASK - Professional Development	4,484	-2,587	1,897	231	4	235	Children's trust development team staffing plus other minor pressures.
- Early Years & Childcare	5,711	-142	5,569	4	-27	-23	
- Management Information	34,524	-128	34,396	-33	22	-11	
- Educational Psychology Service	3,695	-1	3,694	-84	-3	-87	
- Attendance & Behaviour	10,399	-3,910	6,489	32	0	32	
- Minority Community Achievement	1,664	-98	1,566	0	0	0	
- Specialist Teaching Service	4,054	-636	3,418	-100	0	-100	Lower than expected take-up of personal educational allowances for looked after children
- Joint Commissioning Service	13,622	-244	13,378	-51	0	-51	
- Commissioning - General	717	-589	128	-42	30	-12	
- Residential Care provided by KCC	2,691	-40	2,651	157	-58	99	Additional costs of associated with Rainbow Lodge Respite Unit
- Independent Sector Residential Care	6,690	-928	5,762	531	-717	-186	Additional placements partially offset by secure accommodation underspend, Additional income from KASS and Health.
- Residential Care - not looked after children	594	0	594	-218	0	-218	Fewer placements.
- Family Group Conferencing	1,302	-146	1,156	-96	-6	-102	
- Fostering Service	23,743	-226	23,517	1,640	-47	1,593	Pressures on Independent fostering allowances & inhouse fostering partially offset by underspends on Related Fostering & fostering team.
- Adoption Service	6,882	-50	6,832	588	29	617	Pressure on special guardianship orders and county adoption team partially offset by underspends on adoption payments.
- Direct Payments	2,244	-10	2,234	-113	-3	-116	Rebadge of expenditure to sure start pathfinder project
- Teenage Pregnancy	616	0	616	0	0	0	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Children, Families &amp; Education portfolio</b>							
- 16+ Service	6,699	0	6,699	859	-3	856	Pressure on fostering budgets offset by underspends on section 24/leaving care payments & independent sector residential care budgets
- Other Preventative Services	7,972	-266	7,706	273	-224	49	Pressure on section 17 payments offset by underspends on community based programmes and daycare services. Additional income from Health.
- Childrens Social Services Business Support	8,921	-1,466	7,455	108	-391	-283	Additional expenditure on the Social Work Project and newly qualified social worker training scheme funded from DCSF & CWDC. Further underspend on training.
- Assessment & Related	34,599	-1,603	32,996	-3,376	-31	-3,407	Difficulties in recruiting to vacancies and new posts
- Grant income & contingency	4,232	-1,049,860	-1,045,628	-81	0	-81	underspend to offset pressure on school appeals (below)
- Support Services purchased from CED	8,432	0	8,432	81	0	81	School Appeals
<b>TOTAL NON DELEGATED</b>	<b>419,949</b>	<b>-1,107,609</b>	<b>-687,660</b>	<b>713</b>	<b>-2,714</b>	<b>-2,001</b>	
<b>Total CFE portfolio excl Asylum</b>	<b>1,399,010</b>	<b>-1,189,037</b>	<b>209,973</b>	<b>6,713</b>	<b>-2,714</b>	<b>3,999</b>	
<b>Assumed Mgmt Action</b>						<b>0</b>	
<b>CFE portfolio (excl Asylum) after mgmt action</b>	<b>1,399,010</b>	<b>-1,189,037</b>	<b>209,973</b>	<b>6,713</b>	<b>-2,714</b>	<b>3,999</b>	
Asylum Seekers	14,129	-14,129	0	0	2,780	2,780	Shortfall in 18+ Home Office income
<b>Total CFE portfolio incl. Asylum after mgmt action</b>	<b>1,413,139</b>	<b>-1,203,166</b>	<b>209,973</b>	<b>6,713</b>	<b>66</b>	<b>6,779</b>	

### 1.1.3 Major Reasons for Variance: *[provides an explanation of the 'headings' in table 2]*

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

#### 1.1.3.1 Awards (Gross)

The Awards Unit is forecasting a pressure of £457k, of which £392k relates to Home to College Transport. This is due to a number of factors: an increase in the cost of adult train fares following the renegotiation of mainstream and college transport contracts; the number of SEN students requiring transport; and a rise in the number of students attending part-time and hence requiring



multiple taxi trips which has been elevated further by higher industry costs (such as fuel). The balance of the pressure relates to staffing (£25k) and equipment (£40k).

#### 1.1.3.2 Personnel and Development (Gross)

The Personnel and Development Unit is forecasting a gross pressure of £544k. This is due to pressures on pensions (£643k) and employee tribunals (£112k), offset by underspends on CRB checks (£141k), school crossing patrols (£54k) and other minor underspends (£16k).

The pressure on the pension's budget results from early retirements in previous years of £565k and £78k due to one-off costs associated with academy pension enhancements, which is a new pressure this month. The pressure on the employee tribunal budget is due to academies' related compromise agreements.

#### 1.1.3.3 Capital Strategy Unit (Gross)

The Capital Strategy Unit is forecasting a £669k gross pressure due to the costs associated with the boarding up and maintenance of unused school buildings, resulting in £700k pressure, which is expected to continue until the property market recovers. This is offset by an expected £31k underspend on tree safety surveys.

#### 1.1.3.4 Client Services (Gross & Income)

Client Services is forecasting a £167k gross pressure mainly due to further expenditure on providing milk in nursery/primary schools (£100k). The balance is made up of other minor pressures totalling £67k. The milk pressure is expected to be fully funded from increased contributions from the Milk Subsidy Grant. In addition, the unit is forecasting a £307k under-recovery of income relating to cleaning & refuse collection. The unit was expected, as part of the MTP, to implement full-cost recovery in relation to contract management. However, due to delays in the renegotiation of contracts for cleaning & refuse collection, a number of schools withdrew from the contract resulting in a reduction in the expected profit margins on contracts for this year. It is hoped that now that the process has finished, schools will begin to rejoin the contract and full-cost recovery will be achieved next year.

#### 1.1.3.5 Business Management (Net)

Business Management is forecasting a net underspend of £133k, of which £48k is due to a combination of staff vacancies and fewer number of office moves, whilst additional income of £85k is due to the re-imbursement of PA support from other units.

#### 1.1.3.6 ICT (Gross & Income)

The take-up of enhanced broadband services in schools has been higher than expected resulting in £195k pressure matched by a corresponding over-recovery of income from schools. Staffing vacancies have also resulted in £55k minor underspend.

#### 1.1.3.7 Extended Services (Gross & Income)

The unit is forecasting a gross pressure of £225k and additional income of £231k. This is mainly due to additional expenditure on the Family Liaison Officer Support Service (£208k) fully funded from one-off income from the Kent Children's Fund.

#### 1.1.3.8 14-24 Unit (gross & Income)

The unit is forecasting £377k gross pressure offset by an over-recovery of income of £418k. In 2009-10, the unit has widened the Skillsforce and KS4 engagement programme recouping the additional costs from schools. This has resulted in £418k pressure matched by additional income. In 2010-11 a budget has been created to take account of this additional activity. There are also small other minor underspends of £41k.

#### 1.1.3.9 Mainstream Home to School Transport (Gross)

The service is forecasting a gross £992k underspend, an increase of £278k since the last monitoring report. Fewer children are travelling with an average reduction of 4-5% compared to the same period last year (see section 2.1). The underspend has further been increased following a change in the way rail tickets are purchased generating savings on under 16 fares and these savings are in line with the assumptions made in the 2010-13 MTP. There has also been further one-off savings due to the reduced costs of hired transport during the snow in December. This is partially offset by £44k under-recovery of income.

#### 1.1.3.10 Local Children's Services Partnerships (Gross & Income)

The Local Children's Services Partnerships (LCSPs) are forecasting a net underspend of £156k resulting from a gross pressure of £116k offset by additional income of £272k. Both the gross and income variance are made up of a number of minor variances across the 23 LCSPs on budgets such as nurses, extended schools, childrens fund, Hands On Support and AEN inclusion.

#### 1.1.3.11 SEN Transport (Gross)

The service is forecasting £387k underspend, a movement of -£587k since the last monitoring report. This saving can be partly attributed to one-off savings resulting from the cancellation of transport during the snow in December (approx £150k), however the remaining forecast from the Passenger Transport Unit is surprising considering our data confirms the number of children in special schools and those with SEN are rising, with a 3% rise in the number travelling compared to the same period last year (see section 2.1). Further investigations will be completed to identify why this has happened and whether this trend will continue.

#### 1.1.3.12 Strategic Planning & Review (Gross)

The service is forecasting £140k underspend primarily due to delays in the further development of Local Children's Services Partnerships pending the restructure of the directorate totalling £115k. The balance of £25k relates to other minor underspends.

#### 1.1.3.13 Advisory Service Kent – Secondary (Gross & Income)

The Secondary ASK unit is forecasting a gross pressure of £162k resulting from additional payments to failing schools for intervention projects (£118k) with the balance relating to other minor pressures.

#### 1.1.3.14 Advisory Service Kent – Primary (Gross)

The Primary ASK unit is forecasting a gross pressure of £241k, of which £90k is due to a pressure on the staffing budget for the hands on support and infrastructure team, although plans are in place to manage this in 2010/11 onwards. There is a pressure of £200k on the school improvement partners service resulting from increased support to schools in challenging circumstances, both through Ofsted inspection and also through DCSF National Challenge and the balancing underspend of £49k is due to other minor variances.

#### 1.1.3.15 Advisory Service Kent – Early Years (Gross)

The reported gross underspend of £1,088k results from the implementation of the proposed management action in the previous full monitoring report. The anticipated savings from the Sure Start grant, arising from delays in the round 3 Children's Centres, has been badged against eligible spend in ASK Early Years in order to free up base budget.

#### 1.1.3.16 Advisory Service Kent – Professional Development (Gross)

The unit is forecasting a pressure of £231k, of which £135k relates to staffing within the Children's Trust Development Team with the balance of £96k relating to other minor budgets. The pressures on this budget are expected to be dealt with through a restructure and should not be an issue in 2010/11.

#### 1.1.3.17 Specialist Teaching Service (Gross)

The Specialist Teaching Service is forecasting an underspend of £100k resulting from lower than expected take-up of personal educational allowances for looked after children. The unit has recently raised awareness of this funding with Children Social Service District managers and it is hoped that take-up will increase towards the end of year. The expected increased take-up has been reflected in this forecast.

#### 1.1.3.18 Residential Care Provided by KCC

The KCC residential respite units are forecasting a £157k gross pressure, mainly due to additional costs associated with Rainbow Lodge based on the latest forecasts from West Kent PCT (£184k) which are offset by minor underspends on other units.

#### 1.1.3.19 Independent Sector Residential Care (Gross and Income)

The service is forecasting a gross pressure of £531k, an increase of £202k since the last report. This is offset by additional income of £717k from Health and Kent Adult Social Services towards the costs of new placements.

Further placements have resulted in additional pressures of £437k this quarter and a pressure of £1,002k is now forecast. This is partially offset by a forecast underspend on secure accommodation of £471k where only one child has recently been placed for 3 months. The budget

for secure accommodation is sufficient to fund two placements. If the second placement remains vacant, further savings will arise and will be declared in future months.

#### 1.1.3.20 Residential Care – Not Looked After Children (Gross)

This service is forecasting an underspend of £218k resulting from fewer than expected placements in 2009/10 including the unexpected movement of one child to a neighbouring local authority. There is a general decrease in the need to place children with specialist needs in residential care placements following the introduction of other services, such as direct payments which help support parents to enable children to remain at home.

#### 1.1.3.21 Fostering Service (Gross)

The fostering service is currently forecasting a gross pressure of £1,640k. This is largely due to pressures on independent fostering allowances (IFAs, £2,086k), in-house fostering (£492k) and the kinship service (£143k), offset by underspends on the county fostering service (£685k), and Related Fostering payments (£396k).

The IFA service is used for more complex cases which our in-house foster carers may not have the capacity, necessary skills or experience to take on. A provision was made in the MTP to develop the in-house service in order to reduce the reliance upon IFAs and enable improved placement choice. However it is unlikely that the pressure on the IFA budget will reduce in the short term due to the overall rise in the number of placements and the requirement to maintain placement stability. The increase in placements has resulted in a pressure now being forecast on the in-house fostering service as well as increasing the pressure on IFAs.

The £685k underspend in the county fostering team is largely due to delays in recruiting to a number of vacancies and new posts funded from the LAC pledge (£385k). The balance of the underspend (£300k) is due to delays in the expansion of the therapeutic fostering scheme funded as part of the Medium Term Plan, it is now expected this scheme will not be fully operational until the end of the financial year.

The £396k underspend on Related Fostering is due to a growing trend of carers moving away from fostering to the kinship service and special guardianship (now shown under the 1.1.3.22 adoption service heading below).

#### 1.1.3.22 Adoption Service (Gross)

The adoption service is forecasting a gross pressure of £588k, which is mainly within the Special Guardianship service who are estimating a pressure of £549k; there is a further pressure on the County Adoption Service of £42k and an underspend of -£3k on adoption payments.

The Special Guardianship service has been moved here from the Fostering Service this year. This service is forecasting a pressure of £549k. Special Guardianship is a relatively new legal option to provide a permanent home for a child for whom adoption is not appropriate. Since it came into force, there has been a growth in this area and a reduction in fostering (mainly Related).

#### 1.1.3.23 Direct Payments (Gross)

The forecast underspend on direct payments has resulted from the expected re-badge of new direct payments to the sure start pathfinder project: short breaks for disabled children. This has resulted in an estimated underspend on the base budget of £113k.

#### 1.1.3.24 Leaving Care/16+ (Gross)

The presentation of the budget for the 16+ service was changed in 2009-10 to represent the cost of the service level agreement, in preparation for the transfer of this service to an external provider. This service line now includes budgets relating to 16+ for independent sector residential care, in-house foster care and independent fostering allowances along with the cost of 16+ team and section 24/leaving care payments.

The 16+ service is currently forecasting a £859k gross pressure, of which £669k and £717k relate to in-house fostering and independent fostering allowances respectively, and £41k to kinships payments and related foster care payments, partially offset by projected underspends on independent sector residential care of £265k due to fewer than anticipated placements; section 24 and leaving care payments of £293k and a minor underspend of £10k on 16+ team.

