



## AGENDA

### CABINET

**Monday, 29th March, 2010, at 10.00 am**      Ask for:      **Karen Mannering /  
Geoff Mills**  
**Darent Room, Sessions House, County**      Telephone:      **(01622)      694367/  
Hall, Maidstone**      **694289**

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

#### **UNRESTRICTED ITEMS**

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

1. Declaration of Interests by Members in Items on the Agenda for this meeting
2. Minutes of the Meeting held on 1 February 2010 (Pages 1 - 6)
3. Revenue & Capital Budgets, Key Activity and Risk Monitoring (Pages 7 - 144)
4. Annual Business Plans 2010 - 2011 (Pages 145 - 148)
5. Co-ordinated Casual Admissions Scheme and Local Authority Proposed Co-ordinated Schemes for Primary and Secondary Schools in Kent and Admission Arrangements for Primary and Secondary Community and Voluntary Controlled Schools 2011/2012 (Pages 149 - 212)
6. Safeguarding children in Kent: defending and developing the service (Pages 213 - 262)
7. Kent Children's Trust (KCT) and Local Partnership Arrangements (Pages 263 - 276)
8. Kent County Council Strategy for the Implementation of the Biodiversity Duty (Pages 277 - 284)
9. Weather Damaged Roads: Major Road Repair Blitz (Pages 285 - 286)
10. External Scrutiny (Pages 287 - 296)
11. Decisions from Cabinet Scrutiny Committee - 10 February 2010 (Pages 297 - 300)
12. Other items which the Chairman decides are relevant or urgent

#### **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)*

**Peter Gilroy**  
**Chief Executive**  
**Friday, 19 March 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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**CABINET**

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 1 February 2010.

**PRESENT:** Mr P B Carter (Chairman), Mr N J D Chard, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mrs S V Hohler, Mr A J King, MBE, Mr K G Lynes, Mr R A Marsh and Mr J D Simmonds

**IN ATTENDANCE:** Mr P Gilroy (Chief Executive), Mr M Austerberry (Executive Director, Environment, Highways and Waste), Mr D Cockburn (Executive Director, Strategy, Economic Development and ICT) Ms A Honey (Managing Director, Communities), Ms L McMullan (Director of Finance), Mr O Mills (Managing Director - Adult Social Services) and Ms R Turner (Managing Director Children, Families and Education)

**UNRESTRICTED ITEMS****1. Minutes of the Meeting held on 11 January 2010**  
*(Item 2)*

**Resolved** that the minutes of the meeting held on 11 January 2010 be agreed and signed by the Chairman as a true record.

**2. Revenue & Capital Budget Monitoring Exception Report**

*(Item 3 -Report by Mr John Simmonds, Cabinet Member for Finance; and Lynda McMullan, Director of Finance)*

(1) Mr Simmonds highlighted the main areas of pressures within the revenue budget which would need to be managed in order to have a balanced budget by year end. He also highlighted the cash adjustments which had taken place within the capital budget. Mr Carter said following the commitment to allocate some £1m plus to meet the cost of pot hole repairs, a procurement process was now underway and repair work would commence as soon as conditions were right. On the issue of Asylum costs, the Council was in daily contact with the Government and he remained optimistic that there would soon be an agreed settlement

**(2) Resolved :**

(a) that the latest forecast revenue and capital budget monitoring position for 2009-10 and the changes to the capital programme be noted: and,

(b) it be agreed that £7.295m of re-phasing on the capital programme be moved from 2009-10 capital cash limits to future years.

### 3. Medium Term Plan 2010/13 (Incorporating the Budget and Council Tax Setting for 2010/11) - Update (To follow)

(Item 4 – Report by Mr Paul Carter, Leader of the Council; Mr John Simmonds, Cabinet Member for Finance; Mr Peter Gilroy, Chief Executive; and Lynda McMullan, Director of Finance)

(1) A supplementary report was circulated at the meeting which provided updated figures and consequent revised recommendations.

(2) The Chairman declared consideration of this item to be urgent as the updated report circulated at the meeting was not available at the time the agenda for this meeting was despatched. The reason for that was because the report needed to include the most up to date information and analysis on the final local government settlement figures, the final tax bases agreed by the Kent District Councils and the surplus or deficits announced by the District Councils Collection Funds.

(3) Following discussion Cabinet **Resolved** that the following proposals be endorsed for submission to the meeting of the County Council on 18 February 2010:

(a) the Revenue Budget proposals for 2010/11, as detailed in the additional report circulated at the meeting . Cabinet also noted the proposed changes as a result of ABG, the equivalent band D tax base from the estimate included in the published draft Budget, and the surplus/deficit on the District Councils collection funds and endorsed the resulting change to the overall budget requirement.

(b) the revised budget requirement of £941.885m before the provision for unmet Asylum costs and deducting ABG and requirement for £4m to cover unmet Asylum costs.

(c) a requirement from Council Tax of £568,090m before the provision for unmet Asylum costs and £572,090m including Asylum costs to be raised through precept on District Councils

(d) Council Tax levels for the different property bands as set out below, representing an increase of 1.86% excluding Asylum costs (2.57% including Asylum costs) over 2009/10

Council Tax Band	A	B	C	D	E	F	G	H
Excl. Asylum	£696.90	£813.05	£929.20	£1,045.35	£1,277.65	£1,509.95	£1,742.25	£2,090.70
Incl. Asylum	£701.76	£818.72	£935.68	£1,052.64	£1,286.56	£1,520.48	£1,754.40	£2,105.28

(e) the Capital investment proposals, together with the necessary borrowing, revenue, grants, capital receipts, renewals, external funding and other earmarked sums to finance the programme. Delivery of the programme would be subject to the approval to spend on individual schemes and the level of Government support available in future years

(f) the Prudential Indicators as set out in Appendix D of the draft Medium Term Plan 2010/13

(4) Cabinet **agreed** the revenue and capital budget proposals for each of the nine portfolios of the County Council, as set out in the draft 2010/11 Budget and MTP 2010/13 (as amended as a result of the changes outlined in the supplementary Cabinet report circulated at the meeting and summarised in Appendix 6 of that report) and recommended them to the County Council. A revised 2010/11 Budget Book and MTP 2010/13 reflecting the changes in the amended supplementary report would be produced for the meeting of County Council on 18 February 2010.

(5) **Cabinet agreed** the final recommendations on the level of Council Tax in light of any further progress on Asylum costs be delegated to the Cabinet Member for Finance in consultation with the Leader. Cabinet also agreed that the final recommendations in relation to schools budgets and the DSG be delegated to the Cabinet Member for Children, Families and Education

#### **4. Decision to award the Kent TV contract to an external company**

*(Item 5 -Report by Mr Roger Gough, Cabinet Member for Corporate Support Services & Performance Management; and Mr Peter Gilroy, Chief Executive)*

(1) Mr Gough presented the outcomes from the review which had been undertaken and detailed the tendering process which had subsequently followed. As a result of the recent adverse weather conditions completion of the tendering process had been delayed meaning that it had not yet been possible to complete the procurement process. As a result the report sought delegated authority being granted for the Cabinet Member for Corporate Support Services and Performance Management to reach a final decision on the approval of a provider.

#### **(2) Resolved**

(a) the progress made to date be noted:

(b) the Chief Executive be granted authority to extend the existing Kent TV and Webcasting contracts by one month should this be necessary.

(c) the Cabinet Member for Corporate Support Services & Performance Management be granted delegated authority to consider the final selection and approval of the provider company; and, subject to satisfactory outcome to the clarification of the tenders' proposals, the Cabinet Member for Corporate Support Services & Performance Management be authorised to enter into the relevant contracts with such service provider.

## **5. The Kent Supporting People Programme and the Five Year Supporting People Strategy 2010-2015**

*(Item 6 – Report by Mr Mike Hill, Cabinet Member for Communities; and Amanda Honey, Managing Director, Communities) (Angela Slaven, Director of Community and Support Services and Claire Martin, Head of Supporting People were present for this item)*

(1) Mr Hill outlined the purpose of this report and highlighted its key elements. The Strategy set the foundation for the work to be undertaken over the next 4 to 5 years and provided a framework for the commissioning of new services with agreed priorities and timetable for delivery. Mr Carter said it was important to recognise the role of the County Council as the Administering Authority for Supporting People and the need to emphasise that in its work.

(2) **Resolved** that the draft of the Strategy for Supporting People 2010-15 as appended to the Cabinet report be submitted to the Supporting People Commissioning Body for approval

## **6. 'Personal Care at Home - A Consultation on Proposals for Regulations and Guidance'**

*(Item 7– Report by Mr Graham Gibbens, Cabinet Member for Adult Social Services; and Mr Oliver Mills, Managing Director, Kent Adult Social Services)*

(1) The 'Personal Care at Home Bill' was announced in the Queen's Speech on 18 November, and was published on 25 November. Accompanying the Bill was a consultation, 'Personal Care at Home' on regulations and guidance which ends on 23 February 2010.

(2) Mr Gibbens said that in an ideal world, the Council would wish to give free personal care at home to as many elderly as possible. However that was simple not affordable, particularly since we were in a debt crises and the reality was that could only be paid for through cuts to the NHS and higher council taxes'. Therefore whilst he was pleased to see issues related to adult social care rightly accorded increased importance and higher public profile he had particular concerns that the government's proposals had not been sufficiently assessed and fully costed and that the costs would exceed the ability of local authorities to provide these services. The County Council had undertaken its own analysis of what implementing the proposals would cost and whilst it was hard to provide clear estimates this analysis had highlighted a number of areas of concern and uncertainty. Taking all factors into account the costs of these proposals to Kent were estimated at some £9 - £22m. This figure was over and above an assumed level of grant from government, and included unfunded levels of efficiencies. Mr Gibbens said whilst in an ideal world he would want to see as much free care provided as possible, for the reasons stated in the report and in the proposed response that concept was just not possible.

(3) Mr Carter said these proposals could only be costed through the shunting of resources and that needed to be considered with great care. He hoped therefore that the Government would take fully into account the views expressed in the Cabinet report. Mr Simmonds and Mr Lynes also spoke about the costs these proposals would place on KCC and other local authorities

**Resolved that :**

(a) the report and the key points raised in the draft response to the consultation on the on 'Personal Care at Home Bill' be endorsed; and

(b) the Cabinet Member for Adult Social Services together with the Managing Director for Kent Adult Social Services be granted authority to approve any final points of detail and editing before the response is submitted to Government which must be done by 23 February 2010.

**7. Care Quality Commission - Annual Performance Assessment Report for Adult Social Care**

*(Item 8 -Report by Mr Graham Gibbens, Cabinet Member for Adult Social Services; and Mr Oliver Mills, Managing Director, Kent Adult Social Services)*

(1) This report outlined the Care Quality Commission's view of Kent Adults Social Services Directorate's performance over the last year. Instead of the annual 'star' ratings authorities are now given ratings. For 2009 Kent Adult Social Services received an *Excellent* rating in 3 outcomes and was judged as '*performing well*' in the other 4. Mr Gibbens said the report showed these outcomes were a further improvement on last years' performance and he placed on record his thanks and congratulations to staff in the KASS Directorate on this achievement. Mr Mills said that each year the bar gets raised higher and he congratulated his staff on being able to move forward and consistently meet this challenge. Ms Honey spoke about the work of the Kent Drug and Alcohol Action Team whose continued raised standards of work had also be recognised.

(2) **Resolved** that the Cabinet report and the Annual Performance Assessment letter be noted and Cabinet place on record its thanks and congratulations to all the staff involved in achieving such a high standard.

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**REPORT TO: CABINET – 29 MARCH 2010**

**SUBJECT: REVENUE AND CAPITAL BUDGETS, KEY ACTIVITY AND RISK MONITORING**

**BY: JOHN SIMMONDS – CABINET MEMBER FOR FINANCE  
LYNDA McMULLAN – DIRECTOR OF FINANCE  
MANAGING DIRECTORS**

**SUMMARY:**

**Members are asked to:**

- note the latest monitoring position on the revenue and capital budgets,
- note and agree the changes to the capital programme,
- agree that £19.537m of re-phasing on the capital programme is moved from 2009-10 capital cash limits into future years
- note the latest financial health indicators and prudential indicators

**1. INTRODUCTION**

1.1 This is the third full monitoring report to Cabinet for 2009-10.

1.2 The format of this report is:

- This summary report highlights only the most significant issues
- There are 6 reports, each one an annex to this summary, one for each directorate and one for Financing Items. Each of these reports is in a standard format for consistency, and each one is a stand-alone report for the relevant directorate, which is then presented to the relevant Policy Overview and Scrutiny Committee.

1.3 **Headlines:**

	Variance <b>before</b> mgmt action (£m)		movement
	This report	Last report	
<b>Revenue</b> (excl Asylum & schools)	-6.465	-3.323	-3.142
<b>Capital</b> (excl PFI & schools)	-19.477	*	*

\* *Capital cash limits are amended each month for re-phasing, therefore a comparison of the variance to the previous report would not be relevant.*

1.3.1 **Revenue:**

1.3.1.1 The latest forecast revenue position (excl Schools and Asylum) before the implementation of management action is an underspend of £6.465m, which is an increase in the underspend of £3.142m since the last report to Cabinet in February. Management action is currently expected to increase the underspend to £7.356m. The £3.142m movement is mainly within the Children, Families & Education, Environment, Highways & Waste and Finance portfolios.

1.3.1.2 Within this position are a number of projects which are re-phasing into 2010-11 and therefore £0.835m of funding will be required to roll forward in order to complete the projects. Further details are provided in the annex reports (£0.606m EH&W portfolio; £0.121m CS&PM portfolio & £0.108m PH&I portfolio).

1.3.1.3 The current position on Asylum is a pressure of £2.780m, which is an improvement of £1.039m since the last report. Within this is a slight worsening of the underlying pressure by £0.026m, but negotiations with Ministers and the UK Borders Agency have been successful in securing £2.3m towards the shortfalls for 2008-09 (£1.235m) and 2009-10 (£1.065m) as a result of a 50% increase in the per capita funding rate for 18+ care leavers and agreement to fully fund the costs of the intake team. Following a telephone conversation with the UKBA on 9 March, it is expected that approximately half of this additional £2.3m will be received before 31 March with the balance being paid during 2010-11 and therefore will need to be raised as a debtor in the 2009-10 accounts.

The shortfall for 2008-09, which was funded from the Asylum reserve, was £3.125m when we closed the 2008-09 accounts but was subject to further negotiations. However, following the data matching exercise this shortfall increased by £0.684m to £3.809m, as a number of clients were not accepted within the grant claim. But, following this latest offer which includes £1.235m for 2008-09, the shortfall reduces to £2.574m, which is an improvement of £0.551m compared to the £3.125m assumed when we closed the 2008-09 accounts. This £0.551m will be transferred back to the Asylum reserve.

The position going forward is that the UKBA and the Home Office have promised to significantly speed up the removal process thus further reducing the financial burden placed upon local authorities. For the first time, UKBA have also agreed to provide some funding towards the cost of those who are All Right of Appeal Exhausted. We have also accepted their offer to help us further with procuring suitable accommodation which should also help to reduce costs and some detailed work on this, in conjunction with Corporate Policy, is now underway prior to discussions with UKBA. This will enable us to substantially reduce the pressure but not completely remove it at present, therefore we have provided £1.3m in the budget for 2010-11.

- 1.3.1.4 We continue to forecast that schools will draw down a further £6m of their reserves this year in response to the tighter balance control mechanism, where reserves above a certain level will be recovered. This is significantly lower than the schools' monitoring forecasts suggest but traditionally schools have tended to be over cautious with their forecasting.
- 1.3.1.5 Recent recruitment campaigns internationally have resulted in the recruitment of additional children's social workers, funded from the from additional money made available in the 2009-12 MTP, however national drives have met with more limited success and there is still a significant number of vacancies. The shortage of children's social workers is reflected nationally. The high level of vacancies in front-line staff is putting pressure on other children's social 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 proactive and cost effective way. These pressures together with pressures on fostering, adoption and residential care are currently being offset by the high level of vacancy savings.
- 1.3.1.6 The number of fostering placements continues to increase and is placing significant pressure on both the in-house and independent fostering allowances budgets. This is in part due to the increase in the number of 16+ children choosing to remain with their foster family up to age 18, or 25 if undergoing further education, rather than move to supported lodgings at age 16. The budget for the 16+ service has historically only covered the cost of supported lodgings which is lower than remaining in foster care, although this has now been adjusted through the 2010-13 Medium Term Plan.
- 1.3.1.7 There is some risk that the KASS portfolio will not achieve a balanced position by year end as the current forecast still assumes reductions in the number of residential and nursing placements in line with expected trends, however recently attrition rates have been lower than expected and if this continues it will impact on the forecast. In addition to this, although the numbers of frail people over 65 being admitted into residential care are generally not increasing, those being admitted with dementia are increasing, and these placements are at a higher cost. In the past couple of months there seems to be an increasing trend of clients presenting themselves for residential or nursing care who are former self funders. This appears to be the case with both Older People and Mental Health, we are unsure at this stage whether this will be an ongoing trend. Other authorities are continuing to approach KASS regarding the costs of Learning Disability cases, which they deem should fall upon Kent due to the client now being "ordinarily resident" here. There is potential that further cases will be presented in the remaining weeks of the year. Although KASS is still committed to achieve a balanced position, it is felt that the risks outlined above need to be flagged, as they could have a detrimental effect on the financial position of the portfolio.
- 1.3.1.8 As the Communities portfolio is now forecasting an underspend position, the possibility of setting up a renewals reserve for the Adult Education service is being investigated as originally planned at the beginning of the year, but because the portfolio has been forecasting an overall pressure (before management action) up until now, this was not possible. The requirement for this reserve is currently being assessed. Once this exercise is complete and the level of the annual contributions has been calculated, then the forecast will be amended to reflect the contribution for the current year, thereby reducing the current forecast underspend.

1.3.1.9 So far we have recovered £5.282m of our principal investments in the collapsed Icelandic Banks, which all relates to the UK registered Heritable Bank.

