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Date: 1 July 2011

Dear Member

**CUSTOMER AND COMMUNITIES POLICY OVERVIEW AND SCRUTINY COMMITTEE -  
FRIDAY, 8 JULY 2011 – 10.00AM**

I am now able to enclose, for consideration at next Friday, 8 July 2011 meeting of the Customer and Communities Policy Overview and Scrutiny Committee, the following reports that were unavailable when the agenda was printed.

| <b>Agenda No</b> | <b>Item</b>  |
|------------------|--|
| B6               | <b><u>Communities Services Portfolio Financial Outturn 2010/11 ( 1 - 10)</u></b> |
| C2               | <b><u>Extended Services Select Committee - Action Plan ( 11 - 26)</u></b>        |

Yours sincerely

**Peter Sass**  
**Head of Democratic Services**

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**TO: Customer and Communities Policy Overview & Scrutiny Committee (“POSC”) – 8<sup>th</sup> July 2011**

**BY: Mike Hill, Cabinet Member for Communities Services  
Amanda Honey, Managing Director, Customer & Communities**

**SUBJECT: Communities Services Portfolio Financial Outturn 2010/11**

**Classification: Unrestricted**

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**Summary:**

This report summarises the 2010/11 financial outturn for each of the service units within the Communities Services Portfolio. Previously outturn reports to POSCs have included performance outcome information but this is now covered in the separate Core Monitoring report

FOR INFORMATION

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**1. Introduction:**

- 1.1 In the April meeting, POSCs received a report setting out the latest forecast outturn for the 2010/11 financial year, as reported to Cabinet, based on the position as at the end of the third quarter. Third quarter performance monitoring against unit business plans was also covered at these meetings in the Core Monitoring report.
- 1.2 This is the second year we have been able to bring the final outturn reports to the July round of POSC meetings. It is important that committees receive timely information on actual costs in advance of considering options for future years' budgets during the autumn.

This report includes the final outturn for each of the service units within the Communities Directorate (interchangeable with the Communities Services Portfolio) in the same format as reported throughout the year in monitoring reports, together with an explanation of any significant variances from the third quarter's monitoring.

We are not in a position to report the outturn in the A to Z Service format used for the 2011/12 Budget Book, as financial reporting for 2010/11 was not set up to produce information in this format.

- 1.3 At it's meeting on 26<sup>th</sup> May, Scrutiny Board considered how POSCs can be more engaged in the budget planning process.

Scrutiny Board recommended that each POSC should establish an Informal Member Group (“IMG”) of up to 5 members which should meet (on up to three occasions) between July and October in order to report back to the November POSC meeting on options and priorities for the forthcoming budget.

The 2010/11 outturn report was identified as one of the core pieces of information that IMGs will need for these series of meetings.

## 2. Directorate 2010/11 Financial Outturn - Revenue

- 2.1 The provisional revenue outturn was reported to Cabinet on 20<sup>th</sup> June, together with recommendations on rollover for committed projects and contributions to reserves for uncommitted under spends. The overall position for the Communities Directorate was an under spend of £1.451m.
- 2.2 Table 1 sets out the original budget, final approved cash limit and spending for each service unit within the Communities Services Portfolio. The changes between the original budget and final approved cash limit are all within KCC’s “virement” rules as set out in Financial Regulations.

| <b>Portfolio: Communities Services</b>     |                          |                     |                  |                   |               |
|--|--------------------------|---------------------|------------------|-------------------|---------------|
| Table 1                                    | 2010-11                  |                     |                  |                   |               |
|  | Original Budget<br>£000s | Cash Limit<br>£000s | Outturn<br>£000s | Variance<br>£000s | Variance<br>% |
| <b>Kent Drug &amp; Alcohol Action Team</b> |                          |                     |                  |                   |               |
| Gross                                      | 17,096                   | 18,519              | 16,939           | -1,580            | -8.53         |
| Income                                     | -14,933                  | -16,229             | -14,722          | 1,507             | -9.29         |
| <b>Net</b>                                 | <b>2,163</b>             | <b>2,290</b>        | <b>2,217</b>     | <b>-72</b>        | <b>-3.16</b>  |
| <b>Youth Offending Service</b>             |                          |                     |                  |                   |               |
| Gross                                      | 6,757                    | 6,865               | 7,070            | 204               | 2.97          |
| Income                                     | -3,012                   | -3,012              | -3,236           | -224              | 7.44          |
| <b>Net</b>                                 | <b>3,745</b>             | <b>3,854</b>        | <b>3,834</b>     | <b>-20</b>        | <b>-0.52</b>  |
| <b>Youth Services</b>                      |                          |                     |                  |                   |               |
| Gross                                      | 12,740                   | 12,622              | 12,218           | -404              | -3.20         |
| Income                                     | -5,768                   | -5,652              | -5,688           | -36               | 0.63          |
| <b>Net</b>                                 | <b>6,972</b>             | <b>6,971</b>        | <b>6,531</b>     | <b>-440</b>       | <b>-6.31</b>  |
| <b>Supporting People</b>                   |                          |                     |                  |                   |               |
| Gross                                      | 32,830                   | 32,314              | 32,314           | 0                 | 0.00          |
| Income                                     | 0                        | -220                | -220             | 0                 | 0.00          |
| <b>Net</b>                                 | <b>32,830</b>            | <b>32,094</b>       | <b>32,094</b>    | <b>0</b>          | <b>0.00</b>   |
| <b>Community Learning Service</b>          |                          |                     |                  |                   |               |
| Gross                                      | 17,541                   | 17,072              | 16,819           | -253              | -1.48         |
| Income                                     | -17,641                  | -17,172             | -16,912          | 260               | -1.51         |
| <b>Net</b>                                 | <b>-100</b>              | <b>-100</b>         | <b>-93</b>       | <b>7</b>          | <b>-7.03</b>  |
| <b>Arts Unit</b>                           |                          |                     |                  |                   |               |
| Gross                                      | 2,277                    | 2,038               | 1,944            | -93               | -4.58         |
| Income                                     | -285                     | 35                  | 26               | -8                | -23.80        |
| <b>Net</b>                                 | <b>1,992</b>             | <b>2,072</b>        | <b>1,971</b>     | <b>-102</b>       | <b>-4.90</b>  |
| <b>Libraries, Archives &amp; Museums</b>   |                          |                     |                  |                   |               |
| Gross                                      | 22,284                   | 22,748              | 22,657           | -92               | -0.40         |
| Income                                     | -2,727                   | -3,045              | -3,177           | -133              | 4.35          |
| <b>Net</b>                                 | <b>19,557</b>            | <b>19,704</b>       | <b>19,480</b>    | <b>-224</b>       | <b>-1.14</b>  |