The pressure on both the 16+ in-house fostering service and independent fostering allowances has increased significantly this year compared to previous years, partly due to a group of children reaching age 16 and moving in from the Fostering service, and partly as a result of more children choosing to stay within their foster family up to age 18 (or 25 if undergoing further education)

rather than moving to supported lodgings at age 16. The authority has a legal obligation to maintain the placement if the child requests, however the budget for the 16+ service has historically only covered the cost of supported lodgings. In previous years, the pressure on this budget has been masked within the fostering and residential care lines. With more children choosing to stay in foster care post age 16, there is less pressure on the section 24/leaving care budget, used to fund 16+ preventative services and supported lodgings, resulting in the £293k forecast underspend.

#### 1.1.3.25 Other Preventative Services (Gross and Income)

These services are forecasting a £273k pressure offset by a £224k over-recovery of income, of which £218k is from Health to contribute towards Section 17 payments and community-based programmes.

The Section 17 payments budget is forecasting a pressure of £612k. These payments form part of a community support package which helps families to care for their children at home, and rehabilitates looked after children so that they can return home as soon as possible. This budget has been unable to achieve the savings target applied in the MTP due to the knock on effect it would have on the much more costly fostering service. This pressure is partially offset by delays in the implementation of some of our community-based programmes (£230k) and an underspend on day care budgets of £104k with the balance relating to a small underspend on the link placement scheme.

#### 1.1.3.26 Children Social Services Business Support (Income)

The services in this line are forecasting an over-recovery of income of £391k. This is due to additional administrative costs associated with the Social Work Pilot Project of around £135k, which will be matched by additional income from the Department of Children, Schools and Families (DCSF) and the balance is mainly due to additional income from the Children's Workforce Development Council (CWDC) for the newly qualified social worker training scheme (£233k).

The service has a minor gross pressure of £108k resulting from pressures of £135k associated with the Social Work Pilot Project and the newly qualified social worker training scheme of £233k, offset by savings on the children social services training budget (£331k) associated with the delays recruiting to vacancies and new posts in the fostering team and assessment and related service, as reported in sections 1.1.3.21 and 1.1.3.27. There are other minor net pressures of £71k.

#### 1.1.3.27 Assessment and Related (Gross)

The current forecast underspend of £3,376k is due to a high level of staff vacancies. This is a result of difficulties in recruiting to vacancies and new posts funded from the additional money made available as part of the 2009-12 MTP. Recent recruitment campaigns internationally have resulted in the recruitment of additional social workers that are due to start from February 2010 however national drives have met with more limited success and the service is still holding a significant numbers of vacancies. The shortage of social workers is reflected nationally.

The high level of vacancies in front-line staff is putting pressure on other services, particularly respite care and preventative services, as the safety of children continues to be the highest priority. Recruitment to these posts is crucial to alleviate that pressure, and make social worker caseloads more manageable, enabling the delivery of LAC commitments in a more pro-active and cost effective way.

#### 1.1.3.28 Asylum:

The forecast has reduced by £1.039m this month from an overall funding shortfall of £3.819m to £2.780m, of which £2.692m is due to 18+ Care Leavers and £0.088m due to Unaccompanied Asylum Seeking Children (UASC) (Under 18's).

The negotiations with Ministers and the UK Border Agency (UKBA) have been successful and have resulted in an additional £2.3m to Kent which will cover part of the 2008/09 and 2009/10 funding shortfalls. Specifically, the UKBA have now agreed to an increase of 50% to the per capita funding rate for 18+ care leavers. This agreement equates to an additional £1.9m over the two years (£0.915m relates to 2009/10 and £0.985m to 2008/09). In addition, the UKBA have also agreed to fully fund the costs of the intake team, which over the two years equates to an additional £0.4m (£0.150m relates to 2009/10 and £0.250m to 2008/09) over and above the current funding we receive.

2009/10 position:

The successful negotiations have resulted in the pressure on the asylum service reducing from £3.819m to £2.780m due to the increase in the per capita grant from £100 to £150 (£0.915m) and fully funding the costs of the intake team (£0.150m) offset marginally by further pressures of £0.026m. The pressure continues on the asylum budget due to costs which cannot be claimed back from the Home Office under the grant rules. The majority of the pressure comes from the 18+ care leavers budget as the Home Office grant does not fund clients once they have exhausted all right of appeal for residency. However the Authority has a duty under the Leaving Care Act to support these clients until they are deported or reach age 21.

2008/09 position:

The impact of these recent developments means the overall position for 2008-09 has improved by £0.551m. This has resulted from additional funding for the increase in the per capita grant from £100 to £150 (£0.985m) and fully funding the costs of the intake team (£0.250m), offset by a £0.684m reduction following the data matching exercise. Therefore the 2008-09 funding shortfall of £3.125m assumed at the time of closing the 2008-09 accounts has improved by £0.551m to £2.574m. This additional £0.551m of funding will be repaid to the asylum reserve.

**Other Issues**

1.1.3.29 **Management Information: Payments to PVI providers for the free entitlement for 3 and 4 year olds (DSG)**

The latest forecast suggests an underspend of around £1 million on payments to PVI providers for 3 and 4 year olds for the core offer of 12.5hrs a week. This budget is funded entirely from DSG and therefore 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 underspends elsewhere in the directorate budget. Therefore no variance is reflected for this against the management information unit in Table 1 as the underspend will be matched by a transfer to reserves.

1.1.3.30 **Delegated Schools Budgets**

The 9 monthly monitoring returns from schools continue to suggest a significant reduction in schools reserves during 2009-10. Schools have traditionally been cautious in their financial forecasting, and the full impact of the tighter balance control mechanism will not be known until the end of the year, however our expectation is that reserves may fall by a further £6million by the end of the financial year although this is substantially less than the schools' forecast suggest. At the end of this financial year all schools will be subject to the balance control mechanism where reserves in excess of their original budget allocation of 5% for secondary or 8% for primary schools will be recovered, except funding relating to reorganisation, an approved capital project or late allocation of government grants passed on by the local authority.

The Schools Funding Forum has agreed to retain the recovery of reserves resulting from this year's balance control process of £735k, along with the accumulated schools unallocated dedicated schools grant and plan to distribute to schools in 2010-11 financial year for specific pressures which will be discussed at future Forum meetings.

**Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER**  
(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	Schools delegated budgets - expected draw down from reserves	+6,000	CFE	Assessment & Related - staffing vacancies (gross)	-3,376
CFE	Asylum - shortfall in Home Office income (income)	+2,780	CFE	ASK - Early Years - badging of unspent sure start grant to free up base budget (gross)	-1,088
CFE	Fostering Service - increase in no of independent fostering allowances (districts & disability, gross)	+2,086	CFE	Mainstream Home to School Transport - contract renegotiations, fewer pupils travelling & reduced costs of transport during the snow (gross)	-992
CFE	Independent Sector Residential Care - additional placements (gross)	+1,002	CFE	Independent Sector Residential Care - additional income from Health & KASS towards placements	-717
CFE	Leaving Care/16+ service - increase in no of independent fostering allowances (gross)	+717	CFE	Independent Sector Residential Care - reduction in no of secure accommodation placements (gross)	-471
CFE	Capital Strategy Unit - maintenance of non-operational buildings (gross)	+700	CFE	14-24 unit - additional income from schools to KS4 engagement & Skillsforce programme (income)	-418
CFE	Leaving Care/16+ service - increase in no of in-house fostering payments (gross)	+669	CFE	Fostering Service - reduction in no of Related Fostering related payments (gross)	-396
CFE	Personnel & Development - pressure on the pensions budget (gross)	+643	CFE	SEN Transport - cancellation of transport during the snow and potential savings from additional contract renegotiations (gross)	-387
CFE	Other Preventative Services - pressure on section 17 payments (gross)	+612	CFE	Fostering Service - county fostering team vacancies (gross)	-385
CFE	Adoption Service - increase in special guardianship orders (gross)	+549	CFE	CSS Business Support - training underspend due to levels of vacancies	-331
CFE	Fostering Service - increase in no of in-house fostering placements (districts & disability, gross)	+492	CFE	Fostering Service - delays in expansion of therapeutic fostering scheme (gross)	-300
CFE	14-24 unit - Expansion of KS4 engagement and Skillsforce programme (fully funded from schools contributions) (gross)	+418	CFE	Leaving Care/16+ service - fewer section 24/leaving care payments (gross)	-293
CFE	Awards - home to college transport prices and demand (gross)	+392	CFE	Leaving Care/16+ service - fewer independent sector residential care placements (gross)	-265
CFE	Client Service - under-recovery of contract income due to delays in renegotiation of contracts (income)	+307	CFE	CSS Business Support - additional income from the CWDC for NQSW training scheme	-233
CFE	CSS Business Support - additional costs of NQSW training scheme	+233	CFE	Other Preventative Services - delays in implementing community based programmes	-230
CFE	Extended Services - Family Liaison Officer Support Service (FLOSS) (matched by additional income) (gross)	+208	CFE	Other Preventative Services - additional contributions received from health (income)	-218
CFE	ASK Primary - School Improvement Partners service (gross) - increased support to schools in challenging circumstances	+200	CFE	Residential Care Not Looked After Children - reduction in placements (gross)	-218

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	ICT - enhanced broadband provision for schools (offset by additional income from schools) (gross)	+195	CFE	Extended Services - additional income from Kent Childrens Fund to fund additional expenditure on FLOSS	-208
CFE	Residential Care provided by KCC - additional costs of Rainbow Lodge Respite Unit (gross)	+184	CFE	ICT - additional income from schools for enhanced broadband service (offset by additional expenditure) (income)	-195
CFE	Fostering Service - additional placements in the Kinship service for non LACs (gross)	+143	CFE	Personnel & Development - CRB checks	-141
CFE	CSS Business Support - admin costs of Social Work Pilot project	+135	CFE	CSS Business Support - Social Work Pilot project income from DCSF	-135
CFE	ASK - Professional Development - children's trust development team staffing costs (gross)	+135	CFE	Strategic Planning & Review - delays in development of LCSPs pending restructure (gross)	-115
CFE	ASK Secondary - Additional payments to schools for intervention projects (gross)	+118	CFE	Direct Payments - rebadge of eligible expenditure to the sure start pathfinder project (gross)	-113
CFE	Personnel & Development - employee tribunal pressure resulting from compromise agreements (gross)	+112	CFE	Other Preventative Services - underspends on daycare services (gross)	-104
CFE	Client Services - additional provision of milk to primaries & settings (offset by additional income) (gross)	+100	CFE	Client Services - additional milk subsidy income (offset by additional expenditure) (income)	-100
			CFE	Specialist Teaching Service - low take-up of personal educational allowances for looked after children (gross)	-100
		<b>+19,130</b>			<b>-11,529</b>

#### 1.1.4 Actions required to achieve this position:

The rebadging of £1.088m of Sure Start grant, arising from delays in the round 3 Children's Centres, against eligible spend in ASK Early Years has already been reflected in the forecasts in order to free up base budget. This is likely to be the last year that this option is available to us as the final round of centres is expected to be fully functional by the end of this financial year.

#### 1.1.5 Implications for MTP:

The 2010-13 Medium Term Plan reflects the ongoing pressures on all services at the time the 2010-11 budget was produced.

With regard to Asylum, the service is currently forecasting a pressure of £2.8m (see section 1.1.3.28). The UKBA and HO have promised to speed up the removal process so that eventually removals will take place within 3 months of an individual being declared All Rights of Appeal Exhausted. UKBA have also agreed to provide some funding towards the cost of those who are All Right of Appeal Exhausted as well as offering to help us with procuring suitable accommodation which should also help to reduce costs. Some detailed work on this is now underway in conjunction with Corporate Policy prior to discussions with UKBA, and the Chief Executive of UKBA is due to meet the Leader in March. This will enable us to substantially reduce the pressure for 2010-11 but not completely remove it because the legal basis on which provision is made for Unaccompanied Asylum Seeking Children (UASC) is extremely complicated and the UKBA/HO position remains materially different from that accepted by KCC, all other local authorities and the LGA in regard to UASC who are leaving care. This difference in the understanding is largely down to the Home Office and DCSF not clarifying the legal duties on local authorities as Children Services Authorities, either in policy terms or in law. This is a long-standing issue but as a result of the recent discussions with UKBA, the Home Office and DCSF are now trying to resolve this issue. We have therefore provided £1.3m in the 2010-11 budget.

It should be noted, that on average a removal has been taking over a year in Kent, during which time we must provide support to these 18+ UASC. It would not be prudent to assume that UKBA will be able to achieve removals within 3 months by 1 April.

#### 1.1.6 **Details of re-phasing of revenue projects:**

There are a number of delayed projects referred to in Section 1.1.3 but all of these are expected to be funded from the 2010-11 base budget rather than requiring specific roll forward requests.

#### 1.1.7 **Details of proposals for residual variance:** *[eg roll forward proposals; mgmt action outstanding]*

Overall the portfolio is forecasting an underspend of £2m excluding the pressure on Asylum. This will be required to fund one-off costs which are likely to fall in 2010-11. Following the delay of one month in the formal consultation of the directorate restructure, additional one-off funding will be required to pay for the delay in the implementation of staffing savings. For staff on teachers terms and conditions, a one month delay will result in three months of additional salary costs due to the termly nature of employment contracts. In addition, the directorate is planning to undertake a change management programme as part of the CFE restructure and to widen the workforce development plans to ensure the communication networks within the new structure are effective. It is impossible to estimate how much funding will be required at this stage until a final structure has been formally agreed, however further work will be undertaken in the coming months to quantify the requirement so that an estimate may be reported at the earliest opportunity.



## 1.2 CAPITAL

- 1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted to reflect the position reflected in the 2010-13 MTP as agreed by County Council on 18 February 2010, any further adjustments are detailed in section 4.1.