### 1.3.2 Capital:

- The latest forecast capital position is a variance of -£19.477m mainly on schemes which we are re-phasing.

## 2. OVERALL MONITORING POSITION

### 2.1 Revenue

The net projected variance against the combined portfolio revenue budgets is an underspend of £7.356m after management action. Section 3 of this report provides the detail, which is summarised in Table 1a below.

**Table 1a** – Portfolio position – net revenue position **after** management action

Portfolio	Budget	Gross Variance	Proposed Management Action	Net Variance
	£k	£k	£k	£k
Children, Families & Education	-687,660	-2,001	0	-2,001
Kent Adult Social Services	+340,612	+580	-580	0
Environment, Highways & Waste	+151,887	-645	0	-645
Communities	+57,416	-395	0	-395
Localism & Partnerships	+7,661	+193	0	+193
Corporate Support & Performance Mgmt	+9,759	-123	-311	-434
Finance	+108,110	-3,922	0	-3,922
Public Health & Innovation	+790	-108	0	-108
Regen & Economic Development	+8,092	-44	0	-44
<b>TOTAL (excl Schools)</b>	<b>-3,333</b>	<b>-6,465</b>	<b>-891</b>	<b>-7,356</b>
Asylum	0	+2,780	0	+2,780
<b>TOTAL (excl Schools)</b>	<b>-3,333</b>	<b>-3,685</b>	<b>-891</b>	<b>-4,576</b>
Schools	+897,633	+6,000	0	+6,000
<b>TOTAL</b>	<b>+894,300</b>	<b>+2,315</b>	<b>-891</b>	<b>+1,424</b>

### 2.2 Capital (excluding PFI & budgets delegated to schools)

In line with previous practice, the capital cash limits have been adjusted in this report to reflect the re-phasing of capital projects which has been built into the 2010-13 MTP. County Council approved the 2010-13 MTP on 18 February 2010 which included the revised capital programme for 2009-10. This report reflects the current monitoring position against this revised programme, where a pressure of £0.777m and re-phasing of -£20.254m of expenditure into future years is forecast, giving a total variance in 2009-10 of -£19.477m. Further details are provided in section 4 of this report.

## 3. REVENUE

### 3.1 Virements/changes to budgets

Directorate cash limits have been adjusted since the last full monitoring report to include:

- the inclusion of a number of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set or adjustments to the level of grant allocation assumed in the budget following confirmation from the awarding bodies. These are detailed in Appendix 2.
- All other changes to cash limits reported this quarter are considered “technical adjustments” i.e. where there is no change in policy, including allocation of grants and previously unallocated budgets and savings targets where further information regarding allocations and spending plans has become available since the budget setting process.

3.2.1 **Table 1b** – Portfolio/Directorate position – gross revenue position **before** management action

Portfolio	Budget	Variance	Directorate						
			CFE	KASS	EH&W	CMY	CED	FI	
			£k	£k	£k	£k	£k	£k	
Children, Families & Educ	-687,660	-2,001	-2,001						
Kent Adult Social Services	+340,612	+580		+580					
Environ, Highways & Waste	+151,887	-645			-645				
Communities	+57,416	-395				-395			
Localism & Partnerships	+7,661	+193					+193		
Corporate Support & Performance Mgmt	+9,759	-123					-61	-62	
Finance	+108,110	-3,922					0	-3,922	
Public Health & Innovation	+790	-108					-108		
Regen & Economic Dev	+8,092	-44					-44		
<b>SUB TOTAL (excl Schools)</b>	<b>-3,333</b>	<b>-6,465</b>	<b>-2,001</b>	<b>+580</b>	<b>-645</b>	<b>-395</b>	<b>-20</b>	<b>-3,984</b>	
Asylum	0	+2,780	+2,780						
<b>TOTAL (excl Schools)</b>	<b>-3,333</b>	<b>-3,685</b>	<b>+779</b>	<b>+580</b>	<b>-645</b>	<b>-395</b>	<b>-20</b>	<b>-3,984</b>	
Schools	+897,633	+6,000	+6,000						
<b>TOTAL</b>	<b>+894,300</b>	<b>+2,315</b>	<b>+6,779</b>	<b>+580</b>	<b>-645</b>	<b>-395</b>	<b>-20</b>	<b>-3,984</b>	

3.2.2 **Table 1c** – Gross, Income, Net (GIN) position – revenue (**before** management action)

Portfolio	CASH LIMIT			VARIANCE		
	Gross	Income	Net	Gross	Income	Net
	£k	£k	£k	£k	£k	£k
Children, Families & Educ	+419,949	-1,107,609	<b>-687,660</b>	+713	-2,714	<b>-2,001</b>
Kent Adult Social Services	+442,759	-102,147	<b>+340,612</b>	+4,755	-4,175	<b>+580</b>
Environ, Highways & Waste	+168,448	-16,561	<b>+151,887</b>	-798	+153	<b>-645</b>
Communities	+145,181	-87,765	<b>+57,416</b>	+88	-483	<b>-395</b>
Localism & Partnerships	+8,066	-405	<b>+7,661</b>	+122	+71	<b>+193</b>
Corporate Support & Performance Mgmt	+50,199	-40,440	<b>+9,759</b>	+5,546	-5,669	<b>-123</b>
Finance	+127,178	-19,068	<b>+108,110</b>	+1,093	-5,015	<b>-3,922</b>
Public Health & Innovation	+1,410	-620	<b>+790</b>	-272	+164	<b>-108</b>
Regen & Economic Dev	+11,514	-3,422	<b>+8,092</b>	-4	-40	<b>-44</b>
<b>SUB TOTAL (excl Schools)</b>	<b>+1,374,704</b>	<b>-1,378,037</b>	<b>-3,333</b>	<b>+11,243</b>	<b>-17,708</b>	<b>-6,465</b>
Asylum	+14,129	-14,129	<b>0</b>	0	+2,780	<b>+2,780</b>
<b>TOTAL (excl Schools)</b>	<b>+1,388,833</b>	<b>-1,392,166</b>	<b>-3,333</b>	<b>+11,243</b>	<b>-14,928</b>	<b>-3,685</b>
Schools	+979,061	-81,428	<b>+897,633</b>	+6,000	0	<b>+6,000</b>
<b>TOTAL</b>	<b>+2,367,894</b>	<b>-1,473,594</b>	<b>+894,300</b>	<b>+17,243</b>	<b>-14,928</b>	<b>+2,315</b>

A reconciliation of the above gross and income cash limits to the position reported to Cabinet in November is detailed in **Appendix 2**.

3.3 Table 2 below details all projected revenue variances over £100k, in size order (shading denotes that a pressure/saving has an offsetting entry which is directly related). Supporting detail to each of these projected variances is provided in individual Directorate reports as follows:

**Annex 1 Children, Families & Education**

**Annex 2 Kent Adult Social Services**

**Annex 3 Environment, Highways & Waste**

**Annex 4 Communities**

**Annex 5 Chief Executives**

incl. Public Health & Innovation, Regeneration & Economic Development, Localism & Partnerships, Corporate Support & Performance Management and Finance portfolios

**Annex 6 Financing Items**

Incl. elements of the Corporate Support & Performance Management and Finance portfolios

**Table 2 - All Revenue Budget Variances over £100k in size order**

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	Schools delegated budgets - expected draw down from reserves	+6,000	FIN	Treasury savings - lower debt charges and savings on interest on cash balances budget	-6,978
FIN	Transfer to reserves of net proceeds from Turner settlement	+6,000	FIN	Original Turner Contemporary settlement	-6,000
CFE	Asylum - shortfall in Home Office income (income)	+2,780	EHW	Reduced waste tonnage	-3,900
CMY	Supporting People - planned increased in levels of floating support	+2,690	CFE	Assessment & Related - staffing vacancies (gross)	-3,376
FIN	Pressure on Insurance Fund	+2,332	CMY	Drawdown from Supporting People	-2,690
EHW	KHS - revenue contribution to capital in order to reduce backlog of capital maintenance	+2,100	FIN	Drawdown from Insurance Reserve to cover pressure on Insurance Fund	-2,332
CFE	Fostering Service - increase in no of independent fostering allowances (districts & disability, gross)	+2,086	FIN	2009-10 write down of discount saving from 2008-09 debt restructuring	-1,971
FIN	Contribution to economic downturn reserve of 2009-10 write down of discount saving from 2008-09 debt restructuring	+1,971	CSPM	Information Systems income from additional pay as you go activity	-1,966
CSPM	Information Systems costs of additional pay as you go activity	+1,966	EHW	Diversion to landfill while Allington Waste to Energy plant off-line for maintenance	-1,300
KASS	LD Residential gross - activity in excess of affordable level in independent sector placements	+1,640	KASS	Older People Residential income resulting from higher contribution per client per week	-1,113
FIN	Contribution to reserves to support 2010-11 budget	+1,570	CFE	ASK - Early Years - badging of unspent sure start grant to free up base budget (gross)	-1,088
FIN	Contribution to economic downturn reserve to provide contingency for the impact of the recession	+1,500	CFE	Mainstream Home to School Transport - contract renegotiations, fewer pupils travelling & reduced costs of transport during the snow (gross)	-992
EHW	Adverse weather emergencies	+1,400	CSPM	Information Systems income from EIS additional services/projects	-890
KASS	Older People Nursing gross - activity in excess of affordable level in independent sector placements	+1,375	CSPM	Legal income resulting from additional work (partially offset by increased costs)	-843
KASS	LD Domiciliary gross - pressure relating to change in unit cost in independent sector care	+1,154	KASS	Older People Domiciliary gross - in house activity below affordable level	-798
KASS	Older People Domiciliary gross - pressure relating to change in unit cost in independent sector hours	+1,123	CFE	Independent Sector Residential Care - additional income from Health & KASS towards placements	-717
CFE	Independent Sector Residential Care - additional placements (gross)	+1,002	KASS	Older People Domiciliary gross - reduction in hours in independent care	-711
KASS	PD Residential gross - activity in excess of affordable level in independent sector placements	+912	KASS	LD Other Services gross - release of the balance of the Managing Director's contingency	-600
CSPM	Information Systems costs of EIS additional services/projects	+890	KASS	Older People Residential gross - Preserved Rights increased attrition	-523
KASS	LD Residential gross - pressure relating to change in unit cost in independent sector care	+886	KASS	Strategic Business Support gross - vacancy management	-500
CFE	Leaving Care/16+ service - increase in no of independent fostering allowances (gross)	+717	CMY	Supporting Independence: Review of service & change in emphasis of the service from establishing to supporting the programmes within its remit.	-480

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	Capital Strategy Unit - maintenance of non-operational buildings (gross)	+700	CFE	Independent Sector Residential Care - reduction in no of secure accommodation placements (gross)	-471
KASS	MH Residential gross - transfer of clients to community based care/direct payments not yet happened	+699	KASS	Older People Nursing income resulting from additional activity	-452
KASS	Older People Residential gross - in house provision staffing	+676	CSPM	Property - Additional income from PAYG activity	-451
CFE	Leaving Care/16+ service - increase in no of in-house fostering payments (gross)	+669	KASS	Older People Nursing income resulting from higher contribution per client per week	-423
CFE	Personnel & Development - pressure on the pensions budget (gross)	+643	CFE	14-24 unit - additional income from schools to KS4 engagement & Skillsforce programme (income)	-418
CFE	Other Preventative Services - pressure on section 17 payments (gross)	+612	KASS	Older People Nursing income - additional income due to higher RNCC activity	-413
EHW	Shortfall in streetlighting energy saving due to delay in renegotiating consumption levels	+567	EHW	re-phasing of MIDAS replacement	-405
CFE	Adoption Service - increase in special guardianship orders (gross)	+549	CFE	Fostering Service - reduction in no of Related Fostering related payments (gross)	-396
CSPM	Legal services cost of additional work (offset by increased income)	+493	CFE	SEN Transport - cancellation of transport during the snow and potential savings from additional contract renegotiations	-387
CFE	Fostering Service - increase in no of in-house fostering placements (districts & disability, gross)	+492	CFE	Fostering Service - county fostering team vacancies (gross)	-385
EHW	Traffic Management Act Permit scheme costs	+474	CSPM	Personnel - increased income from Learning & Development courses	-384
KASS	PD Domiciliary gross - activity in excess of affordable level	+472	KASS	OP Nursing income - additional contributions from Health	-354
CFE	14-24 unit - Expansion of KS4 engagement and Skillsforce programme (fully funded from schools contributions) (gross)	+418	CFE	CSS Business Support - training underspend due to levels of vacancies	-331
KASS	Older People Nursing gross - additional spend due to higher RNCC activity	+413	KASS	MH Direct Payments gross - increase in expected activity in community based care/direct payments not yet happened	-329
CSPM	Property Group - Additional costs of increased PAYG activity	+393	KASS	OP Domiciliary gross - lower level of activity against block contracts and enablement	-318
CFE	Awards - home to college transport prices and demand (gross)	+392	CSPM	Legal services increased income relating to Disbursements	-314
EHW	KHS - Signs and lines refresh	+390	CMY	Adult Education: Support staff savings	-313
KASS	LD Supported Accommodation gross - pressure relating to change in unit cost	+379	KASS	LD Supported Accommodation gross - activity below affordable level	-310
CSPM	Personnel - increased trainer costs in Learning & Development	+378	KASS	Assessment & Related - Over-recovery of income from additional health contributions	-300
EHW	Freedom Pass - higher than expected number of passenger journeys	+360	CFE	Fostering Service - delays in expansion of therapeutic fostering scheme (gross)	-300
KASS	Older People Residential gross - pressure relating to change in unit cost in independent sector placements	+354	KASS	PD Residential gross - unit cost below affordable level	-297
KASS	LD Supported Accommodation gross - contribution to reserve	+331	KASS	OP Residential income resulting from increased occupancy in in-house units	-293
CSPM	Legal services increased costs of Disbursements	+314	CFE	Leaving Care/16+ service - fewer section 24/leaving care payments (gross)	-293

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	Client Service - under-recovery of contract income due to delays in renegotiation of contracts (income)	+307	KASS	LD Residential income resulting from higher contribution per client per week	-267
CMY	Registration: reduced income from ceremonies, due to declining number of marriages	+275	R&ED	staff savings within Regeneration	-266
KASS	LD Direct Payments gross - independent sector activity in excess of affordable level	+270	CFE	Leaving Care/16+ service - fewer independent sector residential care placements (gross)	-265
EHW	KHS - dilapidation charge on Beer Cart lane premises	+250	KASS	LD Residential income - additional income resulting from additional activity	-258
CMY	Policy & Resources: costs of SE Strategic Partnership on migration & Community Cohesion projects matched by external income	+243	CMY	Policy & Resources: new income streams from UKBA to fund costs of SE Strategic Partnership on migration & Community Cohesion projects	-243
CSPM	Personnel - increased costs of trading activity, including new telephony system for Employee Services	+234	CMY	Libraries: Staff savings to mitigate against reduced income from AV issues, merchandising and contribution towards directorate-wide savings.	-236
CFE	CSS Business Support - additional costs of NQSW training scheme	+233	CSPM	Personnel - Increased external income in Employee Services, partly from shared HR with DCs at East Kent	-234
CMY	Centrally Managed Costs: Directorate-wide pressures managed centrally, including dilapidations, service awards, rental costs & other central costs that are then funded through contributions from within units.	+228	CFE	CSS Business Support - additional income from the CWDC for NQSW training scheme	-233
KASS	MH Residential income - reduced income due to increasing proportion of clients who are S117	+228	CFE	Other Preventative Services - delays in implementing community based programmes	-230
CMY	Coroners: Increased pressure arising from increasing Pathology, Mortuary, Body Removal, Histology and Toxicology costs	+219	CMY	Centrally Managed Budgets: Contributions from Services to mitigate Directorate pressures.	-228
CFE	Extended Services - Family Liaison Officer Support Service (FLOSS) (matched by additional income) (gross)	+208	KASS	PD Other Services - underspend on independent sector day-care	-222
KASS	Older People Nursing gross - attrition in preserved rights lower than expected	+201	KASS	Assessment & Related gross - underspend resulting from vacancy management	-222
R&ED	Contribution to Kent Contemporary Campaign from staff underspend	+200	KASS	PD Residential gross - Preserved Rights increased attrition	-221
CFE	ASK Primary - School Improvement Partners service (gross) - increased support to schools in challenging circumstances	+200	CFE	Other Preventative Services - additional contributions received from health (income)	-218
CFE	ICT - enhanced broadband provision for schools (offset by additional income from schools) (gross)	+195	CFE	Residential Care Not Looked After Children - reduction in placements (gross)	-218
KASS	Older People Residential income - reduced Preserved Rights activity	+191	KASS	LD Other Services gross - reduced activity in independent sector/ transfer to direct payments	-214
KASS	LD Supported Accommodation gross - backdated cost relating to Ordinary Residence	+189	KASS	MH Residential gross - Preserved rights decreased activity due to higher attrition	-213
CFE	Residential Care provided by KCC - additional costs of Rainbow Lodge Respite Unit (gross)	+184	EHW	Resources - staff vacancies	-210