|  |                |                |                |               |               |
|--|----------------|----------------|----------------|---------------|---------------|
| <b>Sports, Leisure &amp; Olympics</b>        |                |                |                |               |               |
| Gross  | 3,074          | 3,214          | 2,855          | -359          | -11.17        |
| Income                                       | -1,445         | -1,586         | -1,232         | 353           | -22.28        |
| <b>Net</b>                                   | <b>1,629</b>   | <b>1,628</b>   | <b>1,623</b>   | <b>-6</b>     | <b>-0.35</b>  |
| <b>Supporting Independence</b>               |                |                |                |               |               |
| Gross  | 4,887          | 4,057          | 4,376          | 319           | 7.87          |
| Income                                       | -4,160         | -3,280         | -3,648         | -368          | 11.22         |
| <b>Net</b>                                   | <b>727</b>     | <b>777</b>     | <b>728</b>     | <b>-49</b>    | <b>-6.28</b>  |
| <b>Kent Community Safety Partnership</b>     |                |                |                |               |               |
| Gross  | 3,979          | 5,225          | 5,061          | -164          | -3.15         |
| Income                                       | -318           | -382           | -395           | -13           | 3.39          |
| <b>Net</b>                                   | <b>3,661</b>   | <b>4,843</b>   | <b>4,666</b>   | <b>-177</b>   | <b>-3.66</b>  |
| <b>Coroners</b>                              |                |                |                |               |               |
| Gross  | 2,702          | 2,702          | 2,873          | 171           | 6.32          |
| Income                                       | -475           | -475           | -439           | 36            | -7.64         |
| <b>Net</b>                                   | <b>2,227</b>   | <b>2,227</b>   | <b>2,434</b>   | <b>207</b>    | <b>9.30</b>   |
| <b>Emergency Planning</b>                    |                |                |                |               |               |
| Gross  | 828            | 828            | 844            | 16            | 1.97          |
| Income                                       | -199           | -199           | -203           | -4            | 2.24          |
| <b>Net</b>                                   | <b>629</b>     | <b>629</b>     | <b>641</b>     | <b>12</b>     | <b>1.89</b>   |
| <b>Kent Scientific Services</b>              |                |                |                |               |               |
| Gross  | 1,271          | 1,271          | 1,236          | -36           | -2.79         |
| Income                                       | -780           | -780           | -732           | 49            | -6.24         |
| <b>Net</b>                                   | <b>491</b>     | <b>491</b>     | <b>504</b>     | <b>13</b>     | <b>2.69</b>   |
| <b>Registration Service</b>                  |                |                |                |               |               |
| Gross  | 3,899          | 3,862          | 3,727          | -135          | -3.50         |
| Income                                       | -3,027         | -3,027         | -3,211         | -184          | 6.08          |
| <b>Net</b>                                   | <b>872</b>     | <b>836</b>     | <b>516</b>     | <b>-319</b>   | <b>-38.21</b> |
| <b>Trading Standards</b>                     |                |                |                |               |               |
| Gross  | 3,583          | 3,689          | 3,484          | -204          | -5.54         |
| Income                                       | -322           | -322           | -319           | 3             | -0.80         |
| <b>Net</b>                                   | <b>3,261</b>   | <b>3,367</b>   | <b>3,165</b>   | <b>-202</b>   | <b>-5.99</b>  |
| <b>Policy &amp; Resources</b>                |                |                |                |               |               |
| Gross  | 1,272          | 1,681          | 1,607          | -74           | -4.40         |
| Income                                       | -73            | -361           | -350           | 12            | -3.24         |
| <b>Net</b>                                   | <b>1,199</b>   | <b>1,320</b>   | <b>1,258</b>   | <b>-62</b>    | <b>-4.72</b>  |
| <b>Business Development &amp; Support</b>    |                |                |                |               |               |
| Gross  | 579            | 733            | 647            | -85           | -11.65        |
| Income                                       | -228           | -228           | -138           | 90            | -39.49        |
| <b>Net</b>                                   | <b>351</b>     | <b>505</b>     | <b>509</b>     | <b>5</b>      | <b>0.93</b>   |
| <b>Strategic Management</b>                  |                |                |                |               |               |
| Gross  | 1,007          | 1,086          | 1,052          | -34           | -3.13         |
| Income                                       | 0              | 0              | 0              | 0             | 0             |
| <b>Net</b>                                   | <b>1,007</b>   | <b>1,086</b>   | <b>1,052</b>   | <b>-34</b>    | <b>-3.13</b>  |
| <b>Centrally Managed Directorate Budgets</b> |                |                |                |               |               |
| Gross  | 1,226          | 2,360          | 2,750          | 390           | 16.53         |
| Income                                       | -1,293         | -1,228         | -1,605         | -377          | 30.68         |
| <b>Net</b>                                   | <b>-67</b>     | <b>1,132</b>   | <b>1,145</b>   | <b>13</b>     | <b>1.17</b>   |
| <b>Support Services purchased from CED</b>   |                |                |                |               |               |
| Gross  | 4,780          | 4,760          | 4,759          | -1            | -0.02         |
| Income                                       | 0              | 0              | 0              | 0             | 0             |
| <b>Net</b>                                   | <b>4,780</b>   | <b>4,760</b>   | <b>4,759</b>   | <b>-1</b>     | <b>-0.02</b>  |
| <b>PORTFOLIO TOTAL (CONTROLLABLE)</b>        |                |                |                |               |               |
| <b>Gross</b>                                 | <b>144,612</b> | <b>147,647</b> | <b>145,233</b> | <b>-2,414</b> | <b>-1.64</b>  |
| <b>Income</b>                                | <b>-56,686</b> | <b>-57,162</b> | <b>-56,199</b> | <b>963</b>    | <b>-1.69</b>  |
| <b>Net</b>                                   | <b>87,926</b>  | <b>90,485</b>  | <b>89,034</b>  | <b>-1,451</b> | <b>-1.60</b>  |