- 1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Previous Years £'000s	2009-10 £'000s	2010-11 £'000s	2011-12 £'000s	Future Years £'000s	TOTAL £'000s
<b>Children, Families &amp; Education</b>						
Budget	210,414	185,876	208,303	236,539	409,404	1,250,536
Adjustments:						0
- Special Schools - Ridge View	-1,010					-1,010
Revised Budget	209,404	185,876	208,303	236,539	409,404	1,249,526
Variance		-10,002	+8,064	+2,773	-736	+99
<b>split:</b>						
- real variance		+111	-12	0	0	+99
- re-phasing		-10,113	+8,076	+2,773	-736	0
<b>Devolved Capital to Schools</b>						
Budget	916	43,721	33,690	34,291	34,291	146,909
Adjustments:						0
- Devolved Formula Capital						0
- Extended School						0
-						
Revised Budget	916	43,721	33,690	34,291	34,291	146,909
Variance		0	0	0	0	0
<b>split:</b>						
- real variance		0	0	0	0	0
- re-phasing		0	0	0	0	0
<b>Directorate Total</b>						
Revised Budget	210,320	229,597	241,993	270,830	443,695	1,396,435
Variance	0	-10,002	8,064	2,773	-736	99
<b>Real Variance</b>	<b>0</b>	<b>111</b>	<b>-12</b>	<b>0</b>	<b>0</b>	<b>99</b>
<b>Re-phasing</b>	<b>0</b>	<b>-10,113</b>	<b>8,076</b>	<b>2,773</b>	<b>-736</b>	<b>0</b>

### 1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2009-10 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and

- projects at preliminary stage.
- The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

**Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER**

Portfolio	Project	Real/ Phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
<b>Overspends/Projects ahead of schedule</b>						
			<b>+0</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
<b>Underspends/Projects behind schedule</b>						
CFE	Childrens Centres	phasing		-3,859		
CFE	Maintenance Programme	phasing	-1,806			
CFE	Archbishop Courtenay Sch	phasing	-1,477			
CFE	Dartford Grammar School for Girls	phasing	-500			
CFE	Multi Agency Specialist Hubs	phasing			-368	
CFE	Practical Cookery Programme	phasing		-325		
CFE	Primary Improvement Programme	phasing			-304	
CFE	Service Redesign	phasing			-251	
			<b>-3,783</b>	<b>-4,184</b>	<b>-923</b>	<b>-0</b>
			<b>-3,783</b>	<b>-4,184</b>	<b>-923</b>	<b>+0</b>

## 1.2.4 Projects re-phasing by over £1m:

### 1.2.4.1 Early Years & Children's Centre Programme – re-phasing of -£3.859m

There are 2 elements to the re-phasing of this programme : Development & Sustainability £3.569m & the Children's Centre programme £0.290m.

#### **Development & Sustainability:**

The major re-phasing on this programme relates to Development & Sustainability, which has a total budget of £18.444m, and has 3 main aims:

1. to improve the quality of the learning environment in early years settings to support the delivery of the Early Years Foundation Stage with particular emphasis on improving play and physical activities.
2. to ensure all children, including disabled children, are able to access provision.
3. to enable private, voluntary and independent providers to extend free nursery provision entitlement to include all 3 and 4 year olds, and to do so flexibly.

The programme has re-phased by £3.569 million which represents 19.3% of the total value of the programme.

The forecast for this element of the programme is based on applications and expressions of interest submitted by childcare providers, however as we are relying on the childcare business submitting an application this can sometimes take longer than expected due to their individual

commitments. There are also many situations where applications are submitted that are incomplete, causing delays while the situation is clarified and updates are received.

**The projects where re-phasing has occurred are:**

**Due to planning permission delays:**

- St Marys at Stone £0.471m – redesign required following unsuitable soil samples.
- Anthony Roper Pre-school & Anthony Roper Kindergarden £0.294m each – planning objections from the Environment Agency & Sevenoaks District Council. The objections have now been resolved.
- Culverstone £0.285m - the provider had not submitted their application for planning permission when they requested the funding and we forecast the expenditure in 2009/10. Planning has only just been awarded and contracts signed.
- Our Lady £0.250m - similar to the project above, whereby the childcare business delayed the process by not submitting for planning earlier in the process.
- Kiddiwinks £0.250m - the project proposal is weak and further information has been requested. Also the planning process has not been completed and funding will not be awarded until all queries are answered and planning approved.

**Due to adverse weather conditions, only the first stage of funding has been awarded:**

- Sandhurst £0.340m
- Learning Tree Sissinghurst £0.349m.

**Other project delays:**

- Clever Clowns Nursery £0.250m – the project funding has been withdrawn because of difficulties in finding a site. The withdrawn funding will be reallocated to new bidders in future phases of grant approvals.
- Madginford £0.252m – the project has been delayed whilst leasing issues with the Parish Council are resolved.

**Additional projects that contributed to the change in forecast are all projects that have now been rejected or further information requested:**

- St Peters in Maidstone - the expression of interest in this project related to £0.400m. However, when the full application was submitted the costs were in the region of £0.760m. The project would not have developed any new childcare places but would have ensured the current operations were all on one level and while it is an excellent idea there are other childcare businesses operating from extremely unsuitable premises that could benefit from the funding. Half of this funding (£0.200m) was included in the forecast for the current financial year.
- Little Oaks in Thanet £0.282m - this was a proposal for a new setting, however due to current sustainability issues in the surrounding area this project was not supported. It was felt that if this project went ahead, it too would have financial difficulties and may in fact enhance the current problems being faced by other local childcare providers. £0.150m was forecast for 2009/10.
- Happy Faces £0.135m - This application was forecast for expenditure in December 2009 and January 2010. However, when submitted additional information was requested around the free flow access for children and how the extension would fit with current activities. This information has not been forthcoming so the application is on hold. The provider has now been visited and the queries answered however it does not look like the extension will be approved. This will be discussed further at the March 2010 panel meeting and has therefore been removed from the current year forecast.

**Children Centres:**

There are a number projects with relatively minor re-phasing from 2009/10 to 2010/11 on this part of the programme: Round 2 completions £0.139m, Children Centres Maintenance £0.065m and Connectivity, ICT & CCTV £0.059m.

Revised phasing of the scheme is now as follows:

	Previous Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	28,760	15,625	14,857	7	0	59,249
Forecast	28,760	11,766	18,716	7		59,249
<b>Variance</b>	<b>0</b>	<b>-3,859</b>	<b>3,859</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>						
<b>Budget:</b>						
Grant	27,137	15,471	11,708	0	0	54,316
Prudential	391	0	3,125	7	0	3,523
PEF2	213	0	0	0	0	213
Ext - Other	397	5	24	0	0	426
Ext - Dev Conts	0	79	0	0	0	79
Capital Receipts	60	0	0	0	0	60
Supported Borrowing	249	0	0	0	0	249
Revenue	313	70	0	0	0	383
<b>TOTAL</b>	<b>28,760</b>	<b>15,625</b>	<b>14,857</b>	<b>7</b>	<b>0</b>	<b>59,249</b>
<b>Forecast:</b>						
Grant	27,137	11,612	15,567	0	0	54,316
Prudential	391	0	3,125	7	0	3,523
PEF2	213	0	0	0	0	213
Ext - Other	397	5	24	0	0	426
Ext - Dev Conts	0	79	0	0	0	79
Capital Receipts	60	0	0	0	0	60
Supported Borrowing	249	0	0	0	0	249
Revenue	313	70	0	0	0	383
Unidentified	0	0	0	0	0	0
<b>TOTAL</b>	<b>28,760</b>	<b>11,766</b>	<b>18,716</b>	<b>7</b>	<b>0</b>	<b>59,249</b>
<b>Variance</b>	<b>0</b>	<b>-3,859</b>	<b>+3,859</b>	<b>0</b>	<b>0</b>	<b>0</b>

**1.2.4.2 Maintenance Programme – re-phasing of -£1.806m**

The budget allocation for maintenance is used to meet the County Council's responsibilities to ensure schools are kept safe warm, and dry. The maintenance funding stream is used to deliver programmes of planned and reactive maintenance work, and servicing and inspection arrangements to comply with legislative and health and safety responsibilities. The latter includes Asbestos surveys and Water Hygiene surveys. To meet the varied types of works necessary to comply with these criteria the maintenance budget is divided into a number of headings. Those headings are, Planned Condition Maintenance, Additional Maintenance Works and Health & Safety, DDA, Kitchen Catering Equipment, Planned Maintenance Inspections.

The anticipated expenditure has re-phased by £1.806m which represents 10.4% of the total value of the programme. The re-phasing affects our planned and reactive maintenance as well as our health and safety programmes.

#### **Reactive Maintenance Work:**

Individual projects can vary from tens of thousands to one hundred thousand pounds have re-phased by £1.136m. The types of works funded from this programme are unplanned/unforeseen maintenance. By the nature of these works the anticipated expenditure can be affected by weather conditions.

Given earlier concerns about pressures on the maintenance budget, we have applied a very robust set of criteria for approving works. We have limited approved projects to those required to prevent a school closure. We have worked closely with schools to ensure they use their Devolved Formula Capital and revenue maintenance allocations to fund work for which they are responsible. This has reduced significantly levels of anticipated expenditure on smaller value works. We have not previously reported re-phasing given past years experience of pressures on this programme and because months of inclement weather could have resulted in further expenditure. In addition, given our budget pressures we have managed to secure school contributions to support the delivery of urgent maintenance work further reducing the impact on our own funding.

Included within the total re-phasing, there is £0.900m of reactive work that has been committed this financial year but will not be completed until the 2010/11 financial year. Many of these proposed works have a lead time on materials (e.g. boiler replacement), and/or are reliant on weather conditions such as roof repair and replacement of roofs, renewal of window walling and repairs to brickwork.

#### **Kitchen Catering Equipment:**

This is showing an underspend of £0.450m. This programme has in past years overspent given the urgent need to replace obsolete and defunct equipment. Consequently, for this year we increased the budget for this programme. We have been successful in securing separate Government funding to support the modernisation and refurbishment of school kitchen and dining facilities. This funding is being directed at areas of most need for improvement and has reduced the pressure on the kitchen catering budget.

#### **Water Hygiene Risk Assessments:**

The Authority undertakes a rolling programme at school premises to meet the Health & Safety statutory requirements which has cost £0.300m this year. We have arranged that schools fund any resultant works. This has resulted in a saving of £0.200m

	Previous Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	0	17,331	8,433	14,361	14,361	54,486
Forecast	0	15,525	10,239	14,361	14,361	54,486
<b>Variance</b>	<b>0</b>	<b>-1,806</b>	<b>1,806</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>						
<b>Budget:</b>						
Grant - DCSF	0	7,382	7,905	0	0	15,287
Grant - PRG	0	640	0	0	0	640
Prudential	0	490	0	0	0	490
Supported Borrowing	0	8,819	528	14,361	14,361	38,069
<b>TOTAL</b>	<b>0</b>	<b>17,331</b>	<b>8,433</b>	<b>14,361</b>	<b>14,361</b>	<b>54,486</b>
<b>Forecast:</b>						
Grant - DCSF	0	7,382	7,905	0	0	15,287
Grant - PRG	0	640	0	0	0	640
Prudential	0	0	490	0	0	490
Supported Borrowing	0	7,503	1,844	14,361	14,361	38,069
<b>TOTAL</b>	<b>0</b>	<b>15,525</b>	<b>10,239</b>	<b>14,361</b>	<b>14,361</b>	<b>54,486</b>
<b>Variance</b>	<b>0</b>	<b>-1,806</b>	<b>+1,806</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### 1.2.4.3 Archbishop Courtenay - re-phasing of -£1.477m

This is a project to relocate the Archbishop Courtenay CEP School onto a new site in Tovil. Currently the school operates from two sites, one in Maidstone and one in Tovil. As a first part to the project KCC is engaged in the Compulsory Purchase of the old BT Depot site in Tovil.

The programme has rephased by £1.477million which represents 29.5% of the total value of the programme.

BT, the organisation that we are purchasing the site from, have relocated to a new temporary depot. Until the new depot is completed, fitted out and BT have calculated the full costs of their move we will not know how much they will be seeking in compensation. Our Estates department now estimate that we should know and be a position to take possession of the site some time during the summer of 2010 and at that stage, following negotiations and if the figures are agreed, the purchase will be made.

	Previous Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	3,519	1,481	0	0	0	5,000
Forecast	3,519	4	1,477	0	0	5,000
<b>Variance</b>	<b>0</b>	<b>-1,477</b>	<b>1,477</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>						
<b>Budget:</b>						
Grant - DCSF	2,000	0	0	0	0	2,000
Ex Develop Conts	1,508	0	0	0	0	1,508
PEF 2	133	788	0	0	0	921
Prudential	0	693	0	0	0	693
Supported Borrowing	-122	0	0	0	0	-122
TOTAL	3,519	1,481	0	0	0	5,000
<b>Forecast:</b>						
Grant - DCSF	2,000	0	0	0	0	2,000
Ex Develop Conts	1,508	0	0	0	0	1,508
PEF 2	133	0	788	0	0	921
Prudential	0	4	689	0	0	693
Supported Borrowing	-122	0	0	0	0	-122
TOTAL	3,519	4	1,477	0	0	5,000
<b>Variance</b>	<b>0</b>	<b>-1,477</b>	<b>+1,477</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 1.2.5 Projects with real variances, including resourcing implications:

There is an overall variance of +£0.099m, this is covered from additional revenue contributions & grants.

### 1.2.6 General Overview of Capital Programme:

#### (a) Risks

The creation of the PEF2 fund has reduced what was previously seen as the major risk i.e., the realisation of Capital Receipts.

The Directorate is also at risk from external sources both in terms of the time and cost pressures on the budget by, for example, decisions taken by planning, environment and occasionally the individual scheme managers.

One specific scheme risk relates to the re-provision of Lympe Primary School. We are currently holding a spend figure on Lympe of £915k, but are forecasting nothing on the basis that it will all be recovered, either via the professional indemnity claim, additional fire insurance funding or a claim against the causers of the fire for 'unrecoverable losses'.

#### (b) Details of action being taken to alleviate risks

We continue to stress to colleagues elsewhere within the authority the fixed nature of our budget and anything extra that they insist upon means another scheme loses. The programme is also monitored internally on a regular basis and any potential challenges noted and addressed wherever possible.

### 1.2.7 PFI Projects

- Building Schools for the Future (wave 3)

£69.6m of investment in the BSF Wave 3 programme represents investment by a third party. No payment is made by KCC for the new/refurbished assets until the asset are ready for use and this is by way of an annual unitary charge to the revenue budget.