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Libraries - contribution towards directorate-wide savings & other centrally held costs	+175	CFE	Extended Services - additional income from Kent Childrens Fund to fund additional expenditure on FLOSS (income)	-208
CSPM	MTP saving 'In year management action'	+175	KASS	PD Other Services gross - release of the balance of the Managing Director's contingency	-200
CSPM	Policy & PIE- Staffing costs to strengthen performance management & corporate assurance across KCC	+170	KASS	OP Other Services gross - release of the balance of the Managing Director's contingency	-200
KASS	LD Residential gross - contribution to provision	+170	KASS	OP Other Services gross - lower than anticipated demand for Fast-track Occupational Therapy equipment	-200
CMY	Libraries - Reduced forecast in relation to Libraries' audio visual income streams due to declining demand and alternative sources of supply. Shortfall in merchandising income	+158	CFE	ICT - additional income from schools for enhanced broadband service (offset by additional expenditure) (income)	-195
PH&I	Public Health - reduced income relating to delayed Mobile House and Communities for Health programmes	+153	CMY	Trading Standards: Staff underspend to enable contribution to central costs	-193
CSPM	increased running costs and one-off costs of new Gateways	+152	EHW	Env Grp - Additional external income and re-phasing of Land Use survey	-185
KASS	MH Residential gross - unit cost in excess of affordable level	+152	KASS	LD Supported Accommodation income - resulting from higher contribution per client per week and additional Health funding	-169
KASS	LD Residential gross - in house provision staffing	+148	KASS	Older People Residential income resulting from higher contribution per client per week from Preserved Rights clients	-157
CFE	Fostering Service - additional placements in the Kinship service for non LACs (gross)	+143	EHW	increased waste recycling income	-156
KASS	Gypsy & Traveller Unit gross - write back of capital costs incurred on a failed bid to redevelop a site	+140	PH&I	Public Health - reduced costs for delayed Mobile House and Communities for Health programmes	-153
CFE	CSS Business Support - admin costs of Social Work Pilot project	+135	KASS	Older People Residential gross - Preserved Rights saving relating to change in unit cost	-151
CFE	ASK - Professional Development - children's trust development team staffing costs (gross)	+135	CFE	Personnel & Development - CRB checks	-141
CSPM	Personnel - increased costs of trading activity with Schools	+133	CFE	CSS Business Support - Social Work Pilot project income from DCSF	-135
CMY	Trading Standards: Contribution to central costs	+131	CSPM	Personnel - increased income from trading activity with Schools	-133
KASS	LD Domiciliary gross - pressure against Independent Living Scheme	+126	CMY	Community Safety: Staff underspends to offset reduced levels of income	-130
L&P	Committee Manager post to March 2010 plus maternity covers.	+120	KASS	PD Residential income - additional activity	-125
CFE	ASK Secondary - Additional payments to schools for intervention projects (gross)	+118	KASS	Strategic Business Support income - additional training income for Practice Placement scheme	-118
KASS	PD Residential income - income per week below expected level	+113	CFE	Strategic Planning & Review - delays in development of LCSPs pending restructure (gross)	-115
CSPM	Kent Works - Increased costs for Health & Safety checks in Schools	+112	CFE	Direct Payments - rebadge of eligible expenditure to the sure start pathfinder project (gross)	-113



Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CFE	Personnel & Development - employee tribunal pressure resulting from compromise agreements (gross)	+112	CSPM	Kent Works - Increased Income from Health & Safety checks in Schools	-112
CFE	Client Services - additional provision of milk to primaries & settings (offset by additional income) (gross)	+100	CMY	Libraries: One-off rates rebates being used to mitigate against declining AV issues, merchandising income & contribution towards directorate-wide savings	-110
			PH&I	Public Health - delayed Publicity campaign for Healthwatch	-108
			CMY	Key Training: Staff underspends arising from service restructure	-107
			CFE	Other Preventative Services - underspends on daycare services (gross)	-104
			KASS	LD Residential gross - Preserved rights decreased activity due to higher attrition	-102
			CFE	Client Services - additional milk subsidy income (offset by additional expenditure)	-100
			CFE	Specialist Teaching Service - low take-up of personal educational allowances for looked after children (gross)	-100
		<b>+60,388</b>			<b>-56,323</b>

### 3.4 Key issues and risks

#### 3.4.1.1 Children, Families & Education portfolio: Forecast (excl. schools & Asylum) -£2.001m

Pressures continue within this portfolio mainly on the children's social services budgets for residential care, fostering and adoption, fostering related payments within the 16+ service and other preventative services. Other pressures include increased pension costs from early retirements in previous years; the costs of maintenance and boarding up of unused school buildings which are likely to continue until the property market recovers and pressure on the Home to College transport budget. However, these pressures are more than offset by savings mainly as a result of difficulties in recruiting to social worker posts, the rebadging of eligible expenditure against underspending on the sure start grant arising from delays in the round 3 Children's Centres and savings on mainstream and SEN home to school transport. All of these pressures and savings are detailed in Annex 1.

#### 3.4.1.2 Children, Families & Education portfolio - Asylum: Forecast +£2.780m

This forecast fully reflects the new 2009-10 grant rules and the additional funding offered following negotiations with Ministers and the UK Borders Agency (UKBA). The majority of this pressure (£2.692m) relates to 18+ care leavers, as the Home Office grant does not fund clients once they have exhausted all right of appeal for residency but the Authority has a duty of care under the Leaving Care Act to support these clients until they are deported or reach age 21.

£2.3m additional funding has been offered as a result of the recent negotiations towards costs in 2008-09 and 2009-10: the UKBA has now agreed to a 50% increase in the per capita funding rate for 18+ care leavers from £100 to £150, which equates to £1.9m over the two years (£0.915m for 2009-10 and £0.985m for 2008-09). In addition, the UKBA has also agreed to fully fund the costs of the intake team, which equates to £0.4m for the two years (£0.150m for 2009-10 and £0.250m for 2008-09). Following a telephone conversation with the UKBA on 9 March, it is expected that approximately half of this additional £2.3m will be received before 31 March with the balance being paid during 2010-11 and therefore will need to be raised as a debtor in the 2009-10 accounts.

The previously reported position for the current year was £3.819m and there are further pressures of £0.026m this month, but this is now offset by £1.065m of additional funding for 2009-10, resulting in the current £2.780m reported pressure.

With regard to previous years, the shortfall for 2008-09 was £3.125m at the time of closing the accounts, however this has subsequently increased by £0.684m to £3.809m following the data matching exercise. The new funding offered in relation to 2008-09 is £1.235m which reduces the shortfall to £2.574m. This is an improvement of £0.551m since closing the accounts, and this amount will be repaid to the asylum reserve.

#### 3.4.1.3 **Schools Delegated: Forecast +£6m**

We continue to forecast a drawdown of school reserves of around £6m due to the likely impact of the tighter balance control mechanism. The latest monitoring returns from schools indicate a higher figure but from past experience this is likely to be overstated.

#### 3.4.2 **Kent Adult Social Services portfolio: Forecast +£0.580m**

The pressure is mainly as a result of demographic and placement pressures, primarily within services for people with learning disabilities and to a lesser degree within services for people with physical disabilities and mental health services, offset by savings from vacancy management and underspending within services for older people due to a general decline in domiciliary care and residential care compared to previous years, although there is an increase in demand for services for people with dementia. Further details are provided in Annex 2.

#### 3.4.3 **Environment, Highways & Waste portfolio: Forecast -£0.645m**

There is underspending on waste management due to lower waste tonnage than budgeted and savings resulting from agreed downtime for maintenance at the Allington waste to energy plant, but part of this underspending is being used to help reduce the backlog of capital maintenance on highways, as approved by Cabinet on 14<sup>th</sup> September. The rest of the waste underspend is being largely offset by the costs of the adverse weather emergencies; increased costs of the Freedom Pass due to a higher number of passenger journeys than expected; a shortfall in the street lighting energy saving following a delay in renegotiating consumption levels and pressure on the signs and lines and dilapidations budgets within Kent Highways Services. In addition there are a number of projects which are re-phasing into 2010-11. Further details are provided in Annex 3.

#### 3.4.4 **Communities portfolio: Forecast -£0.395m**

The main issues faced by this portfolio are the continuing pressure on the Coroners budget as a result of more deaths being investigated and increased costs arising from the re-tender of the body removal contract and pressure on the Registration Service ceremonial fee income budget due the declining number of marriages. These pressures are being offset by savings identified following a comprehensive service review of the Supporting Independence service and a saving from vacancy management of support staff within Adult Education. It was hoped that this saving could be used to contribute to a repairs and renewals reserve to meet the future replacement costs of plant and equipment, and now that the directorate is forecasting an underspending position for 2009-10 the requirement for this reserve is currently being assessed. Once this exercise is complete and the level of the annual contributions has been calculated, then the forecast will be amended to reflect any contribution for the current year agreed with Corporate Finance, thereby reducing the current forecast underspend. Further details are provided in Annex 4.

3.4.5 In the Chief Executives directorate, the key issues by portfolio are:

#### 3.4.5.1 **Localism & Partnerships portfolio: Forecast +£0.193m**

This pressure largely relates to the continuation of the Committee Manager post through to March 2010, the costs of providing maternity cover and a part year effect of the restructuring of Member Allowances.

#### 3.4.5.2 **Corporate Support & Performance Management portfolio: Forecast -£0.061m**

This position is largely due to increased income within Legal Services, due to both increased internal and external demand, and projects re-phasing into 2010-11 within Personnel & Development. However this underspending is largely offset by a pressure held within Centrally Managed Budgets resulting from the budgeted saving for in year management action; permanent and temporary appointments within the Central Policy and Improvement and Engagement teams in order to strengthen these areas in preparation for developing plans to improve performance management and corporate assurance across KCC; and additional running costs and one-off costs of the new Gateways.

#### 3.4.5.4 **Public Health & Innovation portfolio: Forecast -£0.108m**

This underspend relates to re-phasing of the publicity and marketing campaign for Healthwatch into 2010-11.

#### 3.4.5.5 **Regeneration & Economic Development portfolio: Forecast -£0.044m**

This saving mainly arises because a number of staff vacancies were frozen pending the arrival of the new director and there are further one-off staffing savings due to maternity leave and secondments but these savings are largely offset by a contribution to the Kent Contemporary Campaign.

Further details are provided in Annex 5.

3.4.6 The key issues within the Financing Items budgets are:

3.4.6.1 **Finance portfolio: Forecast -£3.922m.**

Treasury savings as a result of lower debt charges, as no new borrowing has been undertaken in 2009-10 and a saving on the interest on cash balances budget, are partially offset by contributions to reserves for the impact of the recession and to support the 2010-11 budget, as approved at County Council on 18 February. In addition the current year write down of the discount saving from the debt restructuring undertaken in 2008-09 is being transferred to the Economic Downturn reserve, as planned. A pressure on the Insurance Fund is to be covered by a transfer from the Insurance Reserve and the net proceeds from the Turner settlement are to be repaid to reserves to be used to offset running costs of the Turner Contemporary in future years.

Further details are provided in Annex 6

3.4.7 Almost £0.9m of management action across two of the directorates is still expected to be achieved by year end. £0.311m within the CS&PM portfolio is to come from a transfer from reserves so has no risk, but there is a risk that not all of the £0.580m within KASS will be achieved, as highlighted in section 1.3.1.7. The position will be closely monitored throughout the remainder of the financial year and updates will be provided in the monthly monitoring reports.

### 3.5 Implications for future years/MTP

3.5.1 The key issues and risks identified above have been addressed in directorate medium term financial plans (MTP) for 2010-13. Although these are forecast to be offset by management action this year, a lot of the management action is one-off or not sustainable for the longer term. Consequently the MTP has put all services into a fully funded base budget position for the start of 2010-11 and reflects predicted changes in activity levels and service delivery.

These and other pressures and savings are detailed in the Annex reports.

3.5.2 As we move into 2010-11, we will also review the costs of transport across the directorates, particularly looking at the relationship between Home to School Transport and the Freedom Pass.

## 4. CAPITAL

### 4.1 Changes to budgets

4.1.1 The capital monitoring focuses on projects which are re-phasing by £1m or more and it distinguishes between real variances/re-phasing on projects which are:

- part of our year on year rolling programme or projects which already have approval to spend and are underway , and
- projects which are still only at the preliminary stage or are only at the approval to plan stage and their timing remains uncertain.

We separately identify projects which have yet to get underway, but despite the uncertainty surrounding their timing they were included in the budget because there is a firm commitment to the project. By identifying these projects separately, we can focus on the real re-phasing in the programme on projects which are up and running.

4.1.2 The 2009-10 capital programme was revised as part of the 2010-13 MTP process, to reflect the revised anticipated phasing of projects. This was approved by County Council on 18 February 2010 and forms the basis for this monitoring report. Since the approval of this programme, the following adjustments have been made to the 2009-10 capital budget:

		£000s	£000s
		2009-10	2010-11
1	Budget approved at County Council 18 February	380,902	460,330
2	Gateway - virement to CMY Ashford Gateway Plus - CSS&PM portfolio	-93	-7
3	Ashford Gateway Plus - virement from CED Gateway - CMY portfolio	100	
4	Major Schemes Design Fees - additional GAF grant - EH&W portfolio	635	
5	Non-grant supported land claims - additional GAF grant - EH&W portfolio	500	
		<b>382,044</b>	<b>460,323</b>
6	PFI	54,983	45,101
		<b>437,027</b>	<b>505,424</b>

#### 4.2 Table 3 – Portfolio/Directorate position – capital

Portfolio	Budget	Variance	Directorate				
			CFE	KASS	E,H&W	CS	CED
	£k	£k	£k	£k	£k	£k	£k
CFE	+185,876	-10,002	-10,002				
KASS	+4,347	-769		-769			
E,H&W	+106,176	-4,767			-4,767		
Community Services	+17,451	-1,474				-1,474	
Regen & ED	+8,532	-2,828					-2,828
Corporate Support & PM	+15,357	+363					+363
Localism & Partnerships	+584	0					0
<b>TOTAL (excl Schools)</b>	<b>+338,323</b>	<b>-19,477</b>	-10,002	-769	-4,767	-1,474	-2,465
Schools	+43,721	0	0				
<b>TOTAL</b>	<b>+382,044</b>	<b>-19,477</b>	-10,002	-769	-4,767	-1,474	-2,465
<b>Real Variance</b>		<b>+777</b>	+111		+369		+297
<b>Re-phasing (detailed below)</b>		<b>-20,254</b>	-10,113	-769	-5,136	-1,474	-2,762
		<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Future yrs</b>		<b>Total</b>
<b>Re-phasing</b>		-20,254	+25,390	-2,456	-2,680		0

4.2.1 Table 3 shows that there is an overspend of £0.777m on the capital programme for 2009-10 and -£20.254 of re-phasing of expenditure into later years.

4.3 Table 4 below, splits the forecast variance on the capital budget for 2009-10 as shown in table 3, 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 the timing remains uncertain, and
- projects at the preliminary stage.

**Table 4 – Analysis of forecast capital variance by project status**

Project Status	budget £'000s	Variance			
		real variance £'000s	re-phasing £'000s	total £'000s	
Rolling Programme	111,690	553	-4,834	-4,281	
Approval to Spend	211,505	203	-11,327	-11,124	
Approval to Plan	15,128	21	-4,093	-4,072	
Preliminary Stage	0	0	0	0	
<b>Total</b>	<b>338,323</b>	<b>777</b>	<b>-20,254</b>	<b>-19,477</b>	
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>future years</b>	<b>total</b>
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Re-phasing:</b>					
Rolling Programme	-4,834	4,720	114	0	0
Approval to Spend	-11,327	17,598	-4,398	-1,873	0
Approval to Plan	-4,093	3,072	1,828	-807	0
Preliminary Stage	0	0	0	0	0
<b>Total</b>	<b>-20,254</b>	<b>25,390</b>	<b>-2,456</b>	<b>-2,680</b>	<b>0</b>

4.3.1 Table 4 shows that of the -£19.477m forecast capital variance (excluding devolved capital to schools), -£4.072m is due to projects which are still only at the approval to plan or preliminary stages and their timing remains uncertain. This leaves a variance of -£15.405m which relates to projects that are either underway or are part of our year on year rolling programme.

4.3.2 Table 5 below shows the effect of the capital variance on the different funding sources. The variance against borrowing (supported, prudential, prudential/revenue and PEF2 borrowing) is -£9.208m.

**Table 5: 2009-10 Capital Variance analysed by funding source (incl Devolved Capital to Schools)**

	Capital Variance £m
Supported Borrowing	-1.561
Prudential	-6.543
Prudential/Revenue (directorate funded)	-0.280
PEF2	-0.824
Grant	-9.351
External Funding - Other	-1.093
External Funding - Developer contributions	+0.067
Revenue & Renewals	+0.511
Capital Receipts	-0.389
General Capital Receipts (generated by Property Enterprise Fund)	-0.014
Transfer of Land in payment	0.000
<b>TOTAL</b>	<b>-19.477</b>

4.4 Table 6 below details all projected capital variances over £250k, in size order. These 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 of the individual Directorate annex reports, and all real variances are explained in section 1.2.5 of the individual Directorate annex reports, together with the resourcing implications.

**Table 6 - All Capital Budget Variances over £250k in size**

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>						
CSS&PM	Commercial Services	real	+538			
			<b>+538</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
		Real	+538	+0	+0	+0
		Phasing	+0	+0	+0	+0
portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
<b>Underspends/Projects behind schedule</b>						
CFE	Children Centres	phasing		-3,859		
R&ED	Capital Regeneration Fund	phasing			-1,874	
CFE	Annual Maintenance Programme	phasing	-1,806			
CFE	Archbishop Courtenay	phasing	-1,477			
EH&W	East Kent Access Phase 2	phasing		-1,449		
EH&W	Sittingbourne Northern Relief Rd	phasing		-1,443		
EH&W	Victoria Way & Matalan R/about	phasing			-1,337	
CMY	Turner Contemporary	phasing		-741		
R&ED	Dover Sea Change	phasing		-663		
CFE	Dartford Grammar for Girls	phasing	-500			
EH&W	Rushenden Link Road	phasing		-500		
CFE	Multi Agency Specialist Hubs	phasing			-368	
EH&W	Old schemes residual works	real	-338			
CMY	Tunbridge Wells Library	phasing		-332		
CFE	Practical Cooking Spaces	phasing		-325		
CFE	Primary Improvement Programme	phasing			-304	
EH&W	Re-shaping Kent Highways Accom	phasing		-276		
KASS	Modernisation of Assets	phasing	-273			
CFE	Services Redesign	phasing			-251	
			<b>-4,394</b>	<b>-9,588</b>	<b>-4,134</b>	<b>0</b>
		Real	-338	+0	+0	+0
		Phasing	-4,056	-9,588	-4,134	+0
			<b>-3,856</b>	<b>-9,588</b>	<b>-4,134</b>	<b>+0</b>
		Real	+200	+0	+0	+0
		Phasing	-4,056	-9,588	-4,134	+0

#### 4.5 Reasons for Real Variance and how it is being dealt with

4.5.1 The real variance identifies the actual over and underspends on capital schemes and not re-phasing of projects. Table 3 shows that there is currently a +£0.777m real variance forecast. The main areas of under and overspending in 2009-10 are listed below together with their resourcing implications:-

- **Commercial Services Vehicles, Plant & Equipment +£0.538m** (in 2009/10): The increase in expenditure on vehicles, plant & equipment will be funded by an increased contribution from their Renewals Fund.
- **Old schemes residual works -£0.338m** (in 2009/10): This total underspend includes various completed schemes that had some outstanding creditor provisions which are now being settled either for a lesser amount, or they are no longer required. The reversal of these creditor provisions has given additional funding which is now earmarked to fund Salt Storage infrastructure and Works Asset Management system enhancements as part of Reshaping KHS Accommodation.
- **Highway Major Maintenance & Integrated Transport +£0.298m** (in 2009/10): This overspend is due to the following:
  - Drop Kerb works which is done in conjunction with the programmed footways resurfacing. The cost of this work is met from third party contributions.
  - The implementation of real time bus information and car park signing system which is being met by contributions from some district councils.
- **Salt Storage Infrastructure +£0.175m** (in 2009/10): This was part of a spend to save programme which was approved by County Council in the 2007/08 budget process. It is now estimated that £0.175m is needed to purchase the remaining five salt spreading vehicles to complete the original programme.
- **Re-shaping Kent Highways Accommodation +£0.234m** (in 2009/10): This major project includes providing co-locations for the alliance and implementing Works Asset Management System (WAMS) to enable the alliance partnership to work efficiently. The expenditure incurred for WAMS 2 is due to system development required as a result of the Kent Highway Service compliance audit and a requirement to increase the number of licences for the system.