2.3 This represents a movement of £0.336m compared to the third quarter's monitoring. The significant variations include the following:

- 2.3.1 **Youth Service:** an adverse movement of **£0.041m**, predominantly in relation to unanticipated costs surrounding their restructure plans. The approved MTFP reflects the roll forward of £0.387m underspend – which is within the outturn figure of £0.440m – and relates to the Youth Opportunities Fund (YOF) which was originally earmarked to an apprenticeship programme in 2011-12 but which was not fully operational by the year-end so the earmarked funding was not utilised.
- 2.3.2 **Kent Drugs & Alcohol Team (KDAAT):** The service reported a balanced position until the final month of the year. A Care Management review that did not proceed as planned and increased internal charges are the causes of the **£0.072m** movement.
- 2.3.3 **Youth Offending Service:** an adverse movement of **£0.097m**, in relation to increased activity in placements, a social networking project and training resources for Young People in the final quarter.
- 2.3.4 **Arts Unit:** Vacancies held to year-end, as well as a reduction in the level of grants distributed, is the main cause of the **£0.088m** movement.
- 2.3.5 **Libraries & Archives:** profiled expenditure on AV purchases, Bookfund and systems support did not proceed as anticipated and this caused the **£0.110m** movement.
- 2.3.6 **Community Safety:** The allocation of Stronger, Safer Communities Fund, as part of the Area Based Grant, was not fully utilised in 2010-11 and accounts for the **£0.096m** movement. A committed roll forward bid has been made to utilise the underspend to support the funding of Independent Domestic Violence Advocates (IDVA) in 2011-12.
- 2.3.7 **Registration:** Further reductions in gross expenditure, due mainly to a lower service charge than anticipated, combined with an increase in “walk-in” ceremonies income, accounts for the movement of **£0.113m**.
- 2.3.8 **Trading Standards:** a movement of **£0.050m** due mainly to reduced staff costs achieved through vacancy management, advancement of staff restructuring and a tightening of non essential spend.
- 2.3.9 **Central Budgets:** an adverse variance of **£0.072m** was reported by the unit, due mainly to additional building maintenance costs and ad hoc additional support costs, which are allocated, based upon activity and this activity increased in the final quarter, reducing our ability to apply management action elsewhere to mitigate this pressure.
- 2.4 The approved budget for 2011/12 was set on the basis of known/forecast activity as at December 2010.

Of the year-end outturn of £1.451m, the vast majority related to the advancement of future year’s savings targets – for which cash limits

have been reduced in the 2011/12 budget build process – and can therefore not be repeated in the current year.

For example, Trading Standard held a number of posts vacant during 2010/11 in the knowledge that savings of £0.5m had to be delivered in the 2011-13 MTFP. The 2011/12 element of this saving (£0.25m) has been reflected in the budget build process and therefore that opportunistic vacancy management cannot be replicated.

Another example is the library service who have built on previous efficiency and management reviews to contribute a further saving in excess of £1m, therefore their outturn underspend of £0.2m has been fully absorbed by this reduction in their cash limit for 2011/12.

To further clarify and explain the inability to replicate these savings, the directorate had £9.4m of savings to achieve in the 2011/12 budget build process.