	Previous years	2009-10	2010-11	2011-12	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Budget</b>	21,602	43,204	4,801	0	69,607
<b>Actual / Forecast</b>	21,602	43,204	4,801	0	69,607
<b>Variance</b>	0	0	0	0	0

- (a) **Progress and details of whether costings are still as planned (for the 3<sup>rd</sup> party)**  
 The contracts for the establishment of the first Local Education Partnership (Kent LEP1 Ltd), including the PFI Agreement for the construction of the three PFI schools, were signed on 24<sup>th</sup> October 2008. The three PFI schools are nearly a year into their construction programme and although they remain marginally ahead of schedule, the current projections are that the schools will be handed over on the planned service availability date. It is anticipated that the costs will remain in line with the breakdown above.
- (b) **Implications for KCC of details reported in (a) i.e., could an increase in the cost result in a change to the unitary charge ?**  
 The PFI Contractor bears the risk of any delays to the construction programme (with the exception of any agreed compensation events). Consequently, any delays that may arise in the construction programme will not impact on the unitary charge.

- Building Schools for the Future (future waves)

£179.1m of investment in the BSF future waves represents estimated investment by a third party. No payment is made by KCC for the new/refurbished assets until the assets are ready for use and this is by way of an annual unitary charge to the revenue budget.

	2010-11	2011-12	Future Years	Total
	£'000s	£'000s	£'000s	£'000s
<b>Budget</b>	18,000	66,000	95,100	179,100
<b>Actual / Forecast</b>	18,000	66,000	95,100	179,100
<b>Variance</b>	0	0	0	0

- (a) **Progress and details of whether costings are still as planned (for the 3<sup>rd</sup> party)**  
 Contracts for future BSF waves are still to be finalised and agreed and ,as such, the figures are best estimates



(b) **Implications for KCC of details reported in (a) i.e., could an increase in the cost result in a change to the unitary charge?**

The PFI Contractor bears the risk of any delays to the construction programme (with the exception of any agreed compensation events). Consequently, any delays that may arise in the construction programme will not impact on the unitary charge.

### 1.2.8 Project Re-Phasing

Cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the rephasing will be shown. The possible re-phasing is detailed in the table below.

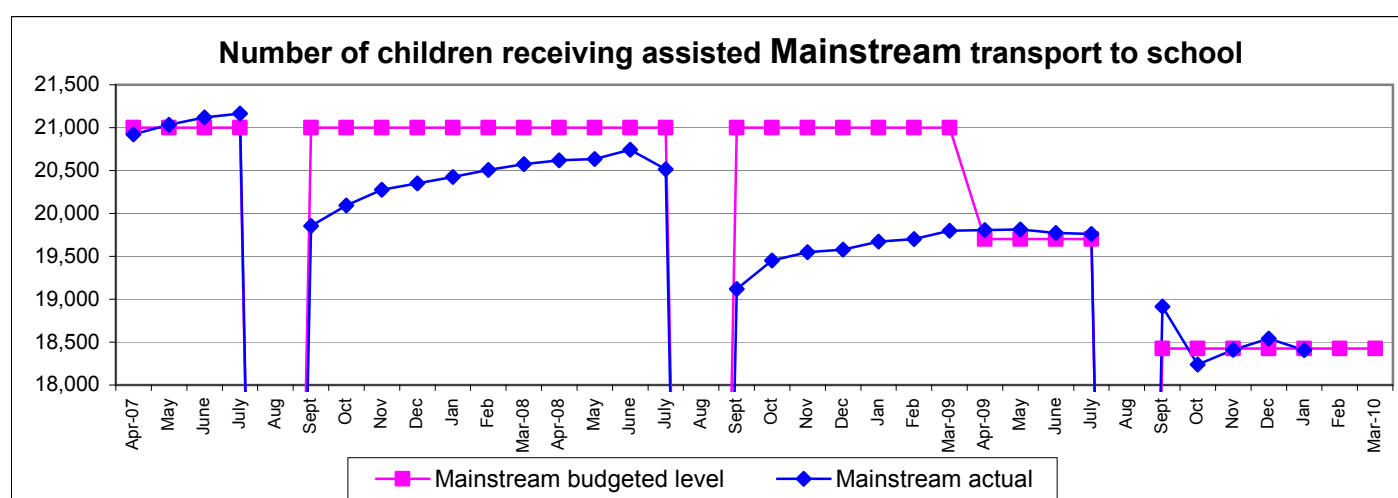
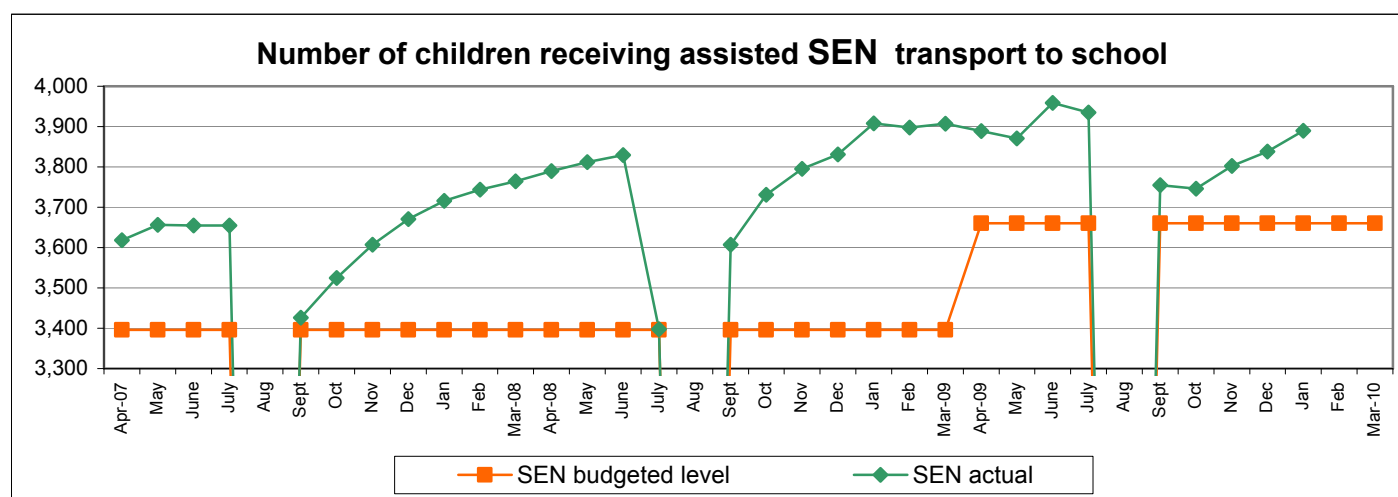
	2009-10	2010-11	2011-12	Future Years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Management &amp; Modernisation of Assets</b>					
Amended total cash limits	+503	+311	+61	+61	+936
re-phasing	-147	+147	0	0	0
<b>Revised project phasing</b>	<b>+356</b>	<b>+458</b>	<b>+61</b>	<b>+61</b>	<b>+936</b>
<b>Childrens Centres</b>					
Amended total cash limits	+15,625	+14,894	+7	0	+30,526
re-phasing	-3,859	+3,859	0	0	0
<b>Revised project phasing</b>	<b>+11,766</b>	<b>+18,753</b>	<b>+7</b>	<b>0</b>	<b>+30,526</b>
<b>Horizon (Primary Improvement Programme)</b>					
Amended total cash limits	+1,637	+395	0	0	+2,032
re-phasing	-193	+193	0	0	0
<b>Revised project phasing</b>	<b>+1,444</b>	<b>+588</b>	<b>0</b>	<b>0</b>	<b>+2,032</b>
<b>The Manor School (Primary Improvement Programme)</b>					
Amended total cash limits	+3,944	+2,012	+25	0	+5,981
re-phasing	-146	+146	0	0	0
<b>Revised project phasing</b>	<b>+3,798</b>	<b>+2,158</b>	<b>+25</b>	<b>0</b>	<b>+5,981</b>
<b>Rose Street (Primary Improvement Programme)</b>					
Amended total cash limits	+136	+1,132	+32	0	+1,300
re-phasing	-20	-171	+128	+63	0
<b>Revised project phasing</b>	<b>+116</b>	<b>+961</b>	<b>+160</b>	<b>+63</b>	<b>+1,300</b>
<b>Transforming Short Breaks</b>					
Amended total cash limits	+771	+4,220	+1,493	0	+6,484
re-phasing	-238	+238	0	0	0
<b>Revised project phasing</b>	<b>+533</b>	<b>+4,458</b>	<b>+1,493</b>	<b>0</b>	<b>+6,484</b>
<b>Service Redesign</b>					
Amended total cash limits	+251	0	0	0	+251
re-phasing	-251	+251	0	0	0
<b>Revised project phasing</b>	<b>0</b>	<b>+251</b>	<b>0</b>	<b>0</b>	<b>+251</b>
<b>Primary Improvement Programme (Approval to Plan)</b>					
Amended total cash limits	+1,377	+9,143	+9,518	+11,477	+31,515
re-phasing	-304	-717	+1,828	-807	0
<b>Revised project phasing</b>	<b>+1,073</b>	<b>+8,426</b>	<b>+11,346</b>	<b>+10,670</b>	<b>+31,515</b>

	2009-10	2010-11	2011-12	Future Years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Eastchurch Ps (Primary Improvement Programme)</b>					
Amended total cash limits	+140	+3,312	+908	0	+4,360
re-phasing	+93	-856	+745	+18	0
<b>Revised project phasing</b>	<b>+233</b>	<b>+2,456</b>	<b>+1,653</b>	<b>+18</b>	<b>+4,360</b>
<b>Dartford Grammar for Girls</b>					
Amended total cash limits	+1,400	+798	0	0	+2,198
re-phasing	-500	+500	0	0	0
<b>Revised project phasing</b>	<b>+900</b>	<b>+1,298</b>	<b>0</b>	<b>0</b>	<b>+2,198</b>
<b>Archbishop Courtenay</b>					
Amended total cash limits	+1,481	0	0	0	+1,481
re-phasing	-1,477	+1,477	0	0	0
<b>Revised project phasing</b>	<b>+4</b>	<b>+1,477</b>	<b>0</b>	<b>0</b>	<b>+1,481</b>
<b>Annual Maintenance Programme</b>					
Amended total cash limits	+17,331	+8,433	+14,361	+14,361	+54,486
re-phasing	-1,806	+1,806	0	0	0
<b>Revised project phasing</b>	<b>+15,525</b>	<b>+10,239</b>	<b>+14,361</b>	<b>+14,361</b>	<b>+54,486</b>
<b>SSR - Grange Park</b>					
Amended total cash limits	+4,002	+1,146	+7		+5,155
re-phasing	-116	+116	0	0	0
<b>Revised project phasing</b>	<b>+3,886</b>	<b>+1,262</b>	<b>+7</b>	<b>0</b>	<b>+5,155</b>
<b>SSR Valence School</b>					
Amended total cash limits	+1,468	0	0	0	+1,468
re-phasing	-207	+207	0	0	0
<b>Revised project phasing</b>	<b>+1,261</b>	<b>+207</b>	<b>0</b>	<b>0</b>	<b>+1,468</b>
<b>Practical Cooking Spaces</b>					
Amended total cash limits	+1,560	+2,130	0	0	+3,690
re-phasing	-325	+325	0	0	0
<b>Revised project phasing</b>	<b>+1,235</b>	<b>+2,455</b>	<b>0</b>	<b>0</b>	<b>+3,690</b>
<b>Multi Agency Specialist Hubs</b>					
Amended total cash limits	+596	+1,904	+3,000	+3,930	+9,430
re-phasing	-368	+368	0	0	0
<b>Revised project phasing</b>	<b>+228</b>	<b>+2,272</b>	<b>+3,000</b>	<b>+3,930</b>	<b>+9,430</b>
<b>Total re-phasing &gt;£100k</b>	<b>-9,864</b>	<b>+7,889</b>	<b>+2,701</b>	<b>-726</b>	<b>0</b>
<b>Other re-phased Projects below £100k.</b>	<b>-249</b>	<b>+187</b>	<b>+72</b>	<b>-10</b>	
<b>TOTAL RE-PHASING</b>	<b>-10,113</b>	<b>+8,076</b>	<b>+2,773</b>	<b>-736</b>	<b>0</b>

## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

	2007-08				2008-09				2009-10			
	SEN		Mainstream		SEN		Mainstream		SEN		Mainstream	
	Budgeted level	actual	Budgeted level	actual	Budgeted level	actual	Budgeted level	actual	Budgeted level	actual	Budgeted level	actual
April	3,396	3,618	21,000	20,923	3,396	3,790	21,000	20,618	3,660	3,889	19,700	19,805
May	3,396	3,656	21,000	21,032	3,396	3,812	21,000	20,635	3,660	3,871	19,700	19,813
June	3,396	3,655	21,000	21,121	3,396	3,829	21,000	20,741	3,660	3,959	19,700	19,773
July	3,396	3,655	21,000	21,164	3,396	3,398	21,000	20,516	3,660	3,935	19,700	19,761
Aug	0	0	0	0	0	0	0	0	0	0	0	0
Sept	3,396	3,426	21,000	19,855	3,396	3,607	21,000	19,118	3,660	3,755	18,425	18,914
Oct	3,396	3,525	21,000	20,093	3,396	3,731	21,000	19,450	3,660	3,746	18,425	18,239
Nov	3,396	3,607	21,000	20,276	3,396	3,795	21,000	19,548	3,660	3,802	18,425	18,410
Dec	3,396	3,671	21,000	20,349	3,396	3,831	21,000	19,579	3,660	3,838	18,425	18,540
Jan	3,396	3,716	21,000	20,426	3,396	3,908	21,000	19,670	3,660	3,890	18,425	18,407
Feb	3,396	3,744	21,000	20,509	3,396	3,898	21,000	19,701	3,660		18,425	
March	3,396	3,764	21,000	20,575	3,396	3,907	21,000	19,797	3,660		18,425	