In summary, these 'overspends' are being met by additional funding streams.

Further details of other real variances are provided in the annex reports.

#### 4.6 Main projects re-phasing and why.

4.6.1 The projects that are re-phasing by £1m or more are identified below: -

- **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 Centres 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.

Details of individual schemes are included within the annex report.

- 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.

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. Further details are included within the annex report.
- 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 re-phased by £1.477million which represents 29.5% of the total value of the programme.

BT, the organisation that we are purchasing the site from, has relocated to a new temporary depot. We will not know how much compensation BT will seek until the new depot has been completed. Our Estates department now estimate that we should know and be in a position to take possession of the site some time during the summer of 2010. At that stage, following negotiations and if the figures are agreed, the purchase will be made.
- Capital Regeneration Fund (R&ED) – re-phasing of -£1.874m**

Capital Regeneration fund has been re-phased as there are various bids in the pipeline but no spend will occur in 2009/10.
- Victoria Way & Matalan Roundabout - re-phasing of -£1.337m**

Victoria Way is a major scheme to support the growth agenda for new jobs and homes in Ashford. The scheme will provide a strategic link within the town centre that will be a catalyst for growth in this part of Ashford. The scheme has secured money from the Community Infrastructure Fund (CIF) and this must be spent by 31 March 2011.

The scheme was originally programmed to start in the latter part of this financial year. The re-phasing is mainly due to with land acquisition complexities. This has delayed the anticipated start of utilities works and the main contract that was scheduled in this financial year. Despite this delay, it is still expected that the scheme can be delivered by the CIF funding deadline.
- Sittingbourne Northern Relief Road – re-phasing of -£1.443m**

Sittingbourne Northern Relief Road is a 1.4km of new single carriageway in the north east of Sittingbourne, with bridges over Milton Creek and the Sittingbourne and Kemsley Light Railway. The new road will connect two sections of road built by developers.

The works started on site on 2 November 2009, following the award of the contract to Jackson Civils Limited in late September.

Poor weather has been a particular problem for this scheme, as the site is on a low lying field and next to Milton Creek. The scheme has re-phased by £1.443m in this financial year. The latest estimate assumes that the programme will recover and the completion will be on target. The Department of Transport has confirmed that any underspend on the grant can be rolled forward to spend in future years.
- East Kent Access Phase 2 (EKA ph2) – re-phasing of -1.449m**

EKA Phase 2 is the improvement of the A299 and the A256 leading to the Lord of the Manor junction and connecting with phase 1 at the old Richborough power station site.

The purpose of the scheme is to improve accessibility and safety. It will help support the economy of east Kent and connect the ports of Dover and Ramsgate.

The revised estimate shows that the scheme has re-phased by £1.449m in this financial year. The adverse weather conditions have hindered the archaeological dig on site, and this has delayed construction and utility works. The council has submitted the revised spend profile to the Department of Transport to inform them of the grant requirements.



#### **4.7 Key issues and risks**

- 4.7.1 The impact on the quality of service delivery to clients as a consequence of re-phasing a capital project is always carefully considered, with adverse impact avoided wherever possible. The impact on service delivery of projects which are re-phasing by £1m or more, as identified in table 6 above, are highlighted in section 1.2.4 of the annex reports.
- 4.7.2 Kent County Council has made a commitment to Kent businesses, including maintaining our capital programme. None of the reported variances in this report affects that commitment and those projects that have been brought forward from the original timetable, positively support our 'backing Kent business' campaign.

#### **4.8 Implications for future years/MTP**

- 4.8.1 Directorates are continuously addressing issues around their capital programmes, in particular, careful consideration is given to the funding of these projects to ensure that as far as possible capital receipts and external funding, or agreement to utilising PEF2 is in place before the project is contractually committed.

#### **4.9 Resourcing issues**

- 4.9.1 There will always be an element of risk relating to funding streams which support the capital programme until all of that funding is "in the bank". The current economic situation continues to intensify this risk, with the continuing downturn in the property market, the number of new housing developments reducing and developers pulling out of new developments, all of which have a significant impact on our Section 106 contributions. This has largely been addressed in the capital programme approved at County Council on 18 February 2010, but there remains an element of risk for the reduced level of funding still assumed from these sources. It is not always possible to have receipts 'in the bank' before starting any replacement project, due to the obvious need to have the re-provision in place before the existing provision is closed. Management of the delivery of capital receipts and external funding is therefore rigorous and intensive. At this stage, there are no other significant risks to report.

#### **4.10 Capital Project Re-phasing**

The table below summarises the proposed re-phasing this month, details of individual projects are listed within the directorate sections.

**Table 7 – re-phasing of projects >£0.100m**

<b>Portfolio</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Future Years</b>	<b>Total</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>	<b>£k</b>	<b>£k</b>
<b>CFE</b>					
Amended total cash limits	185,876	208,303	236,539	409,404	1,040,122
Re-phasing	-9,864	7,889	2,701	-726	0
<b>Revised cash limits</b>	<b>176,012</b>	<b>216,192</b>	<b>239,240</b>	<b>408,678</b>	<b>1,040,122</b>
<b>KASS</b>					
Amended total cash limits	4,347	10,835	7,857	1,488	24,527
Re-phasing	-523	523	0	0	0
<b>Revised cash limits</b>	<b>3,824</b>	<b>11,358</b>	<b>7,857</b>	<b>1,488</b>	<b>24,527</b>
<b>E,H&amp;W</b>					
Amended total cash limits	106,176	153,024	123,883	310,154	693,237
Re-phasing	-5,060	11,656	-4,708	-1,888	0
<b>Revised cash limits</b>	<b>101,116</b>	<b>164,680</b>	<b>119,175</b>	<b>308,266</b>	<b>693,237</b>
<b>Community Services</b>					
Amended total cash limits	17,451	24,407	10,887	3,194	55,939
Re-phasing	-1,453	1,950	-497	0	0
<b>Revised cash limits</b>	<b>15,998</b>	<b>26,357</b>	<b>10,390</b>	<b>3,194</b>	<b>55,939</b>
<b>Regen &amp; ED</b>					
Amended total cash limits	8,532	7,455	4,230	6,222	26,439
Re-phasing	-2,537	2,537	0	0	0
<b>Revised cash limits</b>	<b>5,995</b>	<b>9,992</b>	<b>4,230</b>	<b>6,222</b>	<b>26,439</b>
<b>Corporate Support &amp; PM</b>					
Amended total cash limits	15,357	22,109	16,631	18,575	72,672
Re-phasing	-100	100	0	0	0
<b>Revised cash limits</b>	<b>15,257</b>	<b>22,209</b>	<b>16,631</b>	<b>18,575</b>	<b>72,672</b>
<b>Localism &amp; Partnerships</b>					
Amended total cash limits	584	500	500	500	2,084
Re-phasing	0	0	0	0	0
<b>Revised cash limits</b>	<b>584</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,084</b>
<b>TOTAL RE-PHASING &gt;£100k</b>	<b>-19,537</b>	<b>24,655</b>	<b>-2,504</b>	<b>-2,614</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>	<b>-717</b>	<b>+735</b>	<b>+48</b>	<b>-66</b>	<b>0</b>
<b>TOTAL RE-PHASING</b>	<b>-20,254</b>	<b>+25,390</b>	<b>-2,456</b>	<b>-2,680</b>	<b>0</b>

**Table 8 – details individual projects which have further re-phased**

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>CFE</b>					
<b>Primary Improvement Project - The Manor</b>					
Original budget	+5,687	+294			+5,981
Amended cash limits	-1,743	+1,718	+25		0
additional re-phasing	-146	+146			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>Children Centres</b>					
Original budget	+20,944	+9,582			+30,526
Amended cash limits	-5,319	+5,312	+7		0
additional re-phasing	-3,859	+3,859			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>Transforming Short Breaks</b>					
Original budget	+2,584	+2,407	+1,493		+6,484
Amended cash limits	-1,813	+1,813			0
additional re-phasing	-238	+238			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>Annual Maintenance Programme</b>					
Original budget	+11,331	+14,433	+14,361	+14,361	+54,486
Amended cash limits	+6,000	-6,000	+25		+25
additional re-phasing	-1,806	+1,806			0
<b>Revised project phasing</b>	<b>+15,525</b>	<b>+10,239</b>	<b>+14,386</b>	<b>+14,361</b>	<b>+54,511</b>
<b>Dartford Grammar School for Girls</b>					
Original budget	+1,761	+437			+2,198
Amended cash limits	-361	+361			0
additional re-phasing	-500	+500			0
<b>Revised project phasing</b>	<b>+900</b>	<b>+1,298</b>	<b>0</b>	<b>0</b>	<b>+2,198</b>
<b>Primary Improvement Programme (approval to plan)</b>					
Original budget	+3,687	+6,833	+9,580	+11,415	+31,515
Amended cash limits	-2,310	+2,310	-62	+62	0
additional 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>
<b>EH&amp;W</b>					
<b>Non-grant supported Land, Part 1 Compensation claims</b>					
Original budget	+1,700	+1,566	+1,366	+1,268	+5,900
Amended cash limits	-710	+1,709	-557	-442	0
additional re-phasing	-114	0	+114		0
<b>Revised project phasing</b>	<b>+876</b>	<b>+3,275</b>	<b>+923</b>	<b>+826</b>	<b>+5,900</b>
<b>Rushenden Link Road</b>					
Original budget	+8,781	+2,577			+11,358
Amended cash limits	-781	-1,608	+1,624	+765	0
additional re-phasing	-500	+100	+400		0
<b>Revised project phasing</b>	<b>+7,500</b>	<b>+1,069</b>	<b>+2,024</b>	<b>+765</b>	<b>+11,358</b>
<b>Reshaping Highways Accommodation</b>					
Original budget	+6,489	-2,020			+4,469
Amended cash limits	-5,939	+5,939			0
additional re-phasing	-276	+276			0
<b>Revised project phasing</b>	<b>+274</b>	<b>+4,195</b>	<b>0</b>	<b>0</b>	<b>+4,469</b>

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>Ashford Futures - Victoria Way &amp; Matalan Roundabout</b>					
Original budget	+7,205	+8,876	+132		+16,213
Amended cash limits	-3,168	+3,300	-132		0
additional re-phasing	-1,337	+1,337			0
<b>Revised project phasing</b>	<b>+2,700</b>	<b>+13,513</b>	<b>0</b>	<b>0</b>	<b>+16,213</b>
<b>Energy and Water Efficient Investment</b>					
Original budget	+1,429	+88	+120	+426	+2,063
Amended cash limits	-546	+92	+378	+76	0
additional re-phasing	+59	+84	-143		0
<b>Revised project phasing</b>	<b>+942</b>	<b>+264</b>	<b>+355</b>	<b>+502</b>	<b>+2,063</b>
<b>East Kent Access phase 2</b>					
Original budget	+22,243	+27,745	+21,574	+15,176	+86,738
Amended cash limits	-10,082	+9,541	+6,627	-6,086	0
additional re-phasing	-1,449	+9,758	-8,309		0
<b>Revised project phasing</b>	<b>+10,712</b>	<b>+47,044</b>	<b>+19,892</b>	<b>+9,090</b>	<b>+86,738</b>
<b>Sittingbourne Northern Relief Road</b>					
Original budget	+10,058	+15,177	+5,571		+30,806
Amended cash limits	-851	-1,301	-2,547	+4,699	0
additional re-phasing	-1,443	+101	+3,230	-1,888	0
<b>Revised project phasing</b>	<b>+7,764</b>	<b>+13,977</b>	<b>+6,254</b>	<b>+2,811</b>	<b>+30,806</b>
<b>CMY</b>					
<b>Modernisation of Assets</b>					
Original budget	+1,585	+2,336	+1,905	+2,084	+7,910
Amended cash limits	+385	-385			0
additional re-phasing	-107	+107			0
<b>Revised project phasing</b>	<b>+1,863</b>	<b>+2,058</b>	<b>+1,905</b>	<b>+2,084</b>	<b>+7,910</b>
<b>Library Upgrade</b>					
Original budget	+932	+407	+460	+460	+2,259
Amended cash limits	-487	+487			0
additional re-phasing	-144	+144			0
<b>Revised project phasing</b>	<b>+301</b>	<b>+1,038</b>	<b>+460</b>	<b>+460</b>	<b>+2,259</b>
<b>Turner Contemporary</b>					
Original budget	+10,512	+3,774	+222		+14,508
Amended cash limits	-2,904	+2,827	+77		0
additional re-phasing	-741	+754	-13		0
<b>Revised project phasing</b>	<b>+6,867</b>	<b>+7,355</b>	<b>+286</b>	<b>0</b>	<b>+14,508</b>
<b>Ashford Gateway Plus</b>					
Original budget	+4,761	+1,978			+6,739
Amended cash limits	-4,264	+3,372	+892		0
additional re-phasing	-125	+125			0
<b>Revised project phasing</b>	<b>+372</b>	<b>+5,475</b>	<b>+892</b>	<b>0</b>	<b>+6,739</b>

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>Gravesend Library</b>					
Original budget	+1,700	+763			+2,463
Amended cash limits	-1,474	+843	+631		0
additional re-phasing	-4	+488	-484		0
<b>Revised project phasing</b>	<b>+222</b>	<b>+2,094</b>	<b>+147</b>	<b>0</b>	<b>+2,463</b>
<b>KASS</b>					
<b>Modernisation of Assets</b>					
Original budget	+1,233	+406	+267	+275	+2,181
Amended cash limits	-428	+428			0
additional re-phasing	-273	+273			0
<b>Revised project phasing</b>	<b>+532</b>	<b>+1,107</b>	<b>+267</b>	<b>+275</b>	<b>+2,181</b>
<b>Mental Health</b>					
Original budget	+214	+100			+314
Amended cash limits	-100	+100			0
additional re-phasing	-112	+112			0
<b>Revised project phasing</b>	<b>+2</b>	<b>+312</b>	<b>0</b>	<b>0</b>	<b>+314</b>
<b>Public Access</b>					
Original budget	+443	+225	+149	+153	+970
Amended cash limits	-122	+122			0
additional re-phasing	-138	+138			0
<b>Revised project phasing</b>	<b>+183</b>	<b>+485</b>	<b>+149</b>	<b>+153</b>	<b>+970</b>
<b>CSS&amp;PM</b>					
<b>Gateway Multi-Channel Service Delivery</b>					
Original budget	+300				+300
Amended cash limits	-200	+200			0
additional re-phasing	-100	+100			0
<b>Revised project phasing</b>	<b>0</b>	<b>+300</b>	<b>0</b>	<b>0</b>	<b>+300</b>
<b>R&amp;ED</b>					
<b>Dover Sea Change</b>					
Original budget	+2,295				+2,295
Amended cash limits	-750	+750			0
additional re-phasing	-663	+663			0
<b>Revised project phasing</b>	<b>+882</b>	<b>+1,413</b>	<b>0</b>	<b>0</b>	<b>+2,295</b>

## 5. FINANCIAL HEALTH

- 5.1 The latest Financial Health indicators, including cash balances, our long term debt maturity, outstanding debt owed to KCC and the percentage of payments made within 20 and 30 days are detailed in **Appendix 3**.
- 5.2 The latest monitoring of Prudential Indicators is detailed in **Appendix 4**.

## 6. RISK MANAGEMENT

- 6.1 The new Head of Audit and Risk joined KCC in November and is based within CED Finance. Over the next few months he will undertake a review of the strategic management of risk across the Council.

- 6.2 The strategic risk register was updated by Resource Directors in December 2009 and presented to Chief Officer Group (COG) in February 2010. Changes to the register included updates to mitigating controls and the inclusion of three new risks graded medium relating to placement of vulnerable children and adults of all ages in Kent by other local authorities, funding of service transfers and adherence to EU procurement legislation. COG also requested the inclusion of an additional risk around the ability to retain and recruit Social Workers. This revised register is included in the 2010-13 Medium Term Plan.
- 6.3 The Strategic Risk Register will be presented to the Governance & Audit Committee in April 2010 for information.
- 6.4 The strategic risk register will continue to be updated and reported to COG on a quarterly basis to ensure appropriate actions are delivered.
- 6.5 The Head of Audit and Risk and the Corporate Risk & Insurance Manager are in the early stages of procuring an electronic Risk Management Information Systems that will make the process of updating the strategic risk register more efficient and allow for more effective tracking of actions.