Similarly, in-year grant reductions (or de-ring-fencing of grants) meant that certain monies were not committed or expended in the year but now that the funding positions have been confirmed, this is not expected to recur as the funds are either no longer available or the distribution route has now been clarified.

The impact of any ongoing variations into 2011/12 will be reported as part of the in-year budget monitoring, together with progress on delivering the savings needed to balance the budget.

Subsequent to the approval of the budget in February, we have been notified of a number of grant reductions which will impact on 2011-12 and will be mitigated by management action. The most significant are:

- Stronger, Safer Communities and the Young People Substance Misuse Partnership faced a reduction of £0.279m, for which management action will need to be identified and/or particular outputs revised accordingly.
- The Youth Offending Service was impacted by a reduction to the Youth Justice Board (YJB) Grant of £0.578m. Communication of this reduction was made subsequent to the approval of the budgets for 2011-12 but the management action to accommodate this funding reduction has been reflected in the unit business plan and the pressure will be mitigated by staff reductions.

2.5 The first exception monitoring for 2011/12 will be reported to Cabinet on 18<sup>th</sup> July and the full monitoring, for the first quarter, is scheduled to be reported on 19<sup>th</sup> September. The timing of this Cabinet means reports to the September round of POSCs may have to be despatched late in order to include the latest position considered by Cabinet.

- 2.6 The under spend for 2010/11 includes a number of areas of committed expenditure, for which Cabinet agreed should be rolled forward into 2011/12 as per table 2 below.

| Table 2   | Amount     |
|---|------------|
| Reason for Rollover   | £000s      |
| Youth Service – Underspend of Youth Opportunities Fund.   | 387        |
| Community Safety–Underspend on Stronger, Safer, Communities Area Based Grant to fund Independent Domestic Violence Advocates in 2011-12 | 95         |
| <b>Total Rollover of Committed Spends for 2011/12</b>   | <b>482</b> |

- 2.7 The balance of the uncommitted underspend (£2.128m) for the County Council was transferred to the Economic Downturn reserve in accordance with the recommendation agreed by Cabinet.

### 3. Directorate/Portfolio 2010/11 Financial Outturn – Capital

- 3.1 Table 3 identifies the planned and actual spend on all capital projects in 2010/11 and the total approved and forecast spending over the lifetime of these projects.

Table 3

|   | 2010/11 Spend         |                           |                     |                                | Total Scheme Cost         |                         |                                |
|---|-----------------------|---------------------------|---------------------|--------------------------------|---------------------------|-------------------------|--------------------------------|
|   | Original Budget £000s | Approved Cash Limit £000s | Final Outturn £000s | Variance from Cash Limit £000s | Approved Cash Limit £000s | Forecast Spending £000s | Variance from Cash Limit £000s |
| <b><u>Rolling Programmes</u></b>                                |                       |                           |                     |                                |                           |                         |                                |
| Library Modernisation Programme                                 | 894                   | 1,051                     | 815                 | -236                           | 3,088                     | 3,377                   | 289                            |
| Modernisation of assets   | 1,951                 | 2,438                     | 2,438               | 0                              | 10,861                    | 10,876                  | 15                             |
| Public Sports Facilities Improvements – Capital Grants          | 94                    | 98                        | 98                  | 0                              | 498                       | 498                     | 0                              |
| Village Halls & Community Centres                               | 227                   | 205                       | 205                 | 0                              | 1,083                     | 1,083                   | 0                              |
| <b><u>Schemes with Approval to Spend</u></b>                    |                       |                           |                     |                                |                           |                         |                                |
| The Beaney, Canterbury- Library, Museum & Gallery modernisation | 944                   | 789                       | 789                 | 0                              | 3,251                     | 3,291                   | 40                             |
| Turner Contemporary   | 6,601                 | 8,727                     | 8,726               | -1                             | 17,400                    | 17,399                  | -1                             |
| Ashford Gateway Trust   | 5,350                 | 4,985                     | 4,955               | -30                            | 7,606                     | 7,606                   | 0                              |
| Dover Big Screen  | 0                     | 13                        | 10                  | -3                             | 205                       | 202                     | -1                             |
| Cobtree Trust   | 0                     | 57                        | 0                   | -57                            | 100                       | 100                     | 0                              |
| Tunbridge Wells Library   | 0                     | 0                         | 3                   | 3                              | 334                       | 334                     | 0                              |
| New Library at Grove Green                                      | 175                   | 0                         | 0                   | 0                              | 0                         | 0                       | 0                              |
| Kent History & Library Centre                                   | 3,744                 | 3,791                     | 3,834               | 43                             | 10,262                    | 10,262                  | 0                              |
| Gravesend Library   | 1,606                 | 1,320                     | 1,248               | -72                            | 2,500                     | 2,500                   | 0                              |
| Contribution to the Marlowe Theatre                             | 1,000                 | 1,000                     | 1,000               | 0                              | 2,000                     | 2,000                   | 0                              |
| Maidstone Museum  | 0                     | 100                       | 100                 | 0                              | 100                       | 100                     | 0                              |
| New Community Facility at Edenbridge                            | 1,721                 | 75                        | 75                  | 0                              | 2,825                     | 2,531                   | -294                           |
| Grant to St. Gregorys   | 0                     | 0                         | 50                  | 50                             | 0                         | 50                      | 50                             |
| <b><u>Schemes with Approval to Plan</u></b>                     |                       |                           |                     |                                |                           |                         |                                |
| New Library & Community Centre – Cheeseman Green                | 0                     | 0                         | 0                   | 0                              | 350                       | 350                     | 0                              |
|   | <b>24,407</b>         | <b>25,230</b>             | <b>24,890</b>       | <b>-340</b>                    | <b>64,007</b>             | <b>64,139</b>           | <b>132</b>                     |

- 3.2 The movements from the original budget and the approved cash limit have been reported in monitoring during the year and the cash limits were changed when the capital programme in 2011/13 Medium Term Financial Plan was approved in February.