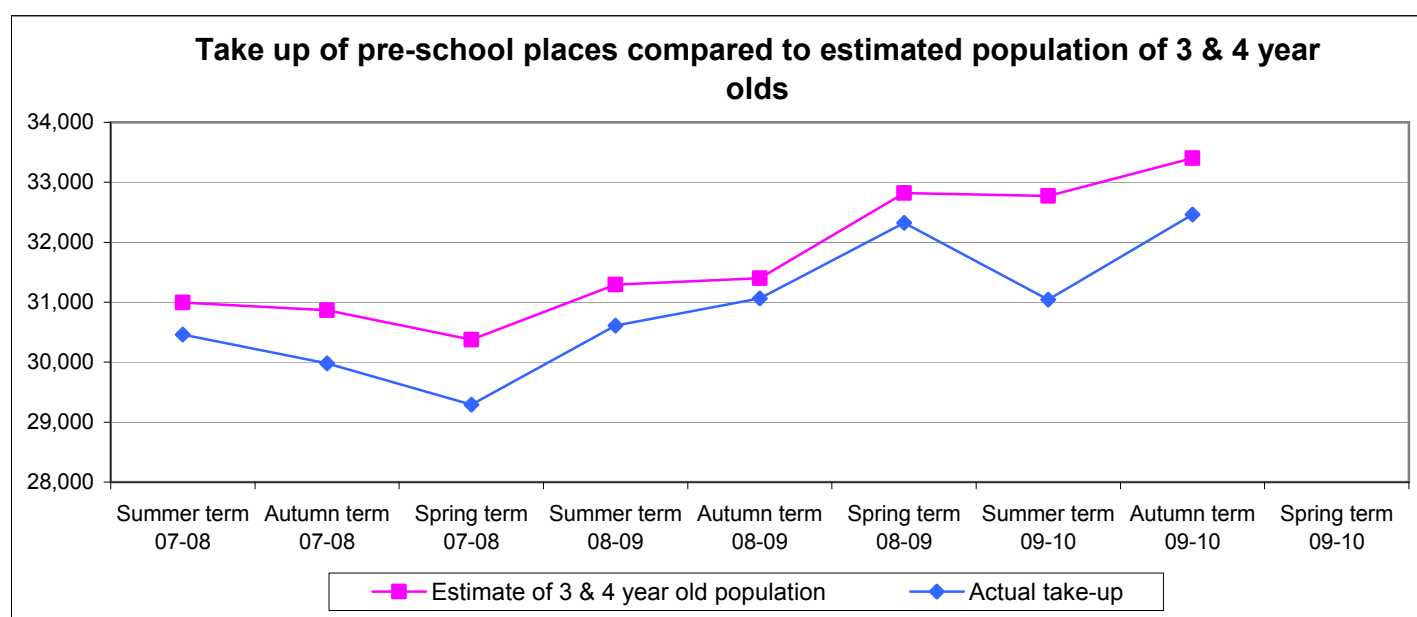
#### Comments:

- **SEN HTST** – The number of children requiring SEN transport continues to be higher than budgeted levels, however the latest forecast suggests an underspend of £387k. This is partly due to the cancellation of transport during the period of snow in December and we are investigating further the level of savings achieved from contract renegotiations as detailed in section 1.1.3.11.
- **Mainstream HTST** – The activity suggests the number of children requiring mainstream transport is approximately equivalent to the budgeted Page 39. However, as explained in section 1.1.3.9, savings

have been generated through the contract renegotiation which means we can now afford more travellers than the budgeted level suggests. In addition, extra savings have been generated following the reduced costs of transport during the snow in December. Overall therefore we are currently forecasting an underspend of £992k.

## 2.2.1 Take up of pre-school places against the number of places available, split between Private Voluntary and Independent Sector (PVI) places and School places:

	<i>PVI places taken up</i>	<i>School places taken up</i>	Total places taken up	Estimate of 3 & 4 year old population	% take up
<b>2007-08</b>					
Summer term	20,675	9,485	30,460	30,992	98%
Autumn term	14,691	15,290	29,981	30,867	97%
Spring term	17,274	12,020	29,294	30,378	96%
<b>2008-09</b>					
Summer term	20,766	9,842	30,608	31,294	98%
Autumn term	14,461	16,604	31,065	31,399	99%
Spring term	19,164	13,161	32,325	32,820	98%
<b>2009-10</b>					
Summer term	21,175	9,868	31,043	32,770	95%
Autumn term	15,211	17,254	32,465	33,401	97%
Spring term					



### Comments:

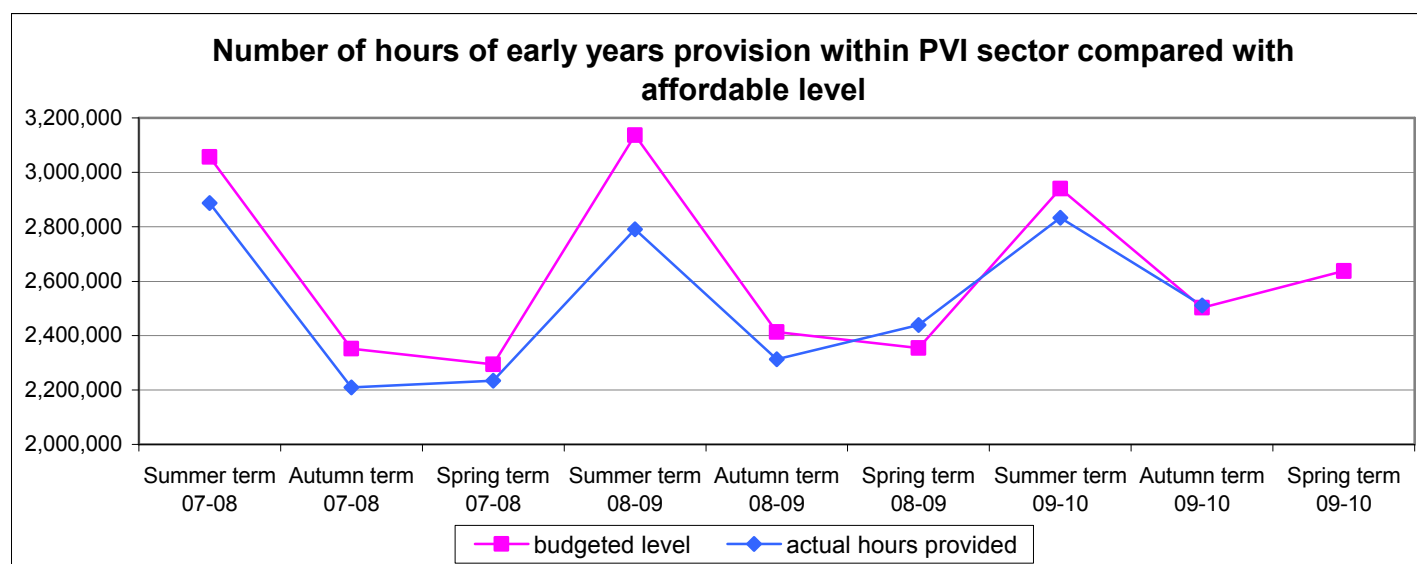
- This graph shows that currently 97% of the estimated population of 3 and 4 year olds are receiving some level of early years provision, whether this be one session per week for 33 weeks or five sessions per week for 38 weeks.
- This activity indicator is based on headcount and provides a snapshot position at a point in time, whereas the activity data in 2.2.2 below provides details of the number of hours provided in the Private, Voluntary & Independent sector, and will correlate with the variance on the Early Years budget within the Management Information Unit. However as this budget is funded entirely from DSG/standards fund, 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, as any unspent DSG Early Years funding has to be returned to schools, in 2009-10 an estimated underspend of £1m will be transferred to the schools unallocated reserve and hence is not included in the overall directorate forecast shown in table 1, but is reported in the narrative in section 1.1.3.29 of this annex. Expenditure relating to the increase in the free entitlement from 12.5hrs to 15hrs a week will be funded from Standard Fund, a 17month ring-fenced specific grant, which

requires any resulting underspends to be carried forward to the next financial year to be spent by 31<sup>st</sup> August 2010.

- It should be noted that in the Autumn term each year, there is a shift in actual places taken up from PVI sector to schools due to the movement of 4 year olds into reception classes in mainstream schools.
- It appears the drop in the percentage take-up in the Summer Term may have been an anomaly and further updates on this position will be given in future monitoring reports.

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

	2007-08		2008-09		2009-10	
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided
Summer term	3,056,554	2,887,134	3,136,344	2,790,446	2,939,695	2,832,550
Autumn term	2,352,089	2,209,303	2,413,489	2,313,819	2,502,314	2,510,826
Spring term	2,294,845	2,233,934	2,354,750	2,438,957	2,637,646	
	<b>7,703,488</b>	<b>7,330,371</b>	<b>7,904,583</b>	<b>7,543,222</b>	<b>8,079,655</b>	<b>5,343,376</b>



### 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 2009-10. The estimated increase in the number of hours has been factored into the budgeted number of hours for 2009-10. This increase in hours is funded by a specific DCSF Standards Fund grant.  
For the Autumn Term there were 39,859 more hours than budgeted for, but this relates entirely to a greater take up of the increase from 12.5 to 15 hours than assumed in the budgeted level and therefore all of this increase will be funded by additional DCSF standards fund grant and has no impact on our net financial forecast position.
- The current activity suggests a DSG underspend of around £1m on this budget which has been mentioned in section 1.1.3.29 of this annex.
- It should be noted that not all parents currently take up their full entitlement and this can change during the year.

### 2.3 Number of schools with deficit budgets compared with the total number of schools:

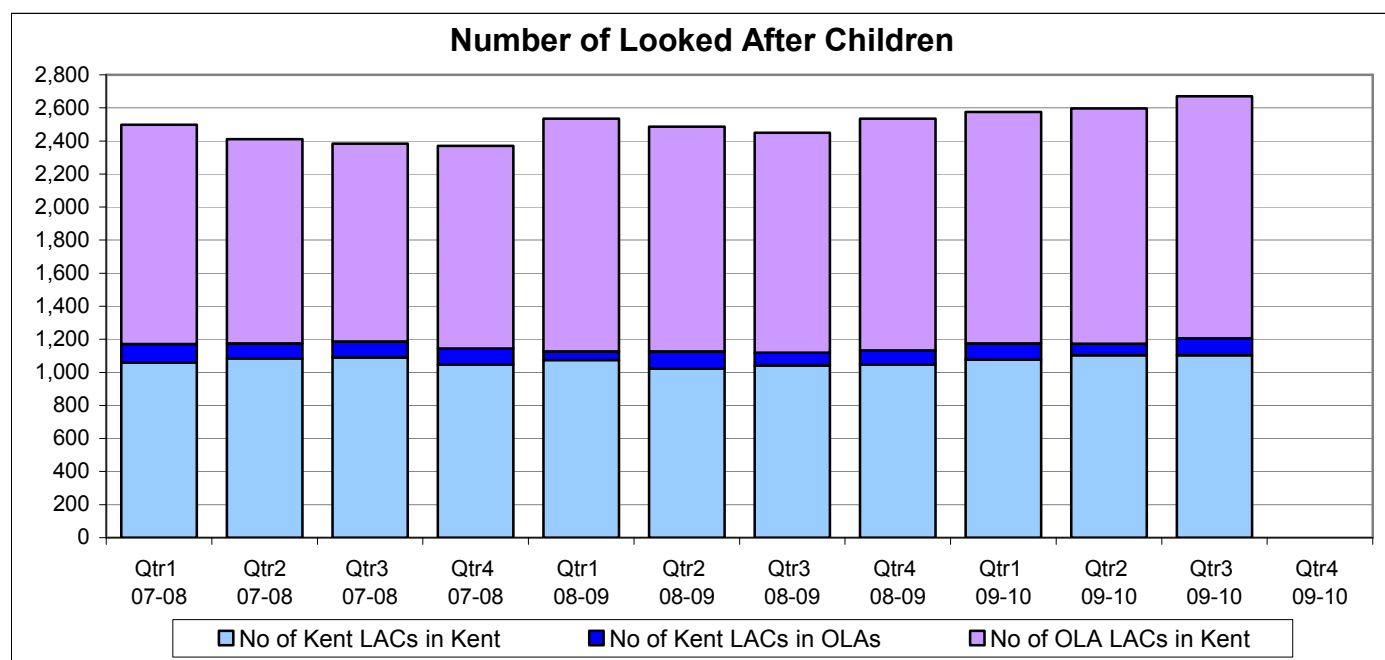
	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	as at 31-3-06	as at 31-3-07	as at 31-3-08	as at 31-3-09	Projection
Total number of schools	600	596	575	570	570
Total value of school revenue reserves	£70,657k	£74,376k	£79,360k	£63,184k	£57,184k
Number of deficit schools	9	15	15	13	23
Total value of deficits	£947k	£1,426k	£1,068k	£1,775k	£2,415k

#### Comments:

- The information on deficit schools for 2009-10 has been obtained from the schools budget submissions. The directorate receives updates from schools through budget monitoring returns from all schools after 6 months, and 9 months as well as an outturn report at year end.
- The number and value of deficits for 2009-10 is based on the last schools monitoring return. The CFE 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.
- 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.