## 7. BALANCE SHEET AND CONSOLIDATED REVENUE ACCOUNT

### 7.1 Impact on reserves

- 7.1.1 A copy of our balance sheet as at 31 March 2009 is provided at **Appendix 1**. Highlighted are those items in the balance sheet that we provide a year-end forecast for as part of these quarterly budget monitoring reports, based upon the current forecast spend and activity for the year. The forecast for the three items highlighted are as follows:

Account	Projected balance at 31/3/10 £m	Balance at 31/3/09 £m
Earmarked Reserves	99.0	102.0
General Fund balance	25.8	25.8
Schools Reserves *	57.2	63.2

\* Both the table above and section 2.3 of annex 1 include delegated schools reserves and unallocated schools budget.

- 7.1.2 The reduction of £3m in earmarked reserves is mainly due to the planned movements in reserves such as IT Asset Maintenance, Kingshill Smoothing, PRG, earmarked reserve to support 09-10 budget, insurance reserve, economic downturn reserve, earmarked reserve to support 10-11 budget and PFI equalisation reserves together with the anticipated movements in the rolling budget, Asylum, DSG, Workforce Reduction and Supporting People reserves as reflected in the annex reports.
- 7.1.3 The latest monitoring returns from schools detailing their nine monthly monitoring position continue to indicate 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 £6m by the end of the financial year although this is substantially less than the schools' forecasts 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.

## 8. RECOMMENDATIONS

### Cabinet is asked to:

- 8.1 **Note** the latest monitoring position on both the revenue and capital budgets.
- 8.2 **Note** and **agree** the changes to the capital programme, as detailed in sections 4.1 and 4.4.
- 8.3 **Agree** that £19.537m of re-phasing on the capital programme is moved from 2009-10 capital cash limits into future years. Further details are included in section 4.10 above.
- 8.4 **Note** the latest Financial Health Indicators and Prudential Indicators.

## Balance Sheet

The County Fund Balance Sheet shows the financial position of Kent County Council as a whole at the end of the year. Balances on all accounts are brought together and items that reflect internal transactions are eliminated.

	31 March 2009		31 March 2008	
	£'000	£'000	£'000	£'000
<b>Fixed assets</b>				
<b>Intangible fixed assets</b>		3,551		3,629
<b>Tangible fixed assets</b>				
<b>Operational assets</b>				
Land and buildings	1,470,089		1,443,378	
Vehicles, plant and equipment	28,811		21,576	
Roads and other highways infrastructure	606,431		568,640	
Community assets	8,505		8,047	
<b>Non-operational assets</b>				
Investment property	6,624		6,588	
Assets under construction	327,734		256,871	
Surplus and non-operational property	99,869		81,737	
<b>Total tangible assets</b>		<u>2,548,063</u>		<u>2,386,837</u>
<b>Total fixed assets</b>		<u>2,551,614</u>		<u>2,390,466</u>
Long-term investments		96,267		134,547
Long-term debtors		54,712		56,533
PFI debtor		8,167		3,933
<b>Total long-term assets</b>		<u>2,710,760</u>		<u>2,585,479</u>
<b>Current assets</b>				
Stocks and work in progress	5,937		5,390	
Debtors	205,106		177,518	
Investments	262,949		264,121	
<b>Total current assets</b>		473,992		447,029
<b>Current liabilities</b>				
Temporary borrowing	-60,641		-35	
Creditors	-298,747		-266,688	
Cash balances overdrawn	-103,339		-108,383	
		<u>-462,727</u>		<u>-375,106</u>
<b>Total assets less current liabilities (Net assets employed)</b>		<u>2,722,025</u>		<u>2,657,402</u>
<b>Long-term liabilities</b>				
Long-term borrowing	-998,427		-1,017,200	
Deferred liabilities	-255		-535	
Deferred credit - Medway Council	-51,249		-53,385	
Provisions	-14,489		-14,636	
Government grant deferred account	-196,454		-196,381	
Liability related to defined benefit pensions schemes	- KCC - DSO	-739,900 -2,199	-569,300 -2,447	
		<u>-2,002,973</u>		<u>-1,853,884</u>
<b>Total assets less liabilities</b>		<u>719,052</u>		<u>803,518</u>



## Balance Sheet

Revaluation reserve	-131,912	-72,530
Capital adjustment account	-1,081,188	-1,071,609
Financial instruments adjustment account	27,715	20,803
Earmarked capital reserve	-70,144	-52,436
Usable capital receipt reserve	-14,379	-7,825
Pensions reserve		
	- KCC	739,900
	- DSO	2,199
Earmarked reserves	-102,002	-86,015
General fund balance	-25,835	-25,835
Schools reserves	-63,183	-79,360
Surplus on trading accounts	-223	-458
<b>Total net worth</b>	<b>-719,052</b>	<b>-803,518</b>

**Reconciliation of Gross and Income Cash Limits in Table 1c to the Revised Budget Book**

Portfolio	CASH LIMIT			
	Gross	Income	Net	
	£k	£k	£k	
<b>TOTAL per Nov report</b>	+2,334,922	-1,440,868	<b>+894,054</b>	
<b>Subsequent changes:</b>				
CFE	125		125	Additional ABG for Education Health Partnerships
CFE	29		29	Additional ABG allocation for Care Matters uplift (DCSF)
CFE	3		3	Additional ABG allocation for Social Care checks (DCSF)
FIN	24		24	Additional ABG allocation Community Call for Action (HO)
FIN	65		65	Additional ABG allocation for Pitt review implementation (SWMPs)
				<b>Changes to grant/income allocations:</b>
CFE	40	-40	0	Kent Safe Schools specific projects funded from LSC and District Council
CFE	216	-216	0	Specific grants received by Advisory Service Kent from the Teacher Development Agency
CFE	139	-139	0	Additional income from The Youth Sports Trust
CFE	146	-146	0	Recharge of health funded posts funded by the PCT
CFE	505	-505	0	Standards Fund: Aim Higher
CFE	368	-368	0	DCSF Think Family Grant
CFE	25	-25	0	Admin support funded from Children's Workforce Development Council (CWDC) Grant
CFE	57	-57	0	Kent Children Safeguarding Board contribution adjustment to cover costs of running the Board
CFE	4	-4	0	HE Compact Grant from Swale Borough Council for small scale community projects
CFE	260	-260	0	DCSF Parent Support Advisors grant
CFE	2,495	-2,495	0	Standards Fund: National Challenge
CFE	440	-440	0	DCSF Poverty Pilot Grant
CFE	38	-38	0	External income for recharge of Teacher to Life Education Centre
CFE	62	-62	0	Standards Fund: Targeted support for Primary Strategy Final Adjustments
CFE	25	-25	0	Standards Fund: Travel Plan Grant Academic year 2009-10 (PRU allocations)
CFE	28	-28	0	DCSF Playbuilder Grant
CFE	244	-244	0	DSCF Kent Community Action Pilot Grant (2009/10 element only)
CFE	353	-353	0	Standards Fund: Targeted Improvement Grant
CFE	29	-29	0	Standards Fund: Making Good Progress final adjustments
CFE	60	-60	0	Sensory Impairment grants from DCSF and Guide Dogs for the Blind
CFE	106	-106	0	Disagreement resolution work recouped from other local authorities
CFE	461	-461	0	Additional LSC grant for those schools experiencing growth in the number of 6th form pupils

Portfolio	CASH LIMIT			
	Gross	Income	Net	
CFE	200	-200	0	Young Apprentice Grant (LSC)
CFE	100	-100	0	Dover Skills Centre funded from Schools Income
CFE	82	-82	0	Thanet Works Grant from District Council
CFE	8,901	-8,901	0	PFI grant from DCLG
CFE	7,584	-7,584	0	PFI contributions from schools
CFE	241	-241	0	PFI interest & contribution from Communities
CFE	276	-276	0	Federation of Music Grant for musical Instruments
CFE	103	-103	0	Parent Support Advisors funding from Kent Children's Fund
KASS	27	-27	0	OP Other Services / Specific Grant - Dementia Demonstrator
KASS	917	-917	0	OP Residential - increased costs of Integrated Care Centres which are rechargeable to Health
KASS	16	-16	0	OP Other Services gross - additional partner funding for Dementia Web
CMY	96	-96	0	KDAAT: Additional income from Canterbury Prison to support Integrated Drug Treatment Services (Home Office grant)
CMY	196	-196	0	KDAAT: Additional income from East Coastal Primary Care Trust to support Integrated Drugs Treatment Services (Home Office grant)
CMY	265	-265	0	KDAAT: Income from Blantyre House & East Sutton Park to support Integrated Drugs Treatment Services (Home office grant)
CMY	39	-39	0	KDAAT: Additional income from West Kent PCT to support single sourced tender.
CMY	15	-15	0	KDAAT: Additional income from CFE to support Kin Care services.
CMY	44	-44	0	KDAAT: Additional income from West Kent PCT to support single source tender
CMY	399	-399	0	Youth: Additional funding from GOSE to fund Youth Opportunities Fund.
CMY	50	-50	0	Youth: Additional funding from the Department of Public Health to fund the House project
CMY	48	-48	0	Youth: Income from Sanctuary Housing to support youth work in the Canterbury area.
CMY	26	-26	0	P&R: Migration Impact Fund funding from CLG
CMY	75	-75	0	Adult Ed: Local Education Authorities Forum for the Education of Adults (LEAFA) funding for Festival of Learning project.
CMY	30	-30	0	Adult Ed: National Institute of Adult Continuing Education (NIACE) funding for Camel Technology project.
L&P	46	-46	0	Dem Servs - Lord Chancellors support continued in 09/10 funded from Her Majesty's Court Services
CS&PM	-123	123	0	SDU - Delay to Gateway Multichannel project resulting in rephased expenditure & income from REIP.
CS&PM	-133	133	0	SDU - Delay to Gateway Multichannel project resulting in rephased expenditure & income from Kent & Medway Improvement Partnership.

Portfolio	CASH LIMIT			
	Gross	Income	Net	
CS&PM	-25	25	0	SDU - Delay to Interreg project resulting in rephased expenditure & income
CS&PM	-28	28	0	SDU 'Tell us once project' income forecasted to Mar10 but ceased Aug09.
CS&PM	-17	17	0	SDU Terms of Gateway funding from Dover changed from a 5 year repayment of loan to 8 year repayment term.
R&ED	160	-160	0	CLG funding for Eco Assessment project
R&ED	25	-25	0	Empty Property Initiative - Increase of management fees & interest repayments due to loan take up rate.
R&ED	60	-60	0	Transfer of administration of site to R&E, as management agency went into liquidation in Nov 09. External rents income, running costs expenditure
R&ED	537	-537	0	Increase in final LABGI allocation
				<b>Technical Adjustments:</b>
CFE	-80	80	0	Removal of historic income target in ASK
CFE	-25	25	0	Primary Intervention Project and Youth Inclusion Support Panel self funded projects income adjustment
CFE	178	-178	0	Support System for Kids & Young People Project funded from LCSP contributions
CFE	5,469	-5,469	0	LCSP internal commissioning budgets for Alternative Curriculum
CFE	450	-450	0	Internal recharge of ASK PA recharge
CFE	-140	140	0	Removal of historic income target in Policy
CFE	104	-104	0	Internal recharging for Newly Qualified Social Worker Scheme
KASS	105	-105	0	Strat Bus Supp - correction to income targets as reflected in budget build for 2010/11
KASS	161	-161	0	All Adults Assess & Related - correction to income targets as reflected in budget build for 2010/11
KASS	-109	109	0	cessation of recharging of support service costs between OP Domiciliary & Strat Business Support
KASS	30	-30	0	Gypsy & Traveller unit - correction to income targets as reflected in budget build for 2010-11
R&ED	250	-250	0	LABGI income incorrectly netted off against gross expenditure in budget
Revised Budget	2,367,894	-1,473,594	894,300	

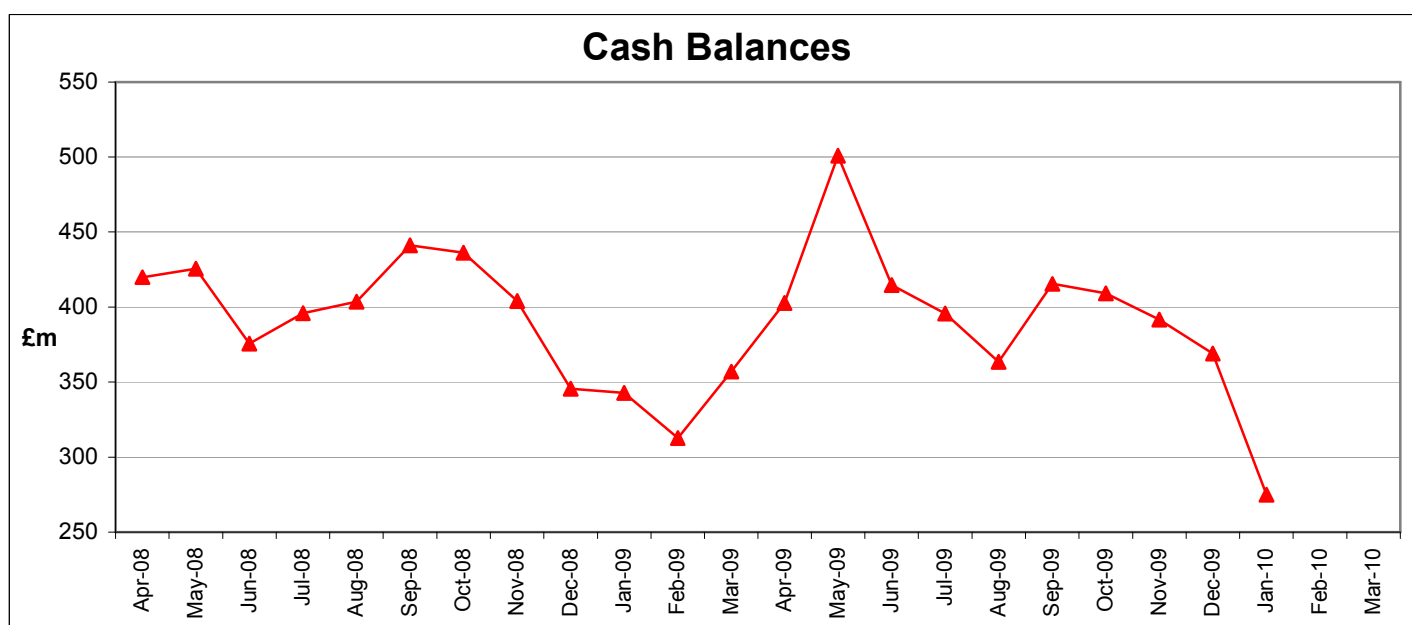
## FINANCIAL HEALTH INDICATORS

### 1. CASH BALANCES

The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently at risk in Icelandic bank deposits (£45.068m), Pension Fund cash (£63.7m), Kent Fire and Rescue balances (£15.3m), balances of schools in the corporate scheme (£67.6m), other reserves, and funds held in trust. KCC will have to honour calls on all held balances such as these, on demand. The remaining deposit balance represents KCC working capital created by differences in income and expenditure profiles.

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

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>2008-09</b>	419.9	425.7	375.7	395.8	403.5	441.1	436.3	403.9	345.5	342.8	312.6	357.0
<b>2009-10</b>	402.7	500.9	414.6	395.7	363.6	415.4	409.1	391.7	369.1	275.0		



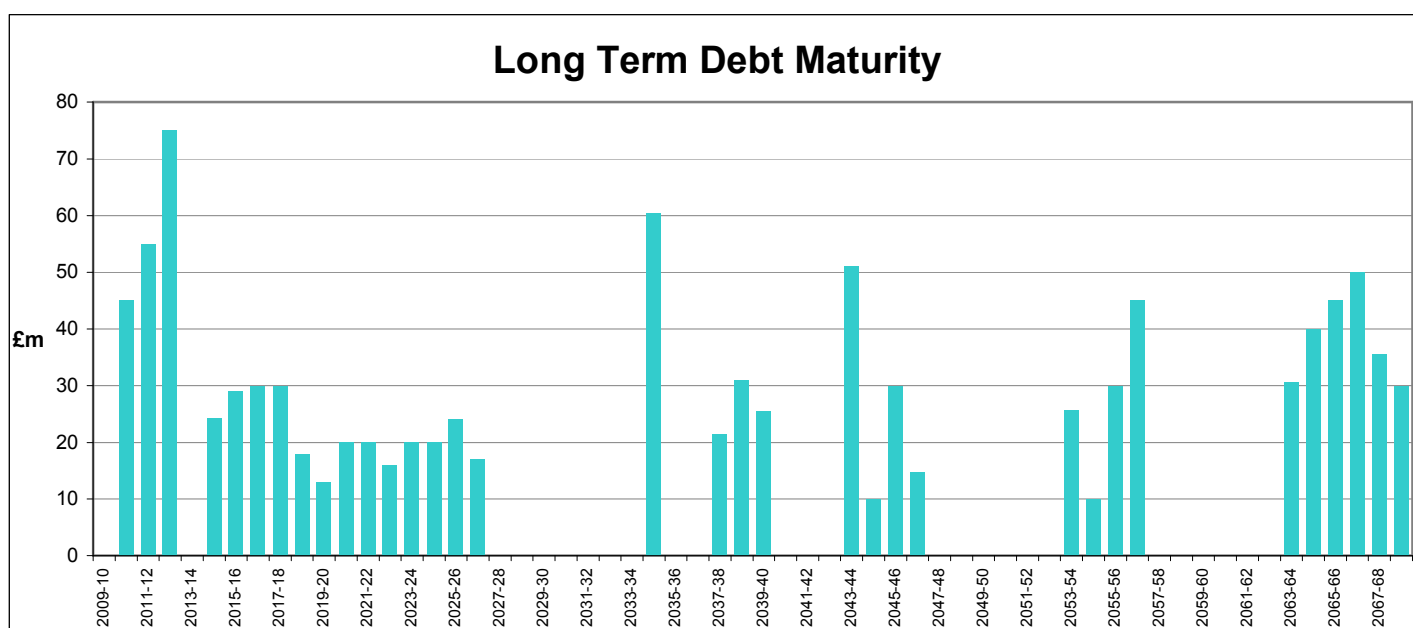
### 2. LONG TERM DEBT MATURITY

The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £49.6m pre-Local Government Review debt managed on behalf of Medway Council. Also included is pre-1990 debt managed on behalf of the Further Education Funding council (£2.6m), Magistrates Courts (£1.4m) and the Probation Service (£0.24m). These bodies make regular payments of principal and interest to KCC to service this debt. The graph shows total principal repayments due in each financial year. Small maturities indicate repayment of principal for annuity or equal instalment of principal loans, where principal repayments are made at regular intervals over the life of the loan. The majority of loans have been taken on a maturity basis so that principal repayments are only made at the end of the life of the loan. These principal repayments will need to be funded using available cash balances (i.e. internalising the debt), by taking new external loans or by a combination of the available options.