The variance from approved cash limit represents the latest actual spending for 2010/11 (and forecast spending for future years) since the capital programme was published and includes the following significant issues:

- 3.2.1 **Turner Contemporary Gallery:** A £17.4m project in Margate, involving the development of an Art Gallery on a prominent seafront location. The Turner centre gallery was completed on schedule, and handed over to the Turner Contemporary Trust, in December 2010. The building was successfully opened to the public in April 2011, with various events planned throughout the coming months
- 3.2.2 **Kent History & Library Centre:** A £12m project in Maidstone, which forms part of an innovative development in partnership with the second largest developer in the world - Bouygues - providing a planned mix of residential homes and extra care flats, in addition to our building which will include the Kent Archive facility.

Work has progressed ahead of schedule since commencing on site in March 2010 and the new building is anticipated to open in summer 2012.

- 3.2.3 **The Beaney in Canterbury:** A £3.2m innovative joint project with Canterbury City Council to bring together the library, museum and gallery in an extended and refurbished Grade II listed building. The project is jointly funded at a combined cost of some £13.2m, with funding support from the Heritage Lottery Fund (HLF) and SEEDA.

The project commenced in May 2010 following a short delay due to additional archaeology costs/investigations. Since then a number of unforeseen essential repairs to the roof and façade have also led to some delays and increased costs, when compared to the initial budget. Subsequently, HLF have now approved additional funding to be allocated to the project and we anticipate completion of the building works by Christmas 2011.

Handover is expected at the end of January 2012 and with the new building anticipated to open in late spring of the same year.

- 3.2.4 **Gravesend Library:** A £2.5m project in Gravesend, where a Carnegie building is being refurbished - and partly rebuilt - with the adjacent shop unit also being completely rebuilt as part of the redevelopment.

Work began on site in March 2010 and is progressing well, despite some initial delays, and the new building will be completed by June 2011 and it is anticipated will re-open during August 2011.

- 3.2.5 **Libraries Modernisation Programme:** Further capital investment has continued to benefit both existing customers, as well as attract new customers, through the improved aesthetic environment as part of this modernisation programme.

Improved footfall in libraries refurbished in 2010-11 has led to an increase in issues, for example, by 15% at Cranbrook as well as an increase in visitor numbers e.g. in Folkestone of 9%.

The ongoing projects at Deal and Dover are to be completed in spring 2011 and comparative figures will be available later in the year, with full year effect being reported in 2012.

The modernisation programme will continue in 2011-12, with planning already underway for Broadstairs – working in partnership with Community Learning and Skills regarding a shared facility – and joint projects (with Gateway) to develop at Sheerness and Swanley.

- 3.2.6 **Edenbridge Community Centre:** A £2.5m project to provide a community facility on the former Eden Valley school site. This innovative development is being funded from an on-site housing development and contributions from external and KCC partners.

Services to be provided from this centre include a library, Gateway, a youth centre, Social Services, Citizens Advice Bureau, Eden Church, YMCA and other smaller community groups.

The demolition commenced in quarter 1 of 2011-2012 and the new building is anticipated to be completed and subsequently opened in the summer of 2012.

- 3.2.6 **Libraries Self-issue (RFID) project:** A project of £1.58m to introduce self-issue terminals (using Radio Frequency Identification, 'RFID', technology) in 35 libraries across Kent. This will enable the service to operate more efficiently by taking advantage of technological advances in this area and could allow (where possible) flexibility surrounding out of hours provision.

The project roll-out has already commenced, on a district by district basis, with a significant number of books already tagged, and the project is anticipated to be complete in quarter 4 of 2011-12 with the full year effect of the savings scheduled for 2012-13.

- 3.3 Any variances relating to the above will be included in the budget monitoring reports to Cabinet in July and September, together with any other issues affecting capital projects, which have arisen during 2011/12.

#### **4. Recommendations**

- 4.1 Members of the Communities Services POSC are asked to:
- a) NOTE the revenue and capital financial outturn for 2010/11, including rollover of funding for committed projects and changes to capital programme
  - b) NOTE the potential impact of variations since the 2011/12 budget was approved
  - c) PROVIDE any comments and guidance to IMG members on potential impact for 2012/13 and future years' budgets

Amanda Honey  
**Managing Director, Customer & Communities Directorate**

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**By:** Sarah Hohler, Cabinet Member for Education, Learning & Skills Directorate

Andy Roberts, Interim Corporate Director, Education, Learning & Skills

**To:** Customer and Communities POSC

**Date:** 8 July 2011

**Subject:** **EXTENDED SERVICES SELECT COMMITTEE – ACTION PLAN**

**Classification:** Unrestricted

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**Summary:** This report provides Members with consideration of the recommendations of the Extended Services Select Committee and a proposed action plan

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### **Introduction**

1. (1) Following the work undertaken by Members of the Extended Services Select Committee, a report with recommendations was presented to Full Council on 16<sup>th</sup> December 2010. At this meeting it was resolved that:

“the Select Committee report be endorsed by the County Council and in view of the current budgetary and restructuring proposals, its recommendations be noted for further consideration”.