## 2.4 Numbers of Looked After Children (LAC):

	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
<b>2007-08</b>					
Apr – Jun	1,060	112	<b>1,172</b>	1,325	<b>2,497</b>
Jul – Sep	1,084	91	<b>1,175</b>	1,236	<b>2,411</b>
Oct – Dec	1,090	97	<b>1,187</b>	1,197	<b>2,384</b>
Jan – Mar	1,047	97	<b>1,144</b>	1,226	<b>2,370</b>
<b>2008-09</b>					
Apr – Jun	1,075	52	<b>1,127</b>	1,408	<b>2,535</b>
Jul – Sep	1,022	105	<b>1,127</b>	1,360	<b>2,487</b>
Oct – Dec	1,042	77	<b>1,119</b>	1,331	<b>2,450</b>
Jan – Mar	1,048	84	<b>1,132</b>	1,402	<b>2,534</b>
<b>2009-10</b>					
Apr – Jun	1,076	100	<b>1,176</b>	1,399	<b>2,575</b>
Jul – Sep	1,104	70	<b>1,174</b>	1,423	<b>2,597</b>
Oct – Dec	1,104	102	<b>1,206</b>	1,465	<b>2,671</b>
Jan – Mar					

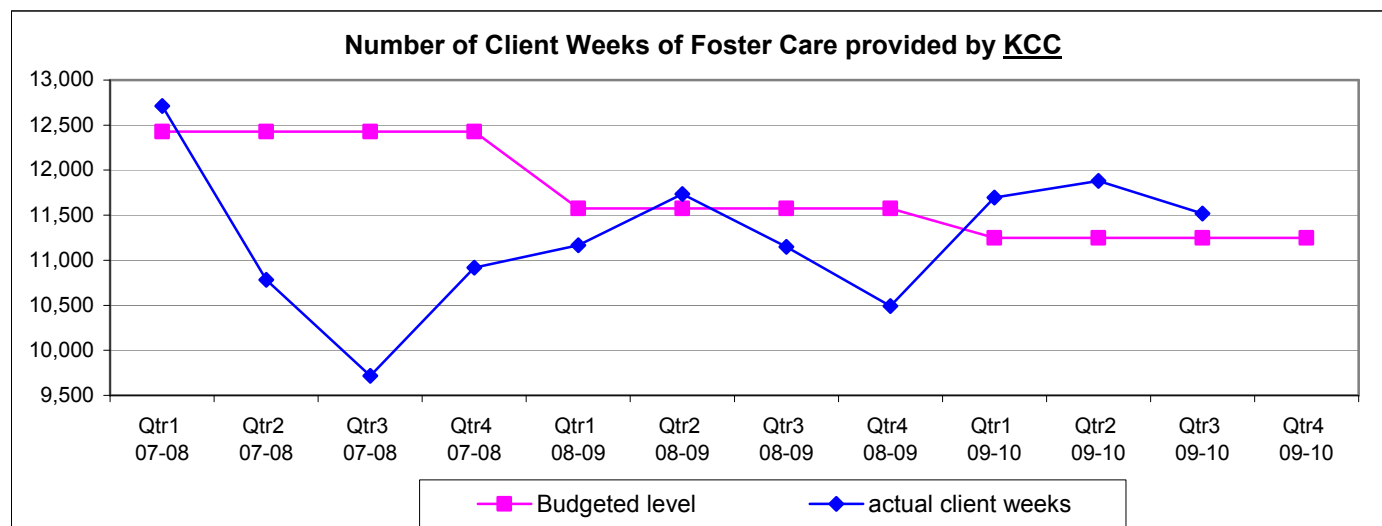


## Comments:

- 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 majority (over 99%) of Looked After Children placed out of the Authority are either in adoptive placements, placed with a relative, specialist residential provision not available in Kent or living with KCC foster carers based in Medway.
- Please note, 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 74 since the beginning of the year, there could have been more during the period.
- The increase in Kent looked after children has placed additional pressure on the fostering service and 16+ services budget (see section 1.1.3.21 and 1.1.3.24)

## 2.5.1 Number of Client Weeks of Foster Care provided by KCC:

	2007-08		2008-09		2009-10	
	Budgeted level	Actual Client Weeks	Budgeted level	Actual Client Weeks	Budgeted level	Actual Client Weeks
Apr – Jun	12,427	12,711	11,576	11,166	11,249	11,695
Jul – Sep	12,427	10,781	11,576	11,735	11,249	11,880
Oct – Dec	12,427	9,716	11,576	11,147	11,249	11,518
Jan – Mar	12,427	10,918	11,576	10,493	11,249	
	<b>49,709</b>	<b>44,129</b>	<b>46,303</b>	<b>44,451</b>	<b>44,997</b>	<b>35,093</b>



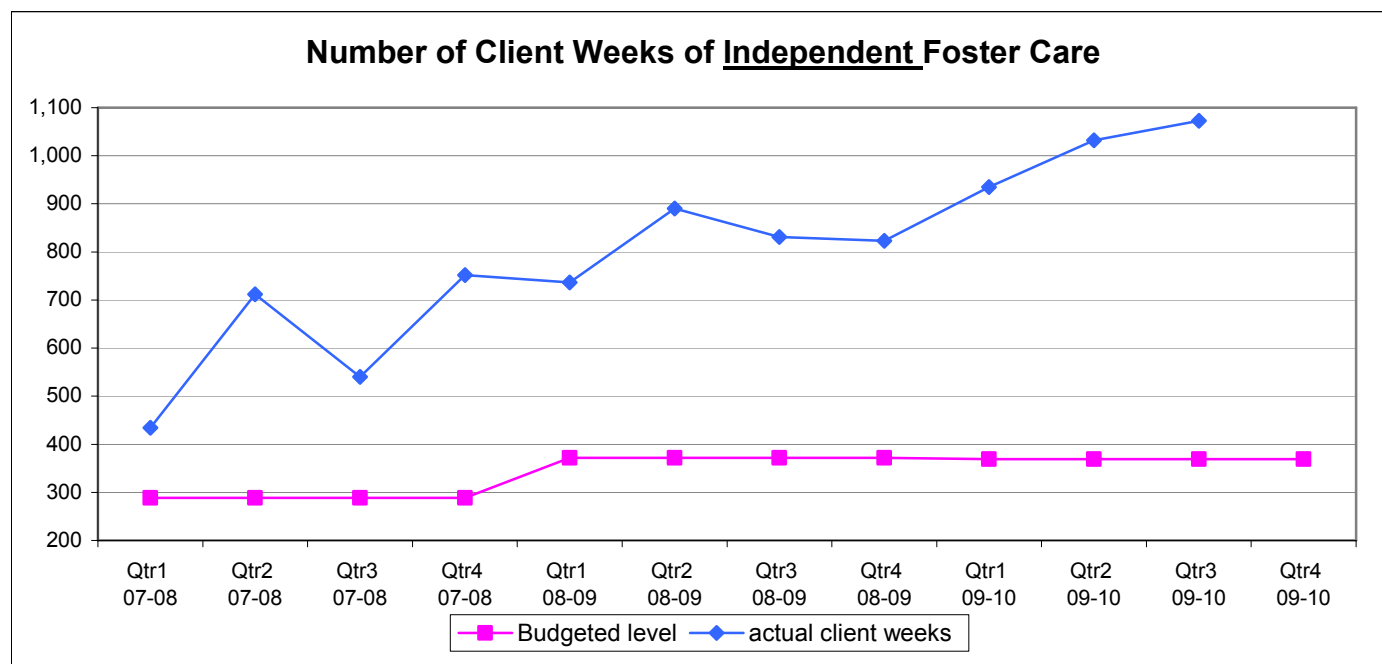
## Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time.
- The budgeted level has been calculated by dividing the 2009-10 budget for all in-house fostering (including 16+) by the 2008-09 average weekly cost adjusted for inflation. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks.
- It should be noted that the data relating to 2007-08 was manually produced due to problems with the IT system and should be treated with some caution.
- The overall net pressure on in-house fostering is expected to be approximately £1,161k, combining both 16+ and fostering service forecasts (sections 1.1.3.21 & 1.1.3.24) and corresponds with forecast activity levels. It should be noted that activity levels for in-house foster care placements are volatile and further information on the apparent trend will be given in future monitoring reports. This pressure is largely attributed to the 16+ age group.
- It must be noted there is a move to increase the number of in-house foster carers to reduce the dependence on more costly independent sector provision. This has not happened as quickly as hoped due to delays in the recruitment of relevant staff. However the number of in-house foster carers has now started to increase, but the dependence on independent sector provision is unlikely to reduce in the short term due to the rise in the overall number of fostering placements and the need to maintain placement stability.

## 2.5.2 Number of Client Weeks of Independent Foster Care:



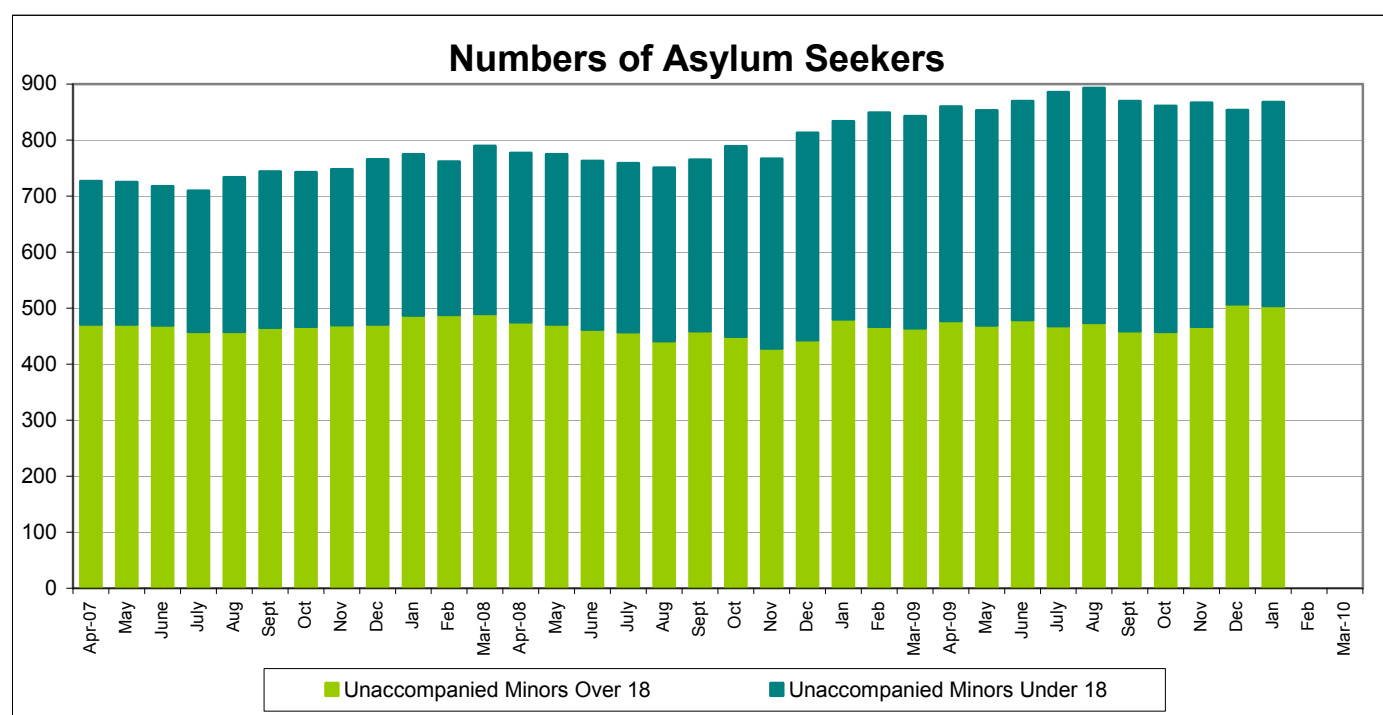
	2007-08		2008-09		2009-10	
	Budgeted level	Actual Client Weeks	Budgeted level	Actual Client Weeks	Budgeted level	Actual Client Weeks
Apr - Jun	289	435	372	737	369	935
Jul - Sep	289	712	372	890	369	1,032
Oct - Dec	289	540	372	831	369	1,075
Jan - Mar	289	752	372	823	369	
	<b>1,154</b>	<b>2,439</b>	<b>1,487</b>	<b>3,281</b>	<b>1,475</b>	<b>3,042</b>



**Comments:**

- The actual number of client weeks is based on the numbers of known clients at a particular point in time.
- The budgeted level has been calculated by dividing the 2009-10 budget by the 2008-09 average weekly cost adjusted for inflation. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The number of independent sector fostering placements continues to grow in the third quarter of 2009-10 with a 30% increase in the number of weeks purchased in the quarter compared with the final quarter of 2008-09. The projected overspend on independent sector fostering payments is £2,803k combining both 16+ and fostering service forecasts (sections 1.1.3.21 & 1.1.3.24), which is an increase of £964k compared to the 2008-09 outturn.
- The activity relating to Independent Sector Provision is expected to reduce once the number and skill level of in-house foster carers has begun to increase. However this is unlikely to happen in the short term due to the rise in the overall number of fostering placements and the need to maintain placement stability.

	2007-08			2008-09			2009-10		
	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients
April	256	471	727	302	475	777	383	477	860
May	254	471	725	304	471	775	384	469	853
June	249	469	718	301	462	763	391	479	870
July	252	458	710	302	457	759	418	468	886
August	276	458	734	310	441	751	419	474	893
September	279	465	744	306	459	765	411	459	870
October	276	467	743	340	449	789	403	458	861
November	278	470	748	339	428	767	400	467	867
December	295	471	766	370	443	813	347	507	854
January	288	487	775	354	480	834	364	504	868
February	274	488	762	382	467	849			
March	300	490	790	379	464	843			

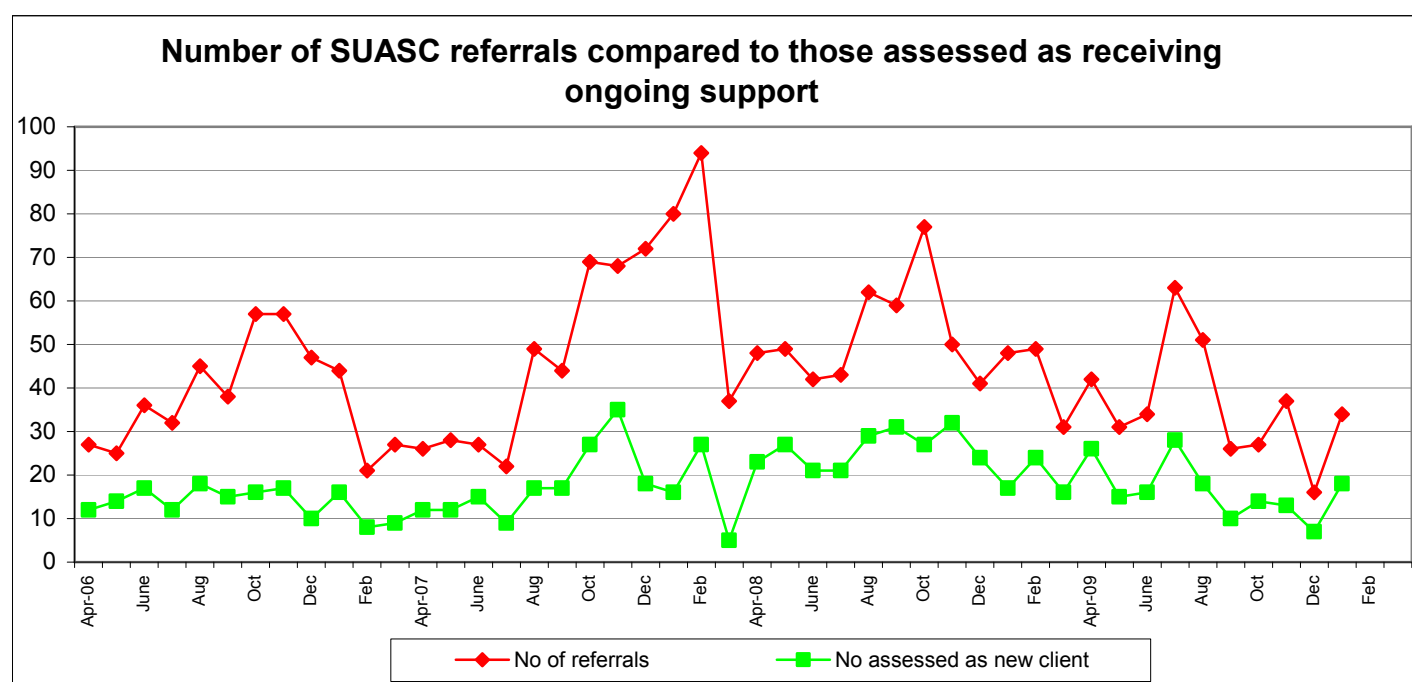


**Comment:**

- Client numbers have risen as a result of higher referrals and are higher than the projected number, which for 2009-10 is an average of 820 clients per month (approx 6% higher). It is unclear at this time whether this trend will continue.
- The age profile suggests the number 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. These clients are initially recorded as having the Date of Birth that they claim but once their assessment has been completed, their category may change.