The total debt fall out for 2009-10 is £60.505m, £60.47m maturity loan and £0.030m relating to small annuity and equal instalment of principal loans has already been repaid during this year from cash balances, hence the figure in the table of £0.005m represents the remaining principal debt still to be repaid in this financial year.

The overall total debt has reduced by £60.47m since the last report due to the repayment of PWLB maturity loan on 21 January. As previously reported, a loan was taken in October as early refinancing for this debt.

Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2009-10	0.005	2022-23	16.001	2035-36	0.000	2048-49	0.000	2061-62	0.000
2010-11	45.031	2023-24	20.001	2036-37	0.000	2049-50	0.000	2062-63	0.000
2011-12	55.024	2024-25	20.001	2037-38	21.500	2050-51	0.000	2063-64	30.600
2012-13	75.021	2025-26	24.001	2038-39	31.000	2051-52	0.000	2064-65	40.000
2013-14	0.015	2026-27	17.001	2039-40	25.500	2052-53	0.000	2065-66	45.000
2014-25	24.193	2027-28	0.001	2040-41	0.000	2053-54	25.700	2066-67	50.000
2015-16	29.001	2028-29	0.001	2041-42	0.000	2054-55	10.000	2067-68	35.500
2016-17	30.001	2029-30	0.001	2042-43	0.000	2055-56	30.000	2068-69	30.000
2017-18	30.001	2030-31	0.001	2043-44	51.000	2056-57	45.000	2069-70	0.000
2018-19	18.001	2031-32	0.000	2044-45	10.000	2057-58	0.000		
2019-20	13.001	2032-33	0.000	2045-46	30.000	2058-59	0.000	<b>TOTAL</b>	<b>1,042.369</b>
2020-21	20.001	2033-34	0.000	2046-47	14.800	2059-60	0.000		
2021-22	20.001	2034-35	60.470	2047-48	0.000	2060-61	0.000		



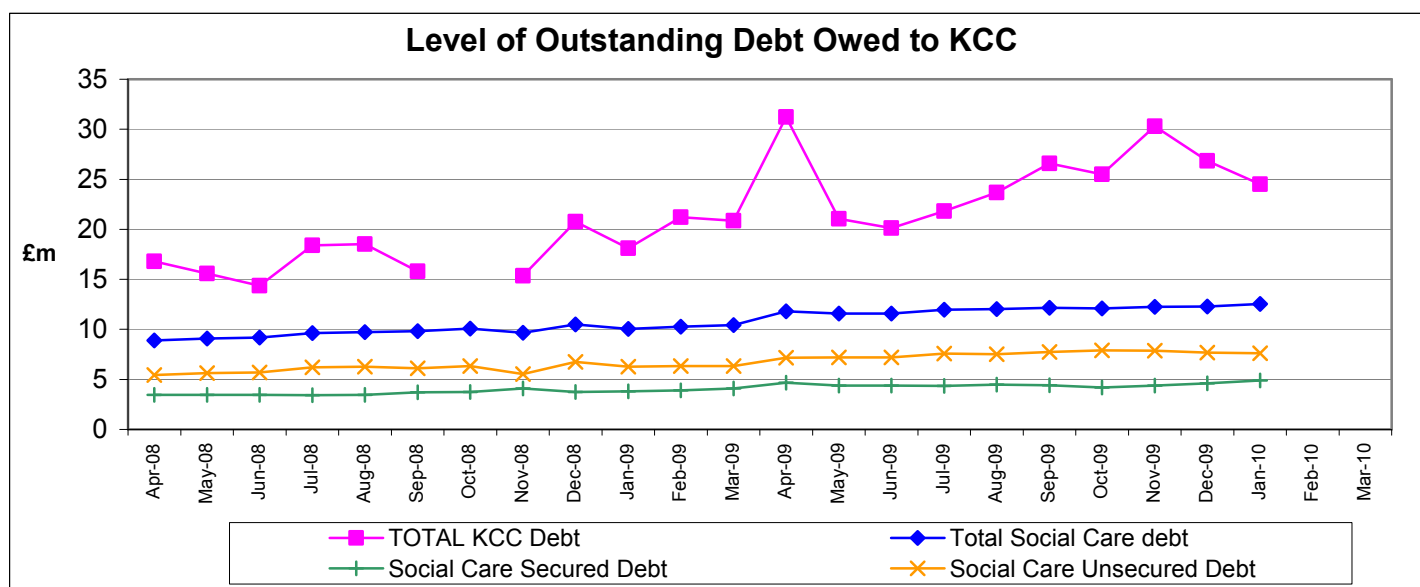
### 3. OUTSTANDING DEBT OWED TO KCC

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

	Social Care Secured Debt £m	Social Care Unsecured Debt £m	Total Social Care debt £m	KASS Sundry debt £m	TOTAL KASS debt £m	All Other Directorates Debt £m	TOTAL KCC Debt £m
April 08	3.468	5.437	8.905	2.531	11.436	5.369	16.805
May 08	3.452	5.626	9.078	1.755	10.833	4.736	15.569
June 08	3.464	5.707	9.171	1.586	10.757	3.619	14.376
July 08	3.425	6.195	9.620	2.599	12.219	6.174	18.393
Aug 08	3.449	6.264	9.713	3.732	13.445	5.075	18.520
Sept 08	3.716	6.114	9.830	1.174	11.004	4.800	15.804
Oct 08	3.737	6.334	10.071	*	*	6.021	*
Nov 08	4.111	5.540	9.651	1.206	10.857	4.504	15.361
Dec 09	3.742	6.740	10.482	2.004	12.486	8.269	20.755
Jan 09	3.792	6.266	10.058	1.517	11.575	6.519	18.094
Feb 09	3.914	6.345	10.259	1.283	11.542	9.684	21.226
March 09	4.100	6.326	10.426	1.850	12.276	8.578	20.854
April 09	4.657	7.161	11.818	6.056	17.874	13.353	31.227

	Social Care Secured Debt £m	Social Care Unsecured Debt £m	Total Social Care debt £m	KASS Sundry debt £m	TOTAL KASS debt £m	All Other Directorates Debt £m	TOTAL KCC Debt £m
May 09	4.387	7.206	11.593	1.078	<b>12.671</b>	8.383	<b>21.054</b>
June 09	4.369	7.209	11.578	1.221	<b>12.799</b>	7.323	<b>20.122</b>
July 09	4.366	7.587	11.953	1.909	<b>13.862</b>	7.951	<b>21.813</b>
Aug 09	4.481	7.533	12.014	1.545	<b>13.559</b>	10.126	<b>23.685</b>
Sept 09	4.420	7.738	12.158	2.024	<b>14.182</b>	12.391	<b>26.573</b>
Oct 09	4.185	7.910	12.095	2.922	<b>15.017</b>	10.477	<b>25.494</b>
Nov 09	4.386	7.859	12.245	6.682	<b>18.927</b>	11.382	<b>30.309</b>
Dec 09	4.618	7.677	12.295	6.175	<b>18.470</b>	8.376	<b>26.846</b>
Jan 10	4.906	7.627	12.533	2.521	<b>15.054</b>	9.445	<b>24.499</b>
Feb 10							
March 10							

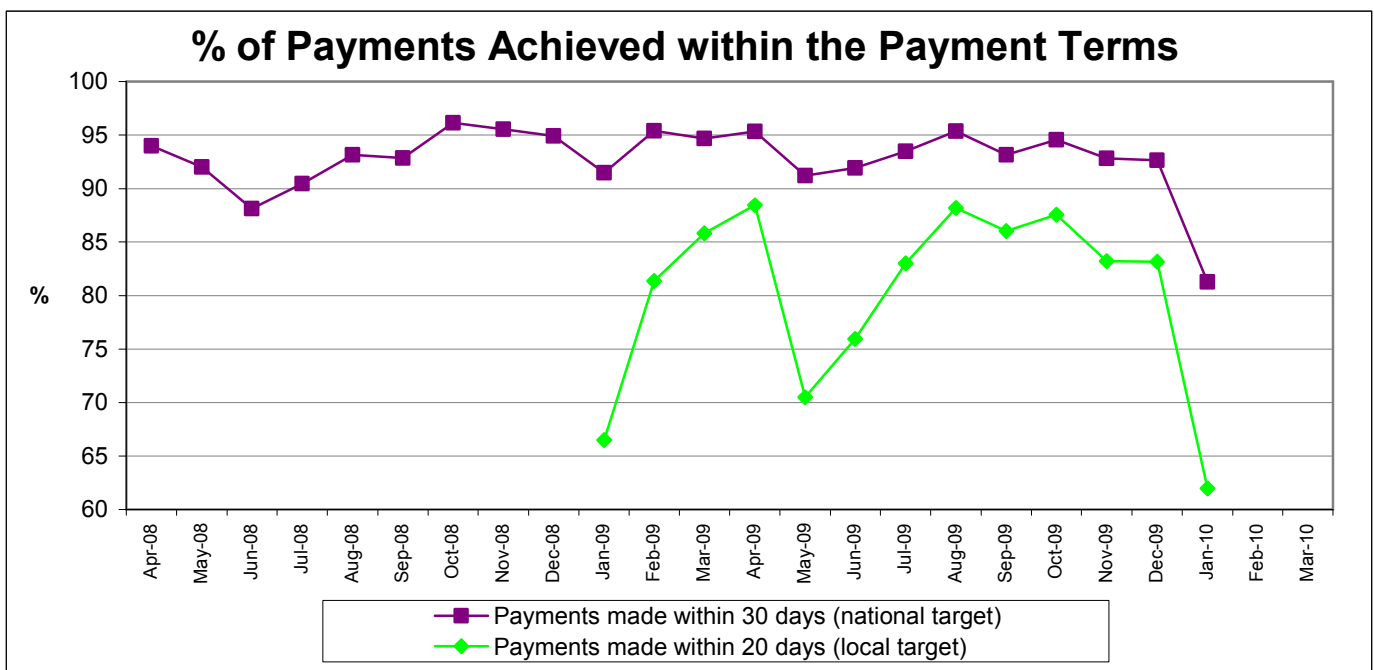
\* In October 2008, KASS Social Care debt transferred from the COLLECT system to Oracle. The new reports were not available at this point; hence there is no data available for this period. The October Social Care debt figures relate to the last four weekly billing run in the old COLLECT system



#### 4. PERCENTAGE OF PAYMENTS MADE WITHIN THE PAYMENT TERMS

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

	2008-09		2009-10	
	Paid within 30 days %	Paid within 20 days %	Paid within 30 days %	Paid within 20 days %
April	94.0	N/A	95.3	88.4
May	92.0	N/A	91.2	70.5
June	88.1	N/A	91.9	75.9
July	90.5	N/A	93.5	83.0
August	93.1	N/A	95.4	88.2
September	92.8	N/A	93.1	86.0
October	96.1	N/A	94.6	87.6
November	95.5	N/A	92.8	83.2
December	94.9	N/A	92.6	83.2
January	91.5	66.5	81.3	62.0
February	95.4	81.4		
March	94.7	85.8		



The percentages achieved for January are lower than other months due to the Christmas break. This is evident in both 2008-09 and 2009-10. This position has been exacerbated in 2009-10 due to the snow. The year to date figure for invoices paid within 20 days is 81.1%, and for 30 days is 92.3%.



## 2009-10 January Monitoring of Prudential Indicators

### 1. Estimate of capital expenditure (excluding PFI)

Actual 2008-09	£309.368m	
Original estimate 2009-10	£435.918m	
Revised estimate 2009-10	£362.567m	(this includes the rolled forward re-phasing from 2008-09)

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

	2008-09 Actual	2009-10 Original Estimate	2009-10 Forecast as at January 10
	£m	£m	£m
Capital Financing Requirement	1,167.532	1,285.728	1,251,454
Annual increase in underlying need to borrow	96.442	106.475	83,922

In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.

### 3. Estimate of ratio of financing costs to net revenue stream

Actual 2008-09	9.67%
Original estimate 2009-10	11.42%
Revised estimate 2009-10	10.84%

### 4. Operational Boundary for External Debt

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management.

The operational boundary for debt will not be exceeded in 2009-10

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

	Prudential Indicator 2009-10 £m	Position as at January 10 £m
Borrowing	1,128.0	990.4
Other Long Term Liabilities	0.0	0.0
	1,128.0	990.4

#### (b) Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator 2009-10 £m	Position as at January 10 £m
Borrowing	1,179.0	1,042.4
Other Long Term Liabilities	0.0	0.0
	1,179.0	1,042.4

## 5. **Authorised Limit for external debt**

The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the County Council. The revised limits for 2009-10 are:

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

	£m
Borrowing	1,168
Other long term liabilities	0
	<hr/>
	1,168
	<hr/>

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

	£m
Borrowing	1,219
Other long term liabilities	0
	<hr/>
	1,219
	<hr/>

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

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

The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers.

## 7. **Upper limits of fixed interest rate and variable rate exposures**

The Council has determined the following upper limits for 2009-10

### (a) Borrowing

Fixed interest rate exposure	100%
Variable rate exposure	30%

### (b) Investments

Fixed interest rate exposure	100%
Variable rate exposure	20%

These limits have been complied with in 2009-10. Total external debt is currently held at fixed interest rates.

**8. Upper limits for maturity structure of borrowings**

	<b>Upper limit</b>	<b>Lower limit</b>	<b>As at 31.01.10</b>
	<b>%</b>	<b>%</b>	<b>%</b>
Under 12 months	25	0	0
12 months and within 24 months	40	0	4.3
24 months and within 5 years	60	0	12.5
5 years and within 10 years	80	0	12.6
10 years and above	100	40	70.6

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

	<b>Indicator</b>	<b>Actual</b>
1 year to 2 years	£ 45m	£20m
2 years to 3 years	£ 45m	£ 0m
3 years to 4 years	£ 40m	£15m
4 years to 5 years	£ 40m	£ 0m
5 years to 6 years	<u>£ 20m</u>	<u>£ 0m</u>
	<b>£190m</b>	<b>£35m</b>

## 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.

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>							
- 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	
<b>Children, Families &amp; Education portfolio</b>							
- 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 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 a 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-imburement 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
<b>TOTAL</b>	<b>3,519</b>	<b>1,481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<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
<b>TOTAL</b>	<b>3,519</b>	<b>4</b>	<b>1,477</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<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 Lympne Primary School. We are currently holding a spend figure on Lympne 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>

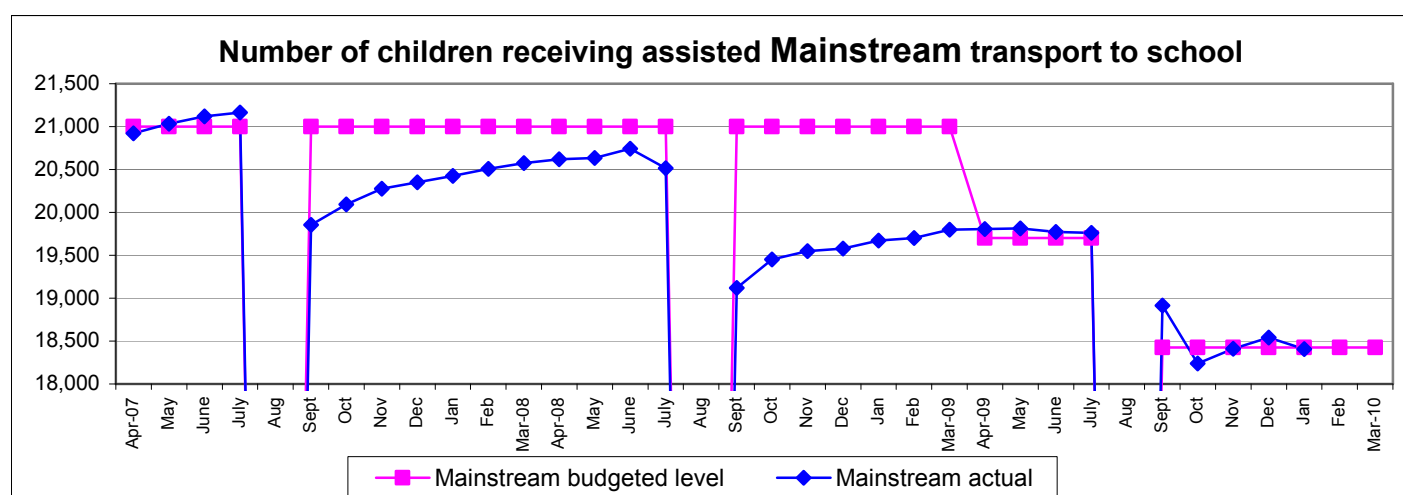
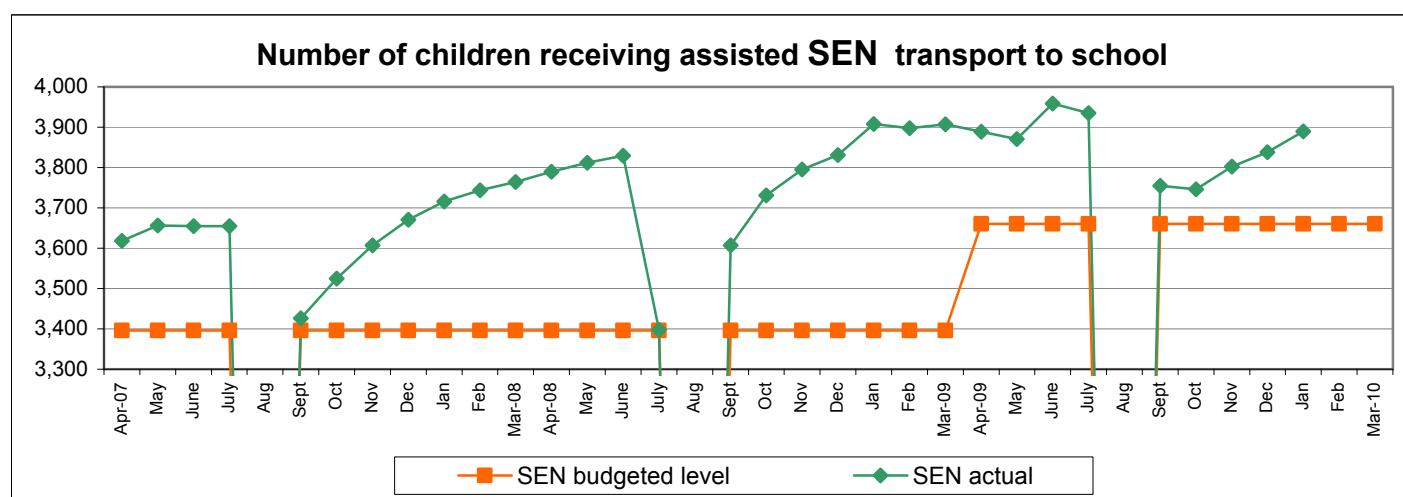