(2) This report therefore seeks to give due consideration of the recommendations made, and presents a proposed action plan of what it is suggested can be achieved in the context of the evolving policy and financial environment.

### **Current Situation**

2. (1) Members will be aware of the challenging financial environment that the County Council faces, as well as the evolving changes in the relationship and role of the County Council has with schools in light of national policy decisions. The pace of change in the education sector means that the context in which a number of the Select Committee’s recommendations were made have changed since the report was finalised in October 2010. The attached action plan therefore seeks to propose actions that do not lose the spirit of what was intended when the recommendations were originally set out, but which can be achieved in the different environment we are now in.

(2) Responsibility for the delivery of the majority of the Select Committee's recommendations sit primarily with the Extended Learning Team within Education, Learning and Skills, although a few impact on other teams such as the Youth Service. The Youth Service is itself currently subject to a review and consultation process, and the Extended Learning Team is implementing a new structure following a formal consultation process. This latter review, in light of changes to funding arrangements will see a reduction in capacity as a team to a small strategic team, with discussions on-going with schools about pooling resources to continue the employment locally of operationally focussed Extended Services Co-ordinators, with professional support available from the strategic team. In light of the Select Committee's work and recommendations this strategic team will from 1<sup>st</sup> September 2011, focus on:

- Work with schools and groups of schools to identify their local needs using school and local data in order to develop and implement with partner organisations a range of activities and services to meet the identified needs. Tools used would include the TDA School Improvement Planning Framework, the Healthy Schools enhancement model, and the Quality in Study Support/ Quality in Extended Services frameworks.
- Further develop the External Providers training and the external providers' database to ensure that providers working with schools have the appropriate level of insurance, safeguarding, etc as well as a full understanding of how the work that they offer fits within school priorities and current education agenda.
- Work closely with colleagues in Health to enable schools to provide health and wellbeing support to their pupils in order to support their pupils learning. This would include healthy eating, physical activity, emotional health and wellbeing and Personal, Social and Health Education (PSHE).
- Further develop the Learning Destinations scheme in Kent (as part of the Children's University) to accredit and recognise learning taking place outside of the school day and in local tourist attractions and places of interest. This will also encourage families to undertake learning activities together that could have little or no cost to themselves.
- Be the advisors to schools on how to engage and support parents in their children's learning, working closely with colleagues in other teams and divisions.

(3) The actions proposed in the attached table reflect this focus that will also work in a targeted way with the District Heads of School Improvement to support schools to improve attainment, attendance, behaviour, aspirations and wellbeing.

**Recommendations**

3. Members are asked to endorse this report and the accompanying action plan, in response to the Extended Services Select Committee

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**Background Information:**

Extended Services Select Committee Report to Full Council on 16/12/10  
Minutes of Full Council on 16/12/10

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| No. | Recommendation   | Lead Officer   | Comments / Proposed Actions   | Timeframe       |
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|     | <p>extended services.</p> <p>The roadshows should take place throughout the year 2011, and may be organised in conjunction with existing events which will involve key extended services stakeholders, such as schools, parents, governing bodies and extended services providers.</p> <p>KCC Cabinet Members for Education and for Communities are encouraged to continue to champion extended services, and to deliver speeches emphasising the importance and the benefits of these services.</p>   |  | <p>schools and the local commissioning of services have meant that schools have been organising themselves into smaller groupings and clusters.</p> <p><b>Proposed action:</b> The Corporate Director and Cabinet Member for Education Learning and Skills write to all Head Teacher and Chairs of Governors emphasising the importance and benefit of extended services to school improvement and their pupils.</p>  | October 2011.   |
| 3.  | <p>The Kent Children's Trust should put greater emphasis on extended services in the priorities and outcomes of the new Children and Young People's Plan, to reflect the numerous benefits extended services bring to children and young people in Kent's vision for the future.</p> <p>One key outcome that the new Plan should include is to ensure that local consortia are formed throughout the County to provide more efficient and effective extended services. The model of extended services consortium adopted may vary, ranging from a social enterprise, a model delivered wholly or in part by private businesses or a traded service where</p> | Joy Ackroyd<br>Kent Children's Trust Partnership Manager | The Kent Children's Trust is in the process of agreeing a new Children and Young People's Plan, however given funding cuts and local constraints, priorities in year one have been limited to Safeguarding and Emotional Wellbeing and Mental Health. In year 2-3 the plan seeks to address broader issues where the work of extended schools will be extremely important. However given the redirection of funding to schools, this will be dependent on individual or groups of schools | Not applicable. |