## 2.7 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:

	2006-07			2007-08			2008-09			2009-10		
	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	27	12	44%	26	12	46%	48	23	48%	42	26	62%
May	25	14	56%	28	12	43%	49	27	55%	31	15	48%
June	36	17	47%	27	15	56%	42	21	50%	34	16	47%
July	32	12	38%	22	9	41%	43	21	49%	63	28	44%
August	45	18	40%	49	17	35%	62	29	47%	51	18	35%
Sept	38	15	39%	44	17	39%	59	31	53%	26	10	38%
Oct	57	16	28%	69	27	39%	77	27	35%	27	14	52%
Nov	57	17	30%	68	35	51%	50	32	64%	37	13	35%
Dec	47	10	21%	72	18	25%	41	24	59%	16	7	44%
Jan	44	16	36%	80	16	20%	48	17	35%	34	18	53%
Feb	21	8	38%	94	27	29%	49	24	49%			
March	27	9	33%	37	5	14%	31	16	52%			
	<b>456</b>	<b>164</b>	<b>36%</b>	<b>616</b>	<b>210</b>	<b>34%</b>	<b>599</b>	<b>292</b>	<b>49%</b>	<b>361</b>	<b>165</b>	<b>46%</b>



### Comments:

- The number of referrals has continued to be around the budgeted level of 30 referrals a month since September 2009. The sharp decrease in September coincided with the French Government's action to clear asylum seeker camps around Calais and it is unclear whether the impact of this is likely to be short-term or continued over a longer period.
- The number of referrals has a knock on effect on the number assessed as new clients. The budgeted level is based on the assumption 50% of the referrals will be assessed as a new client. The number assessed as a new client has been consistently higher than the budgeted level, of 15 new clients a month, for the past 18 months however this trend reversed between September and December 2009 but increased again in January 2010.

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By: Grahame Ward, Director of Capital Programme & Infrastructure  
Keith Abbott, Director of Resources & Planning  
Sarah Hohler, Cabinet Member for Children, Families & Education

To: Resources & Infrastructure Policy Overview & Scrutiny Committee

Date: 15 April 2010

Subject: CFE TRANSPORT BUDGET

Classification: Unrestricted

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Summary: To provide Members with an overview of the CFE Directorate Transport Budget

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## Introduction

1. (1) This report is for information purposes and has been produced in response to a request for a factual overview of the Directorate transport budget, excluding the SEN transport provision which is being looked at by the IMG.

(2) The report is broken down into four sections covering the following areas of transport provision:

- Mainstream
- Denominational
- Selective
- College

(3) Members will be aware that the 'Freedom Pass' is administered and managed within the Environment, Highways and Waste Directorate and is not therefore covered in this report.

## Mainstream

2. (1) The latest financial monitoring (elsewhere on the Agenda), shows a current net cash limit of £14.754m, and a forecast underspend against that of £0.948m. The underspend is the result of:

- renegotiated contracts
- fewer numbers of pupils travelling (4-5% less compared with last year)
- savings arising from the snow ie less journeys

(2) The number of pupils transported clearly alters on a regular basis, but the most recent information available suggests that there are just over 19,250 pupils receiving assisted transport to school.

(3) Pupils' entitlement to free mainstream transport is largely based upon distance criteria, which prescribe statutory walking limits for the distance between the

pupil's home and school (two miles for under 8s and three miles for over 8s). Our policy for transport to secondary schools also takes into account the scheme of education operating where the pupil lives and transport is provided to the nearest appropriate school for transport purposes. This means that a child who has been assessed to be of grammar school ability will normally be provided with transport to attend their nearest appropriate grammar school. A child deemed to be of high school ability would be provided with transport to attend their nearest appropriate high school and in the comprehensive area, comprehensive schools are deemed to be the nearest appropriate schools for transport purposes for all aptitudes and abilities. Exceptions to this policy are made for parents expressing a preference for their children to attend faith or denominational schools (see later in report).

(4) The Education and Inspections Act 2006 extended the right to free transport for low income groups (children entitled to free school meals and children of parents receiving working tax credit) and reduced the statutory walking distance to two miles for pupils aged eight but under 11 for low income families.

### **Denominational**

3. (1) The cost of denominational transport is contained within the budget for mainstream transport, but colleagues within Transport Integration have been able to extract information for us and the position is as follows.

The total cost of transporting 2403 pupils on denominational grounds is £2.4m.

### **Selective**

4. (1) The cost of transporting 8944 selective pupils is £2.7m

### **College**

5. (1) The latest financial monitoring (included in this Agenda), shows a current cash limit of £1.058m (it is contained within the Awards budget), and a forecast overspend of £0.392m, which results from:

- an increase in the cost of adult train fares following the renegotiation of mainstream and college transport contracts;
- the number of SEN students requiring transport; and
- a rise in the number of students attending part-time and hence requiring multiple taxi trips which has been elevated further by higher industry costs (such as fuel).

(2) The number of pupils transported clearly alters on a regular basis, but the most recent information available says that there were 2186 students.

(3) Pupils receive free entitlement to Post 16 School and College transport based on the criteria for Free School Meals thereby targeting the most in need.

The individual benefits that qualify are:

- Income Support
- Income-based Jobseekers Allowance

- an income-related employment and support allowance support under Part VI of the Immigration and Asylum Act 1999
- Child Tax Credit (provided they are not entitled to Working Tax Credit) and have an annual income that does not exceed £16,190 as assessed by Her Majesty's Revenue and Customs
- The Guarantee element of State Pension Credit

If parents are not in receipt of one of the above benefits then they can obtain a subsidised ticket by paying either a lump sum of £490 or £165 for terms one and two, and £160 for term three.

### **Recommendations**

Members of the Resources and Infrastructure Policy & Scrutiny Overview Committee are asked to note the information.

### **Grahame Ward**

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*Background Documents: None*

*Other Useful Information: None*

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By: Joanna Wainwright, Director, Commissioning and Partnerships

Rosalind Turner, Managing Director, Children, Families & Education Directorate

Sarah Hohler, Cabinet Member for Children, Families & Education Directorate

To: Resources and Infrastructure Children, Families & Education Policy Overview Committee

Date: 15<sup>th</sup> April 2010

Subject: CFE Equality & Diversity Strategic Action Plan 2010-2013

Classification: unrestricted items will need to be agreed with the POSC Chair

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Summary: The purpose of this report is to provide Children, Families and Education (CFE) SMT an updated draft Equality and Diversity Strategic Action Plan 2010-2013 for their consideration and approval.

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## 1. Introduction

Kent County Council (KCC) has made a commitment to achieving excellence under the new Equality Framework for Local Government during 2011.

An authority that is considered *Excellent* under the new framework will be expected to display a high level of understanding and competence in practice and outcomes with regard to equality across the five performance areas. To achieve excellent will be a significant jump for CFE and KCC as a whole.

The IDeA note that in working towards the framework, "it may be sensible for larger authorities to work ...by directorate as then each service area can apply the Framework to the services they are providing. Each directorate can ... then feed into the organisation so directorates can report on their 'compliance' and the whole organisation can see how they are doing" (IDeA: 2010).

As such if the ambition of achieving *Excellence* against the Equality Framework for Local government is to be realised, it is important that CFE is able to

evidence its performance against the framework and more importantly continue to ensure excellent outcomes through narrowing the gap of inequality for children and young people in Kent.

The IDeA has created the Equality Framework for Local Government which focuses on outcomes from equality initiatives and is aligned to other inspection regimes such as the Comprehensive Area Assessment (CAA). It identifies five key areas of performance:

- Knowing your community and equality mapping;
- Place shaping leadership, partnership and organisational commitment;
- Community engagement and satisfaction;
- Responsive services and customer care;
- Modern and Diverse Workforce.

## **2. Draft CFE Equality and Diversity Strategic Action Plan 2010-2013**

The CFE Equality and Diversity Action Plan has been developed in consultation with key managers and officers within CFE by specialist equality consultants, Equality Works.

Equality considerations should not only be championed but included as part of clear business considerations. In order to do this, the Strategic Action Plan will need to be clearly positioned as a core CFE plan with clear alignment to Business Plans and the Children and Young Peoples Plan.

The development of the Plan enables a strategic approach to addressing equality issues within CFE which allows for greater mainstreaming inclusion and accountability for equalities work. Such an approach enables the Directorate to capture existing best practice activities within CFE and to share it across to other areas of the businesses.

This allows for an integrated approach to equality impacting the core activities within CFE without reducing the equalities agenda to a tick box approach. It seeks to place ownership for equality and associated outcomes in the areas of the business which they are most likely to be achieved. The Plan is set to cover a three year period, 2010-2013 and will be supported by an annual action plan co-ordinated by the Equality and Diversity manager. The draft Plan is attached as Appendix 1.

This plan will enable CFE to evidence excellence against the Equality Framework for Local Government

### **• Championing Equalities**

CFE has appointed a senior equality champion and representative at Equality Lead Officers Group (ELOG) and the Strategic Equality Group (SEG). The CFE

representative will ensure that the interests of CFE SMT are represented and give momentum and strategic direction for equalities across KCC as well as championing equality considerations at CFE SMT.

This element will have a significant influence in CFE's performance against the Equality Framework for Local Government as it will ensure that equality and diversity issues are a core consideration with clear leadership which helps to shape and direct policy, service delivery, and ensure a consistent communication of our policy and practice.

- **Resource Implications**

No resources have been identified for the implementation of the Strategic Action Plan as this will be included as part of the core business of Commissioning and Partnerships group and specifically the Equality and Diversity strand. However, this approach requires managers to embed equality and diversity into core business activity.

- **Services consulted**

- Equality champions

The following consultation across CFE took place between October - December 2009:

- One to one interviews with key individuals from within CFE as well as KCC's corporate equalities team and representatives of staff network groups;
  - Equality briefing sessions to cover the key principles within the Equality Framework for Local Government;
  - Workshops aimed at building the integrated equality and inclusion action plan.

In developing the Plan, consideration was given to the outcomes of the 2008-2011 CYPP Review 2009, the annual needs assessment and the consultation activity with CFE.

- **Equality Implications**

No adverse impacts have been identified in relation to the developing and implementation of the Strategic Action Plan. Equality considerations will be reviewed as part of the ongoing implementation of the Strategic Action Plan.

### 3. Recommendations

#### **Recommendations:**

Members of the Resources and Infrastructure Children, Families and Education Policy Overview and Scrutiny Committee are asked to:

- Note and agree the new strategic approach to Equality and Diversity within Children Families and Education
- Agree to receive regular reports of activity against the Equality and Diversity Strategic Action Plan 2010 to 2013
- To note the CFE SMT Champion who will act as a lead for activity

Akua Agyepong  
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*Background Documents: Equality and Diversity Strategic Action Plan 2010-2013*

*Other Useful Information: None*

# Children Families & Education

## Equality & Diversity Strategic Action Plan 2010-2013



## **Introduction: From Lead Member**

- Top authority in many ways
- Two outstanding audit commission reports
- Aspire to become an excellent authority in EFGL by April 2012

### **1. Our Strategic Framework for Equality and Diversity**

As an ambitious and dynamic authority Kent aspires to be an excellent service provider and community leader. Our Equality and Diversity Strategic Plan will enable Children, Families and Education to fulfil this ambition and is informed by a strategic national and local framework:

- Legal Framework: As a public sector organisation we have a duty eliminate unlawful discrimination and to promote equal outcomes in all areas of our service design and delivery.
- Every Child Matters Agenda for Change: challenging our services to improve outcomes of being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.
- The Kent Children and Young People's Plan 2011-2014: sets out the vision for change and our priorities for improving outcomes for children, young people and their families in Kent.

Our performance on equality and diversity is assessed through the Equality Framework for Local Government, the Comprehensive Area Assessment and the wider framework for inspection for services and provision within the Local Authority. The Comprehensive Area Assessment measures our performance across ten dimensions of equality.

KCC has committed to achieving excellent in the Equality Framework for Local Government during 2011.

### **2. Why have an Equality and Diversity Strategy Plan?**

Kent County Council is committed to providing high quality services and working actively to involve children, young people and their families in the decisions that will affect them.

Our 2009 Comprehensive Area Assessment has assessed Kent as an Excellent Authority and a Good Authority in the provision of Children's Services.

Our Strategic Needs Assessment has identified inequality of outcomes, for example, we know that under-achievement and poorer outcomes in various aspects of their lives is evident for:

- Children from low income families
- Children and young people with behaviour, emotional and social needs (SEN)
- Children in families where parents have mental health issues (as evidenced through safeguarding)
- Boys in their attainment at different key stages

We will address inequality through taking action across CFE and all of our partners through the Children's Trust.