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|     | schools and partners can buy discrete packages of support or consultancy   |   | agreeing to fund extended school provision.<br><br><b>Proposed action:</b> No further action be taken.   |               |
| 4.  | Representatives of schools' governing bodies and headteachers in newly formed consortia in Kent are strongly encouraged to undertake extended services training. The training should provide support to develop extended services provision, should offer guidance to undertake the Quality in Extended Services accreditation scheme, and should highlight the numerous benefits that extended services bring for schools and for the wider community | Sean Carter,<br>Extended Learning Manager | Training to school staff and Governing Bodies continues to be available and is ongoing.<br><br><b>Proposed action:</b> The training available to schools continues to be promoted via existing regular communications to Head Teachers and Governing Bodies. | Ongoing       |
| 5.  | KCC's Education and Communities Directorates should produce a DVD providing information and guidance about extended services, and emphasising the benefits of these services.<br><br>All governors of primary, secondary and special schools in Kent are strongly encouraged to view this DVD in an effort to encourage more extended service provision in the County.   | Sean Carter,<br>Extended Learning Manager | <b>Proposed action:</b> A web based training and support site be developed that includes video footage providing information and guidance about extended services and activities.  | December 2011 |
| 6.  | The Managing Director of KCC's Children, Families and Education Directorate should write to Ofsted and urge the organisation to retain   | Sue Rogers,<br>Head of Standards          | Senior Officers have been involved in feeding into the consultation processes  |               |

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|     | <p>“community cohesion” as one of the focus areas for inspection in its revised assessment framework.</p>  | <p>and School Improvement.</p>                    | <p>established by Ofsted into a revised inspection framework for schools. Although it is extremely unlikely that “community cohesion” will remain as an explicit focus area current proposals indicate Ofsted do intend to form their judgements that will take into account “the spiritual, moral, social and cultural development of pupils” and pupils “behaviour and attitudes towards others, and respect for other young people and adults”.</p> <p><b>Proposed action:</b> Officers continue to actively feed into the development of the revised Ofsted inspection framework for schools.</p> | <p>On going to April 2012.</p> |
| 7.  | <p>Primary, secondary and special schools, together with all organisations and agencies providing extended services in the County, should form local consortia to offer more efficient, effective and sustainable extended services to their communities.</p> <p>The Select Committee recommends that each consortium funds one post for an Extended</p> | <p>Sean Carter,<br/>Extended Learning Manager</p> | <p>In light of the national policy changes for schools and the relationship with the local authority, schools have been coming together to form themselves into small groupings and clusters in order to consider joint planning and commissioning of services, etc. At the same</p>  | <p>Ongoing.</p>                |

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|     | <p>Services Consortium Coordinator to manage extended services provision in the consortium. The model adopted to run each consortium may vary, depending on the needs and priorities of the community.</p> <p>The Extended Services Team should give high priority to supporting schools and other organisations to identify suitable Extended Services Consortium Coordinators for appointment, and in setting up consortia across the County by August 2011.</p> |  | <p>time, discussions and work are ongoing around the work and arrangements of the Local Boards.</p> <p>The Extended Learning Manager wrote to all schools in May 2011 (once their budgets for 2010/11 were known) inviting them to consider employing a co-ordinator locally beyond August 2011. The Extended Learning Team are in discussion with interested groups of schools, and are considering various models that best suit the needs of each grouping.</p> <p><b>Proposed action:</b> Support continues to be provided to groups of schools coming together and looking to share a Consortium Co-ordinator post.</p> |           |
| 8.  | The Children, Families and Education Directorate should employ, for a period of one year at most, ideally four Extended Schools Development Managers, to provide Extended Services Consortium Coordinators with initial strategic guidance and support, and to ensure  | Sean Carter, Extended Learning Manager | Following the formal consultation process carried out for the Extended Learning Team a small strategic team, consisting of 8 posts has been retained until 31 <sup>st</sup> August 2011. Opportunities to  | Ongoing.  |

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|     | that newly formed consortia can operate in a sustainable manner.   |   | <p>develop into a traded service will be explored and undertaken during this time.</p> <p><b>Proposed action:</b> The strategic team provide initial strategic guidance and support to the groupings who decide to employ a Consortium Co-ordinator to ensure that work can be undertaken locally in a sustainable manner.</p>  |           |
| 9.  | <p>One of the first tasks of each, newly appointed Extended Services Consortium Coordinator should be to organise a genuine and comprehensive consultation with the local community to identify extended services needs and to plan provision accordingly in the consortium.</p> <p>Extended Services Consortium Coordinators are strongly encouraged to share existing good practice to plan effective extended services provision.</p> <p>The newly appointed Extended Services Consortium Coordinators should also deal with any legal and operational issues, such as safeguarding and caretaking in the evenings, which may prevent the smooth provision of</p> | Sean Carter,<br>Extended Learning Manager | <p><b>Proposed Action:</b> Where Consortium Co-ordinators are employed, the strategic Extended Learning Team encourage and support the co-ordinators to:</p> <p>(i) organise a genuine and comprehensive consultation with the local community to identify extended services needs and to plan provision accordingly in the consortium;</p> <p>(ii) share existing good practice to plan effective extended services provision;</p> <p>(iii) also deal with any legal and</p> | Ongoing.  |

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|     | extended services.  |   | operational issues, such as safeguarding and caretaking in the evenings, which may prevent the smooth provision of extended services.  |                             |
| 10. | The Kent Youth Service should ensure that Community Youth Tutors spend the agreed proportion of their time in schools and in the wider community, in order to ensure that all Kent youth can benefit from their service.  | Nigel Baker,<br>Head of Youth Service.      | The work of the Community Youth Tutors is recognised, and all Service Level Agreements between the Youth Service and host schools have recently been reviewed. These posts are protected in the proposed Service Transformation model for Kent Youth Service.          | Ongoing                     |
| 11. | The Extended Services Consortium Coordinators should ensure that the transport available in each consortium is shared and is used for extended services purposes. The Coordinators are also encouraged to produce timetables for extended services transport, and to organise training for minibuss drivers, if needed. | Sean Carter,<br>Extended Learning Manager   | <b>Proposed Action:</b> Where Consortium Co-ordinators are employed, the strategic Extended Learning Team encourage the co-ordinators and local consortia to consider how transport available in each consortium is shared and is used for extended services purposes. | Ongoing                     |
| 12. | KCC should extend the use of the Kent Freedom Pass to include all 16 to 19 year olds in full-time secondary education or non advanced Further Education.  | Tim Read,<br>Head of Highway Transportation | The extension of the Kent Freedom Pass was discussed at Full Council meeting on 17 <sup>th</sup> February 2011, where it was agreed that no such extension   | Ongoing (to September 2012) |

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|     |   |   | <p>would be made due to the financial implications. Since then a review group under the chairmanship of Mike Whiting has been considering KCC's future post-16 transport policy.</p> <p><b>Proposed action:</b> Further action will be reported in due course.</p>  |                 |
| 13. | KCC should seek to persuade rail travel operators in Kent to incorporate off-peak rail travel into the Kent Freedom Pass, enabling more young people to access extended services facilities.  | Tim Read,<br>Head of<br>Highway<br>Transportation | <b>Proposed action:</b> KCC does not propose to seek approval from the Department for Transport to incorporate off-peak rail travel into the Kent Freedom Pass scheme, as the need to offset the lost revenue would mitigate against the proposals KCC has presented to the Department for Transport in the Rail Action Plan for Kent for inclusion in the new Integrated Kent Franchise from April 2014. | Not applicable. |
| 14. | KCC's Education and Communities Directorates should provide £50,000 for each Kent District for the financial year starting in April 2011 to support newly formed consortia and to strengthen existing extended service provision in the County's local communities. This District-based funding will enable KCC Members of each District to establish the most appropriate and equitable ways of distributing | Sean Carter,<br>Extended<br>Learning<br>Manager   | <p>In light of the current financial pressures on the County Council it will not be possible to implement this recommendation, or even a lower amount specifically for this purpose.</p> <p><b>Proposed action:</b> No further action on this recommendation</p>  | Not applicable. |

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|     | resources according to local priorities and extended services needs.   |   | are undertaken.   |           |
| 15. | All consortia should consider the introduction of a charging regime for some of the extended services activities they offer, in order to promote the sustainability of such activities. The profits from such activities should be expected to be re-invested solely into extended services provision. | Sean Carter,<br>Extended Learning Manager | <b>Proposed action:</b> Where Consortium Co-ordinators are employed, the strategic Extended Learning Team encourage and support the co-ordinators to introduce a charging regime for some of the extended services activities they offer, in order to promote the sustainability of such activities                   | Ongoing.  |
| 16. | Extended Services Consortium Coordinators should build strong relationships with their local communities and secure the support of volunteers to promote the variety and sustainability of extended services into the future.  | Sean Carter,<br>Extended Learning Manager | <b>Proposed action:</b> Where Consortium Co-ordinators are employed, the strategic Extended Learning Team encourage the co-ordinators to build strong relationships with their local communities and secure the support of volunteers to promote the variety and sustainability of extended services into the future. | Ongoing.  |
| 17. | KCC should devise a voucher-based scheme that entitles the bearers to access some extended services activities free of charge. Vouchers would be given by Coordinators to extended services volunteers – including   | Sean Carter,<br>Extended Learning Manager | In view of the current budgetary constraints and the reduction in staff numbers it is suggested that it will not be feasible to establish and administer such a scheme at   | Ongoing   |

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|     | children and young people - in recognition of their contribution.   |  | <p>a county wide level. It may however be possible to arrange such schemes at a local level, and / or link in to proposals contained in the recently published Giving White Paper from Central Government,</p> <p><b>Proposed actions:</b></p> <ul style="list-style-type: none"> <li>(i) Due consideration be given to this proposal when the outcome of the Giving White Paper becomes known;</li> <li>(ii) Where Consortium Co-ordinators are employed, the strategic Extended Learning Team encourage the co-ordinators to devise a voucher-based scheme that entitles the bearers to access some extended services activities free of charge</li> </ul> |           |
| 18. | Extended Services Sustainability Officers and School Improvement Partners should – as a central part of their duties - urge all schools within newly formed extended services | Sean Carter, Extended Learning Manager | The Quality in Extended Services accreditation scheme continues to be promoted and support to schools provided. To date (June  | Ongoing   |

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|     | consortia in Kent to undertake the Quality in Extended Services accreditation scheme. |              | <p>2011) 152 Kent schools have achieved the status (either individually or as part of a group) and 106 schools are currently working towards accreditation and expected to achieve by October 2011.</p> <p><b>Proposed Action:</b> Officers continue to promote and encourage schools to undertake the Quality in Extended Services and / or similar accreditation schemes.</p> |           |

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