This strategic plan will build our internal competence, confidence and capacity to provide effective leadership in promoting change for children and embed equality and diversity into the way we work.

### **3. What do we mean by Equality?**

The Kent County Council's Equality and Diversity Policy Statement (2004) describes our commitment to Equality and Diversity:

*'As a major employer and provider of services, KCC is committed to promoting equality, valuing diversity and combating unfair treatment.*

*We believe we will achieve this through our roles as community leader, service provider, employer and procurer/ commissioner.*

*We are committed to ensuring that service users, employees or job applicants will not be discriminated against on the grounds of social circumstances or background, gender, race, disability, sexuality, age, or religion. The principles of understanding and respect for others are central to what we believe.'*

In demonstrating our effectiveness in this area we will be providing evidence against the Equality Framework for Local Government and its vision of an equal society:

*"An equal society protects and promotes equal, real freedom and opportunity to live in the way people value and would choose, so that everyone can flourish.*

*An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and be"*

We recognise the inter-relationship between our work to promote community cohesion (promoting a shared vision, sense of belonging and addressing inequality) and our strategic actions to promote equality and diversity.

### **4. About our Equality and Diversity Strategic Plan**

This plan has been developed in consultation with key stakeholders in Children Families and Education and builds on a platform of excellent practice and outcomes from our consultation, involvement and strategic needs assessment activities

The strategic plan is built on the five performance areas under the Equality Framework for Local Government:

- Knowing your community and equality mapping
- Place shaping leadership partnership an organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- Modern and Diverse Workforce

By embedding and delivering equality and diversity through CFE core business we have prioritized actions that will enable us to achieve excellence. Our strategic plan will be underpinned by an annual action plan co-ordinated by the Equality and Diversity Manager.



## 5. Knowing your Community and Equality Mapping

### What we know we're already doing well:

CFE has invested in developing a sector wide information management system and has comprehensive MOSAIC data. We are building our understanding of the equality map across Kent.

We have a wealth of information regarding participation and achievement, based on age, location, ethnicity, disability, looked after children and socio-economic status and this already informs our needs assessment processes.

CFE is recognised in the CAA report as performing well in sharing information with our Trust Partners to build a common understanding of the community and its needs.

Our planning and policy documents address inequality of access and outcomes for children, young people and families in Kent. For example, the development of the Child Poverty Needs Assessment, JSNA – Children's Health Needs Assessment and the Every Child Matters Needs Assessment for the Children and Young People's Plan 2011-13.

### Priority Actions

#### Year 1:

##### Data Monitoring

Develop support mechanisms to embed equality and diversity in our core business, for example, through disseminating information and effective practice on the Kent Trust Web to all our staff, schools, settings and providers.

Ensure information, guidance and effective practice is used to inform the development of responsive and evidence based service.

#### Year 2:

Build an equally well informed profile for the seven identified equality strands across:

- The children's workforce and key stakeholders (e.g. school governors);
- Participants in consultation and engagement processes;
- Children and young people and their parents and carers.

#### Year 3:

Systematically report to the Policy and Overview Scrutiny Committee how the community mapping process has informed service commissioning and decommissioning. Continue to explore opportunities with the third sector and local community groups to input into the community mapping processes and, in particular, to add qualitative as well as quantitative information.

**We will achieve excellent when:**

- ✓ CFE stakeholders report that data management processes provide them with accurate information to inform decision making and service planning.
- ✓ CFE stakeholders and partners are working with a shared and consistent understanding of the picture of inequality and community need across Kent.
- ✓ CFE stakeholders and the Kent community have a shared understanding of the equalities performance monitoring and how it improves service delivery.
- ✓ Performance monitoring against service objectives and National/Performance indicators are analysed by equality strand.
- ✓ Community Mapping informs strategic service planning for example the new CYPP and Child Poverty needs assessment

## 6. Place Shaping Leadership Organisational Commitment and Partnership

### What we know we're already doing well:

There is a clear ambition from the CFE's Senior Management Team and Lead Members to achieve excellence in the EFLG.

CFE has demonstrated strong leadership in the development of the Kent Children and Young People's Plan and through establishing projects to address inequality through service transformation such as Aiming High for Disabled Children and the Kent Pledge for Looked After Children

### Priority Actions

#### Year 1:

Re-establish the Equality and Diversity Strategy Group and the CFE Champions Network.

Lead CFE officers continue to identify, build and communicate the business case for a strong Equality and Diversity Strategy that will support the delivery of the Kent Vision.

All managers have clear equality and diversity performance targets and outcomes, which are integrated into business plans and performance monitoring processes.

#### Year 2:

Equality and diversity lead officer works closely with Kent Children Trust's Partnership Manager and strategic partners to ensure commitment to equality and diversity is incorporated into key strategies and activities of the new CYPP. Leadership competence framework.

### We will achieve excellent when:

- ✓ Equality is embedded into the governance structure of the Kent Children's Trust and there is clear accountability for responding to inequality within Kent.
- ✓ CFE benchmarks its performance against other highly rated children's services in England
- ✓ SMT has communicated the vision of equality and diversity as part of core business of CFE.
- ✓ The CFE Equality and Diversity Strategy group provides effective challenge co-ordination and scrutiny for the directorate
- ✓ There is increased level of confidence and competence amongst managers in CFE together with Head teacher and school governors in leading equality and diversity.
- ✓ Equality and diversity is embedded within strategic planning and scrutiny processes.
- ✓ CFE leaders and officers are leading the equality agenda across with all Trust Partners.

## 7. Community Engagement and Satisfaction

### What we know we're already doing well:

CFE has consulted with children, young people and their families to ensure their voices are included in the development of policy and services.

The Children and Young People's Survey is an excellent example of securing the views of users with over 45,000 young people responding to the survey in its first year.

There are a broad range of opportunities available for children and young people to participate in decision making processes including:

- Kent Youth County Council
- School councils
- Children in Care Council
- Participation in key selection panels
- Voice for Youth Forums

Children's Centres are a valuable and effective space for engaging with parents and carers in a wide range of issues that affect their lives.

### Priority Actions

#### Year 1:

Continue to develop a strategic approach to consult and engage with all children, young people and their families, specifically:

- Looked after children
- Homeless children and young people
- Gypsy, Traveller and Roma children and young people
- Young Offenders
- Disabled children
- Asylum seeking and refugee children
- Children with parents in prison
- Young carers
- Children and young people with diminished mental health
- NEETs

In partnership with Kent's Children's Trust, develop an approach to community engagement that facilitates ongoing dialogue that builds trust with all communities.

#### Year 2:

Work with schools and youth providers to develop their capacity to work with children and young people through a broad range of engagement processes.

Continue to build feedback loops back to communities explaining how engagement processes influenced policy and service development.

**We will achieve excellent when:**

- ✓ CFE continues to expand the mechanisms we use to engage the community in policy and service development and evaluation.
- ✓ CFE continues to expand the diversity of voices and representation on participation and consultation forums.
- ✓ CFE are achieving consistent satisfaction and participation levels reported across equality strand communities through monitoring of service delivery.
- ✓ We are able to demonstrate links back to service development and improvement through the consultative process eg “A Good Childhood in Kent”.
- ✓ We have broad and innovative approach to engagement and consultation which is inclusive and relevant.

## 8. Responsive Services and Customer Care

There are a significant number of projects aimed at tackling disadvantage at local community level, for example:

- Total Place - Margate
- Parents Consortium: provided services to disabled children and their families
- Poverty pilot (Thanet).<sup>1</sup>
- Kent Credit Union- Gravesend

We have been recognised in the CAA for having quality child care and extended services provision.

The Looked After Children Pledge offers a clear service promise to young people in care and we have an active Black and Minority Ethnic and Lesbian, Gay and Bisexual foster care networks.

The Kent Gateway “One Stop Shop” brings key service providers together in one place has been highlighted by the Audit Commission as a leading edge and innovative approach to improving access to services.

There are good examples of “turn around” teams and targeted services making a real impact on outcomes for disadvantaged groups (eg Portage).

### Priority Actions

#### Year 1:

- Maximise the “task and finish” model to address areas of persistent inequality.
- Ensure a more rigorous relationship between engagement processes and service design to improve the likelihood of delivering services that communities experience as meeting their needs.
- Ensure Customer Impact Assessments are used to support the design, delivery and evaluation of projects.
- Implement the new CFE wide complaints process.

#### Year 2:

- Develop and expand equality and diversity standards as part of the procurement process.
- Increase performance monitoring and accountability for equality and diversity outcomes from those delivering service on behalf of CFE (eg Connexions).
- Continue to expand the range of satisfaction measures used to assess service value.

<sup>1</sup>[http://66.102.9.132/search?q=cache:xTlqwqgYiocJ:www.kenttrustweb.org.uk/UserFiles/CW/File/Policy/Unit\\_Briefing\\_Summaries/Poverty.doc+Poverty+pilot+\(Thanet\).&cd=1&hl=en&ct=clnk&gl=uk](http://66.102.9.132/search?q=cache:xTlqwqgYiocJ:www.kenttrustweb.org.uk/UserFiles/CW/File/Policy/Unit_Briefing_Summaries/Poverty.doc+Poverty+pilot+(Thanet).&cd=1&hl=en&ct=clnk&gl=uk)

- Ensure that Equality and Diversity is embedded within all directly delivered, contracted and commissioned services. Ensure client satisfaction, reported by strand, is embedded into contract requirements.

**We will achieve excellent when:**

- ✓ CFE service delivery teams are confident and competent to make quality service delivery decisions.
- ✓ We are able to demonstrate service improvement and development through our complaints system.
- ✓ We are able to ensure that services delivered through our contractors fulfil equality requirements and demonstrate good practice.
- ✓ When all service delivery is informed by Customer Impact Assessment.

## 9. Modern and Diverse Workforce

### What we know we're already doing well:

There is a clear commitment to equality and diversity throughout the recruitment process for all roles, with all panels requiring at least one person who has completed Positive Action in Recruitment Training.

Kent County Council has a strong portfolio of people management policies including flexible working, maternity and paternity leave, carers leave and the Learning and Development framework.

CFE has embraced the use of new technologies in order to deliver services and enable to enable staff to work effectively and flexibly.

Buddying and mentoring programmes designed to support all employees are embedded within CFE.

### Priority Actions

#### Year 1:

Secure and publish people management data across all equality strands with an action plan to address any identified gaps in:

- Recruitment
- Progression
- Overall profile of workforce
- Absence Management, Grievance and Disciplinaries
- Learning and development
- Turnover
- Sickness
- Reward (pay gap)
- Profile of workforce across pay grading and structure

Data is actively managed at group and directorate management team level.

Managers and staff are clear about the responsibilities in relation to equality and diversity.

All officers engaged in designing or delivering a community consultation or engagement strategy have advanced skills in the community capacity building agenda.

Lead officers engaged in planning and policy development have a high level of equality impact analysis skills and capability.

Increase participation in staff engagement survey and respond to outcomes through a robust plan.

#### Year 2:

Managers will ensure that equality and diversity principles are embedded in all learning and development programmes both with internal and external providers at individual and team level.



Equality and diversity is embedded as a core competence area in leadership, development, recruitment and performance management.

**We will achieve excellent when:**

- ✓ CFE employees report that they feel well equipped to respond to the equality challenges for Kent children, families and young people.
- ✓ Building organisational diversity is seen as strength in performance improvement at all levels of CFE.
- ✓ The KCC policy framework consistently supports a commitment to building a vibrant and diverse workforce.
- ✓ We achieve consistent levels of staff engagement regardless of social identity.
- ✓ Effectiveness of the implementation of staff policies is measure through the staff engagement survey and through performance monitoring.
- ✓ We have effective and strong relationships with staff groups and are actively engaged and respond to issues and concerns.
- ✓ Managers and staff are clear about personal accountability in relation to ensuring equality and diversity considerations are part of their people management and service delivery responsibilities.

**Arrangements for delivery:**

*The arrangements for delivery against the plan will be drafted in consultation with the nominated CFE SMT lead.*

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By: Overview, Scrutiny and Localism Manager

To: Resources and Infrastructure Policy Overview and Scrutiny Committee  
15 April 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the progress to establish the Select Committee on Extended Services.

**Select Committee: Extended Services** (previously titled Extended Schools)

1. (1) The Select Committee on Extended Services held its inaugural meeting on 19 March 2010 when it agree its terms of reference (copy attached). The membership of the Committee is Mr Robert Burgess (Chairman), Mrs Ann Allen, Mr Alan Chell, Mrs Jean Law, Mr Richard Parry, Mr Ken Pugh, Mr Kit Smith and Mr Martin Vye.

(2) At the meeting of the Scrutiny Board on 24 February 2010 it was agreed that the timeframe for this review would be extended and that it would present its report to County Council in December 2010.

(3) Regular update reports will be submitted to the Policy Overview and Scrutiny Committees (POSCs) to keep Members informed of the progress of the Select Committee.

**Suggestions for Select Committee Topic Reviews**

2. At the meeting of the Scrutiny Board on 24 February 2010 Members received an update on the current Select Committee topic review programme. Although resources to support reviews are all currently allocated, there would be the potential to start new reviews in November 2010 and January 2011. It was agreed that Members would be asked to consider whether there are any topics that they would like to put forward for consideration for inclusion in the future topic review programme. If Members do have any suggestions could they contact the Democratic Services Officer for this POSC.

**Recommendations**

3. Members are asked to note the report and to advise the Democratic Services Officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme

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Background Information: *Nil*

## **Select Committee on Extended Services**

### **Terms of Reference**

1. To identify aspects of the Extended Services programme in Kent that are proving to have the greatest impact and benefit for the community, and that are most likely to be sustainable in the future.
2. To explore ways - if any – in which collaboration and partnership working between all organisations involved in providing Extended Services in Kent can be improved.
3. To investigate any obstacles and challenges to the progress of Extended Services and the development of the concept of the “school that never sleeps”, particularly those that may prevent closer partnership working and could threaten sustainability. To identify possible solutions to overcome these challenges.
4. To analyse whether resources for Extended Services within Kent County Council, and across schools and other partner organisations, are deployed in the most efficient and effective manner.
5. For the Extended Services Select Committee to make recommendations after having gathered evidence and information throughout the review.