	2009-10	2010-11	2011-12	Future Years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Eastchurch Ps (Primary Improvement Programme)</b>					
Amended total cash limits	+140	+3,312	+908	0	+4,360
re-phasing	+93	-856	+745	+18	0
<b>Revised project phasing</b>	<b>+233</b>	<b>+2,456</b>	<b>+1,653</b>	<b>+18</b>	<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	



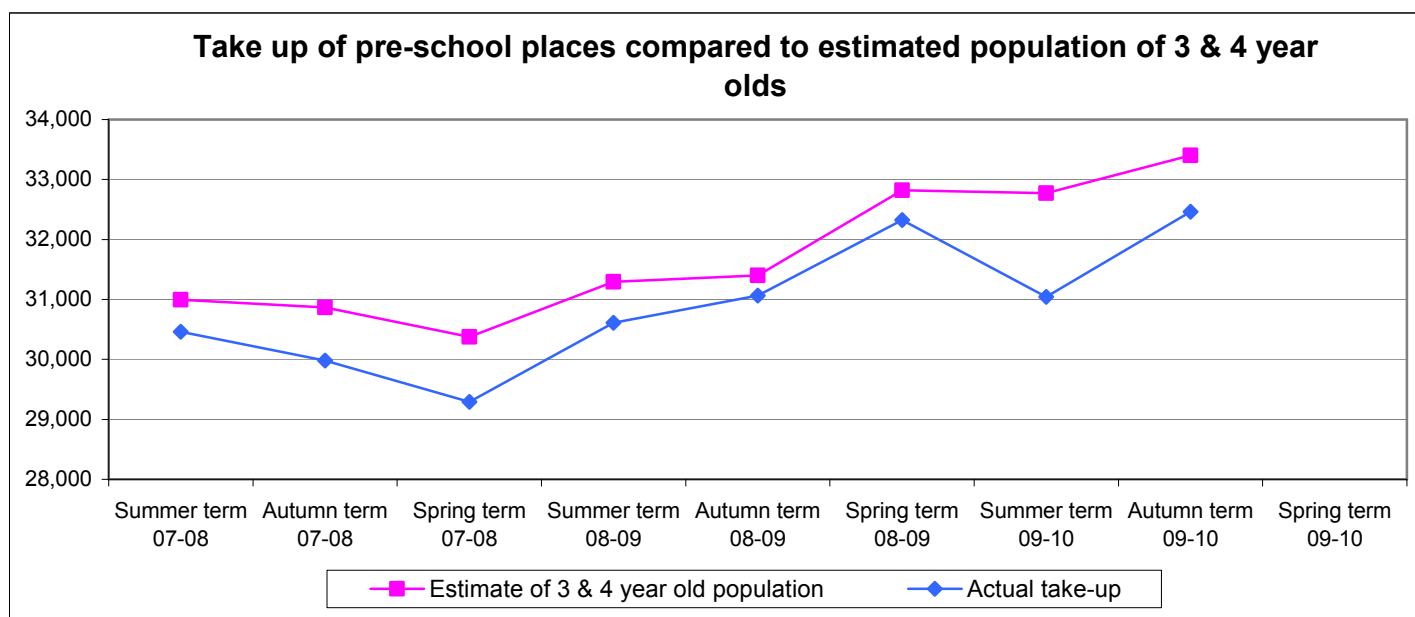
#### Comments:

- **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 level. 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:

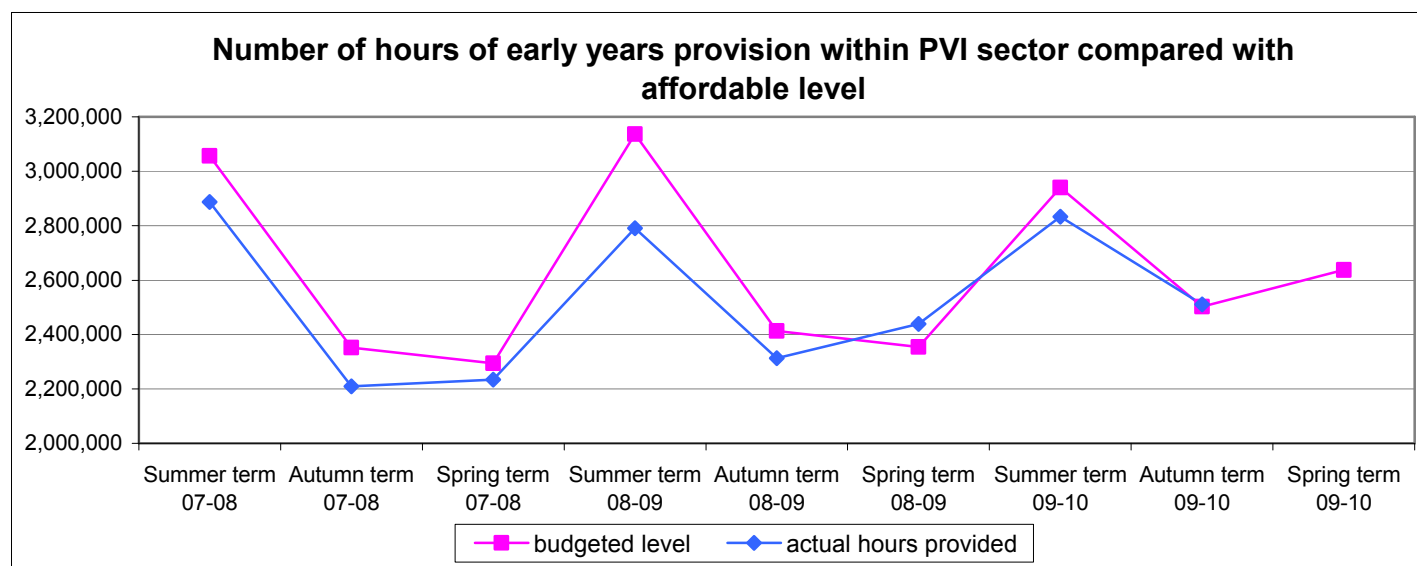
- This graph shows that currently 97% of the estimated population of 3 and 4 year olds are receiving some level of early years provision, whether this be one session per week for 33 weeks or five sessions per week for 38 weeks.
- This activity indicator is based on headcount and provides a snapshot position 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 Standards 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:**

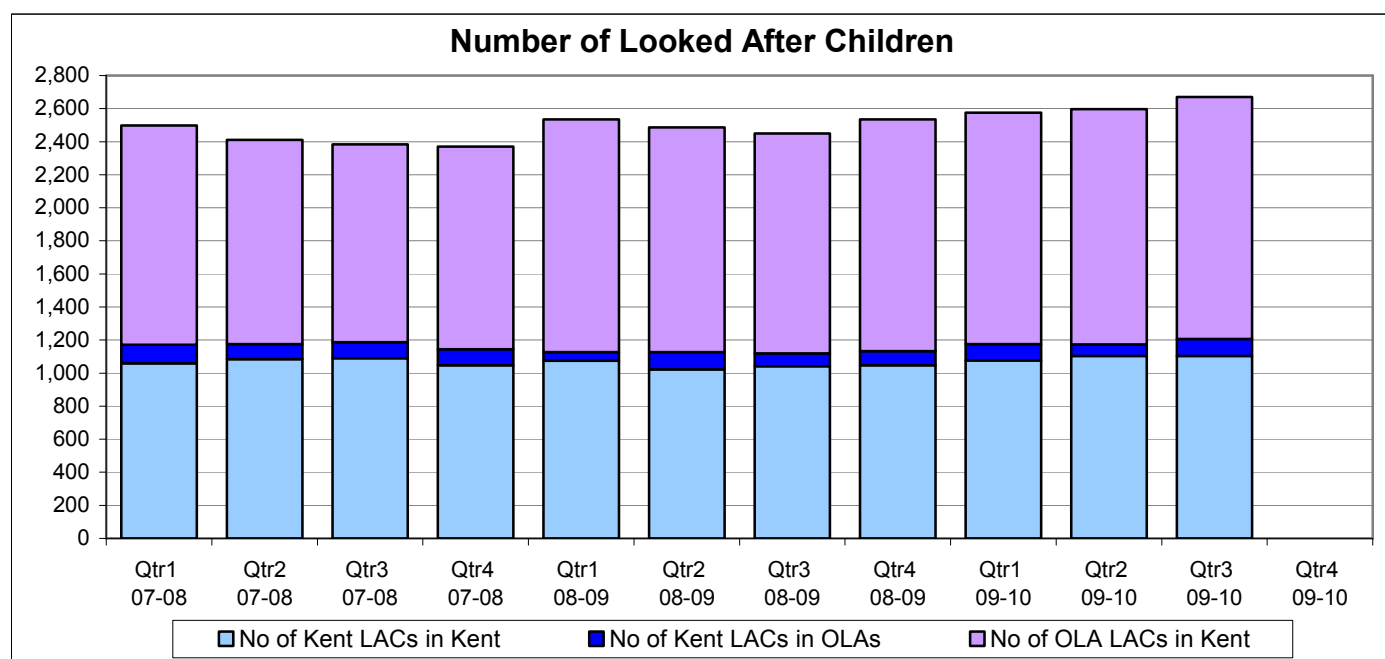
	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
	as at 31-3-06	as at 31-3-07	as at 31-3-08	as at 31-3-09	Projection
Total number of schools	600	596	575	570	570
Total value of school revenue reserves	£70,657k	£74,376k	£79,360k	£63,184k	£57,184k
Number of deficit schools	9	15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

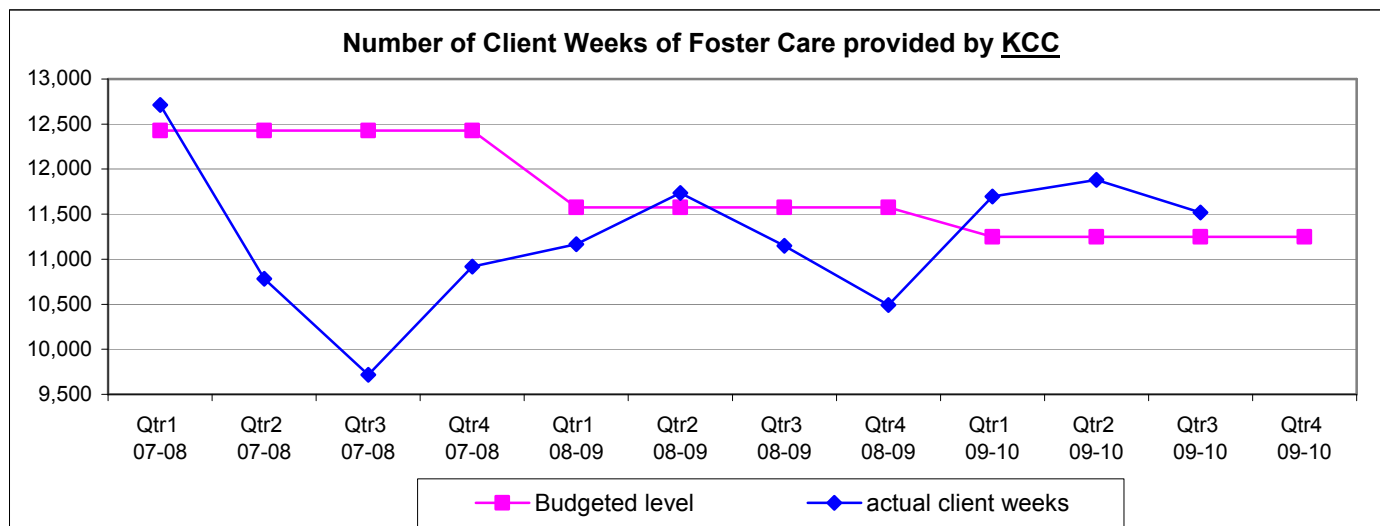


## Comments:

- 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>

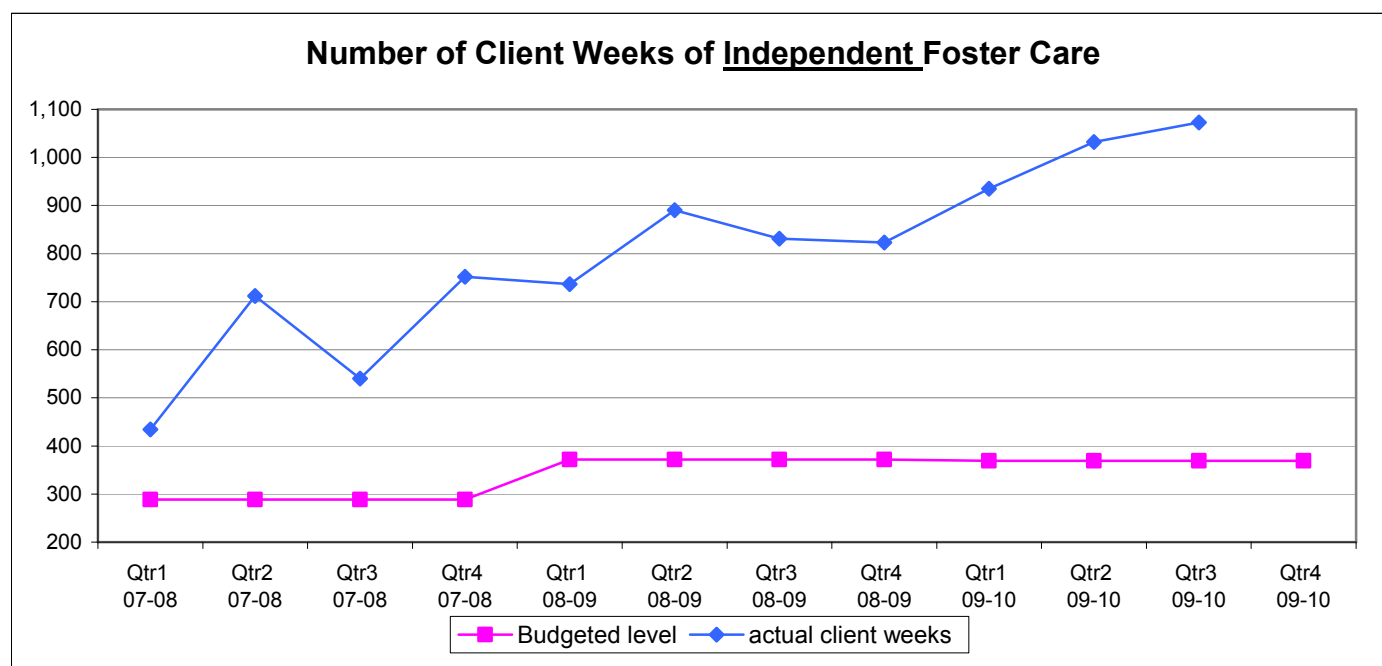


## Comments:

- 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>

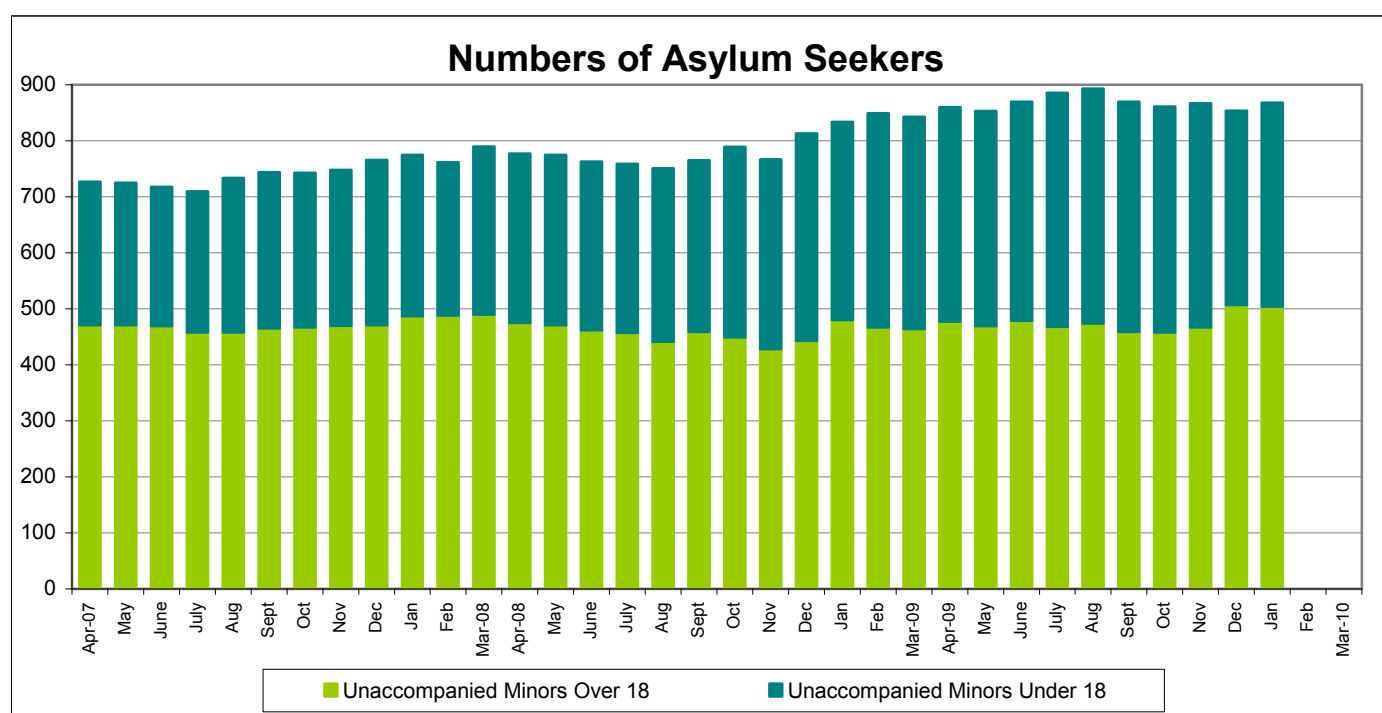


Comments:

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

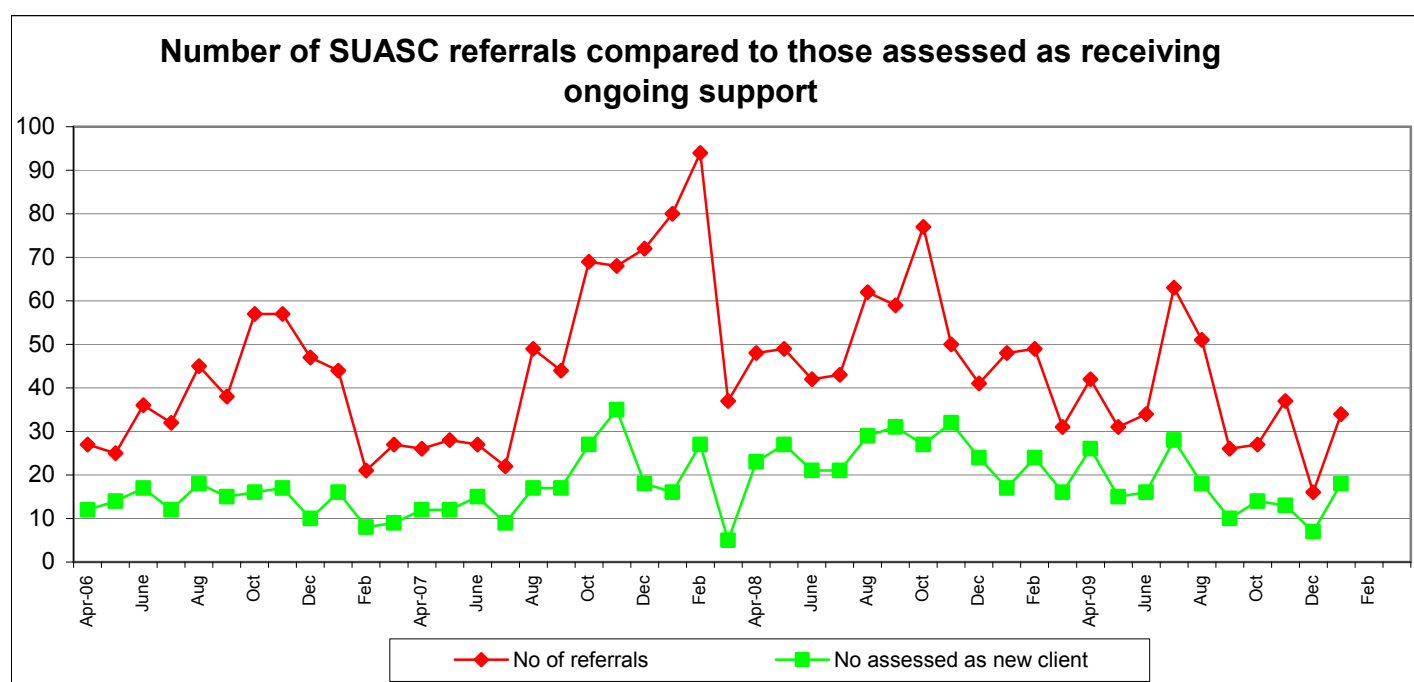


**Comment:**

- 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.

## KENT ADULT SOCIAL SERVICES 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.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G £'000s	I £'000s	N £'000s	G £'000s	I £'000s	N £'000s	
<b>Adult Services portfolio</b>							
Older People:							
- Residential Care	89,552	-32,641	56,911	234	-1,270	-1,036	Price pressures due to complexity; agency staff cover for in-house service; additional client income
- Nursing Care	43,647	-19,507	24,140	2,150	-1,650	500	Demographic and placement pressures offset with additional client and health income
- Domiciliary Care	47,006	-10,317	36,689	-751	-181	-932	Activity below affordable level but price pressures due to complexity
- Direct Payments	4,638	-436	4,202	33	-76	-43	
- Other Services	21,650	-4,661	16,989	-582	53	-529	Release of Contingency to offset overall pressure; lower demand for Fast-track equipment and other small underspends
<b>Total Older People</b>	<b>206,493</b>	<b>-67,562</b>	<b>138,931</b>	<b>1,084</b>	<b>-3,124</b>	<b>-2,040</b>	
People with a Learning Difficulty:							
- Residential Care	64,909	-12,119	52,790	2,497	-486	2,011	Demographic and placement pressures
- Domiciliary Care	6,704	-650	6,054	421	16	437	Demographic and placement pressures; more clients accessing Independent Living Scheme
- Direct Payments	5,465	-84	5,381	1,148	-34	1,114	increased unit cost
- Supported Accommodation	9,582	-1,151	8,431	555	-169	386	Demographic and placement pressures; impact of Ordinary Residence; contribution to reserve
- Other Services	20,164	-1,924	18,240	-935	38	-897	Release of Managing Director's Contingency to offset overall pressure; underspend on daycare
<b>Total People with a LD</b>	<b>106,824</b>	<b>-15,928</b>	<b>90,896</b>	<b>3,686</b>	<b>-635</b>	<b>3,051</b>	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
People with a Physical Disability:							
- Residential Care	12,254	-1,987	10,267	526	103	629	Demographic and placement pressures
- Domiciliary Care	7,317	-439	6,878	558	-1	557	Demographic and placement pressures
- Direct Payments	6,697	-250	6,447	97	-8	89	
- Supported Accommodation	394	-8	386	-35	-2	-37	
- Other Services	6,530	-1,237	5,293	-549	13	-536	Release of Managing Director's Contingency to offset overall pressure ; underspend against daycare
Total People with a PD	33,192	-3,921	29,271	597	105	702	
All Adults Assessment & Related	37,188	-1,836	35,352	-222	-355	-577	Turnover and vacancy management; additional Health contributions
Mental Health Service:							
- Residential Care	6,456	-974	5,482	631	338	969	Forecast activity in excess of affordable level; increased proportion of S117 clients who do not contribute to costs
- Domiciliary Care	627		627	89	0	89	
- Direct Payments	602		602	-329	0	-329	Less than expected activity
- Supported Accommodation	435	0	435	93	-87	6	
- Assessment & Related	9,982	-876	9,106	-98	-78	-176	
- Other Services	6,736	-904	5,832	-154	-98	-252	Small underspends against a number of budget lines
Total Mental Health Service	24,838	-2,754	22,084	232	75	307	
Gypsy & Traveller Unit	660	-319	341	107	-22	85	Write back of capital costs following failed bid
People with no recourse to Public Funds	100		100	0	0	0	
Strategic Management	1,339		1,339	-92	-14	-106	
Strategic Business Support	24,824	-2,209	22,615	-630	-205	-835	Turnover, vacancy management & some grant funded posts; additional contributions including Universities, District Councils & Medway Council
Support Services purchased from CED	7,301		7,301	-7	0	-7	reduced charge for KPSN
Specific Grants		-7,618	-7,618	0	0	0	
<b>Total Adult Services controllable</b>	<b>442,759</b>	<b>-102,147</b>	<b>340,612</b>	<b>4,755</b>	<b>-4,175</b>	<b>580</b>	
<b>Assumed Management Action</b>				<b>-580</b>		<b>-580</b>	
<b>Forecast after Mgmt Action</b>				<b>4,175</b>	<b>-4,175</b>	<b>0</b>	

### 1.1.3 Major Reasons for Variance:

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 Older People:

The overall net position is an underspend of £2,040k. Although the number of clients in domiciliary and independent sector residential care remain below 2008/09 levels, there has been an increase in demand for services for people with dementia. It should also be noted that the forecast assumes reductions in residential and nursing placements based on prior year trends. However, recently, attrition rates have been lower than expected. If attrition remains below the expected level then this would increase the forecast level of expenditure.

a. Residential Care

This line is reporting a gross overspend of £234k and an over recovery of income of £1,270k. As at December there were 2,774 clients, compared with 2,796 in September and 2,733 in June, and throughout the year the level has remained below the 2,832 reported in March. The forecast position is 157,368 weeks of care against an affordable level of 157,572, which is a difference of 204 weeks. Using the forecast unit cost of £385.76, this reduced level of activity generates an underspend of £79k. In addition the forecast unit cost is £2.24 higher than the affordable which results in a pressure of £354k and reflects the increasing number of clients with dementia as placements are more expensive. Although the slight reduction in activity also means a reduced level of income of £32k, the actual income per week is £157.19 against an expected level of £150.13. This gives an over-recovery in income of £1,113k.

The forecast number of client weeks of service provided to Preserved Rights clients is 1,345 lower than the affordable level because of increased attrition which is over and above that assumed in the budget. This reduced activity gives an underspend of £523k with a further reduction of £151k because the unit cost is below the affordable level. The reduction in activity also results in an under-recovery in income of £191k, however the actual income per week is higher than the expected level which generates an over-recovery in income of £157k.

In-house residential provision is showing a pressure of £676k on gross primarily on staffing because of the continuing need to cover sickness and absence with agency staff in order to meet care standards, as well as meeting increased occupancy levels. The pressure on gross is offset by an additional £293k of client income due to increased occupancy levels.

b. Nursing Care

There is a pressure of £2,150k on gross expenditure and an over recovery of income of £1,650k. Client numbers have increased to 1,386 in December from the 1,353 reported in September; in June it was 1,340 and March 1,332. The forecast is assuming 2,929 weeks more than budget at a cost of £1,375k. The unit cost is currently forecast to be slightly more than budget, £469.67 instead of £468.95, which increases the pressure by £53k. The additional activity has resulted in increased income of £452k. Also the actual income per week is £154.45 against an expected level of £148.81. This gives an over-recovery in income of £423k. There are also unbudgeted contributions from Health of £354k primarily relating to nursing assessment beds, the costs for which are included in the activity above.

Preserved Rights attrition is currently below that assumed within the budget which adds £201k.

There is currently an overspend of £413k against Registered Nursing Care Contributions with an identical over-recovery of income and is based on the latest estimates of client activity.

c. Domiciliary Care

This service remains the most volatile and difficult to forecast and currently this line is forecasting an underspend against gross of £751k. The continuing trend in the number of clients remains uncertain and the number receiving a domiciliary care package from the independent sector remains below last year's level. As a result the budget still allows for significantly more hours than is being delivered and the current forecast under-delivery is over 45,918 hours, giving a saving of £711k. The forecast unit cost is also £0.441 per hour more expensive than affordable generating an additional cost of £1,123k. This will relate to the fact that people who do receive domiciliary care, in its traditional sense, are more likely to have higher needs and require more intense packages.

There is also a significant underspend of £798k relating to the in-house domiciliary service and £318k against enablement and other block contracts as the number of clients remains well below that afforded within the budget.

There are a number of small variances across the various lines within domiciliary care which add up to an over-recovery of income of £181k.

d. Other Services

This line is showing a gross underspend of £582k following the release of £200k of the Contingency held by the Managing Director to offset the overall pressure within the Directorate. Demand for Fast-track Occupational Therapy equipment has also been below the level anticipated in the budget and makes up approximately £200k of the underspend. There are also small variances, both over and under, against the remaining services, including payments to voluntary organisations, day-care, and meals.

1.1.3.2 People with a Learning Difficulty:

Overall the position for this client group is a net pressure of £3,051k. Services for this client group remain under extreme pressure, particularly within residential care and direct payments, and also domiciliary and supported accommodation, as a result of both demographic and placement price pressures.

The impact of young adults transferring from Children's Services, many of whom have very complex needs and require a much higher level of support, continues to be felt. Alongside these so-called "transitional" placements are the increasing number of older learning disabled clients who are cared for at home by ageing parents who will begin to require more support. There are also more cases of clients becoming "ordinarily resident" in Kent. A client would become "ordinarily resident" when placed by another local authority in Kent and following de-registration of the home, the individual moves into supported accommodation. We have accepted responsibility for five clients, the costs of which come to £382k including some backdated amounts, and we are still contesting a number of other applications for which any legal judgements are unlikely to be made before the end of the year. The issue of ordinary residence is being discussed nationally through the Association of Directors of Adult Social Services as the current system penalises those authorities, such as Kent, who have historically been a net importer of residential clients.

a. Residential Care

The overall forecast for residential care, including preserved rights clients, is an overspend on gross of £2,497k partially offset by an over recovery of income of £486k, giving a net pressure of £2,011k. Details of the individual pressures and savings contributing to this position are provided below.

The number of clients has reduced from 642 in September to 636 in December; it was 632 in June and 640 in March. The forecast assumes 1,442 weeks more than is affordable at a cost of £1,640k, and includes those known young people who are in the "transition" process and will be coming to adult social services before the end of the year. The actual unit cost is £1,137.28 which is £27.13 higher than the affordable level and adds £886k to the forecast. The additional client weeks add £258k of income, and the actual income per week is higher than the expected level which generates an over-recovery in income of £267k.

The forecast number of client weeks of service provided to Preserved Rights clients is 130 lower than the affordable level because of increased attrition which is over and above that assumed in the budget. This reduced activity gives an underspend of £102k and also the unit cost is lower than the affordable level which generates a saving of £98k.

As with Older People, in house residential provision is showing a pressure of £148k on staffing because of the need to cover sickness and absence with agency staff to meet national care standards.

There has also been a contribution of £170k to a provision for a potential future liability.

b. Domiciliary Care

This line is showing a gross overspend of £421k. The forecast for services provided through the independent sector assumes 21,539 hours more than is affordable, which with a cost per hour of £12.56 means a pressure of £270k. There has also been an increase in the number of clients accessing independent living services, especially a number with wide ranging and profound disabilities, with the result that this line is currently forecasting an overspend of £126k.

c. Direct Payments

Overall this line is forecasting a gross pressure of £1,148k with a minor £34k over-recovery on income. This forecast assumes 142 weeks less than is afforded within the budget which is causing a saving of £32k on gross expenditure. The actual unit cost is £40.64 more than budgeted which is adding £1,154k to the position. There is also a pressure of £26k against one-off/respice payments.

d. Supported Accommodation

The current position is a gross pressure of £555k and an over recovery of income of £169k giving a net pressure of £386k with the number of clients having increased from 233 in March to 276 in June and 284 in September, however there has been a slight fall over recent months with the December figure standing at 281. The forecast weeks based on these clients shows 546 weeks less than affordable as the budget was based on a higher figure; this generates a saving of £310k. However the unit cost of £566.87 is also £22.56 per week higher than is affordable and this increases the pressure by £379k. It should be noted that the unit cost is skewed by a number of placements transferred from Health under S256 arrangements as these clients cost over £1,200 per week. There has also been a contribution of £331k to a reserve for a potential future liability. A combination of higher than expected average contribution per week plus the impact of S256 placements funded by Health generates an additional £169k of income.

There is also £189k of costs backdated for the two previous financial years relating to a client who, following a recent case has been awarded Ordinary Residence in Kent. The cost of this client for 2009/10 is included within the overall position outlined above. There are also small underspends against group homes and the adult placement scheme.

e. Other Services

This line is showing a gross underspend of £935k following the release of £600k of the Contingency held by the Managing Director to offset the overall pressure within the Directorate. Independent sector day-care is showing an underspend of £214k and this in part relates to a number of clients now receiving their daycare via a direct payment. There are also small variances, both over and under, against the remaining services, including payments to voluntary organisations, day opportunities service and supported employment.

1.1.3.3 People with a Physical Disability:

Overall the position for this client group is a net pressure of £702k. Services for this client group remain under pressure as a result of both demographic and placement price pressures. As a result there continues to be a significant forecast pressure against residential and domiciliary care.

a. Residential Care

The overall forecast for residential care, including preserved rights clients, is a pressure on gross of £526k.

Although the number of clients had reduced from 222 in March to 213 in June, the figure as at December was 228, only marginally down from September's figure of 229. As a result the current forecast assumes 1,072 weeks more than is affordable at a cost of £912k. The actual unit cost is £850.71 which is £25.15 lower than the affordable which reduces the pressure by £297k. The additional client weeks add £125k of income to the position however the income per week is less than the level expected which causes a pressure of £113k.

The forecast number of client weeks of service provided to Preserved Rights clients is 271 lower than the affordable level because of increased attrition which is over and above that assumed in the budget. This reduced activity gives an underspend of £221k although the unit cost is slightly higher than the affordable level which adds £79k back into the position. The reduced activity also means an under-recovery in income of £77k.

b. Domiciliary Care

This line is showing a gross overspend of £558k. The forecast for services provided through the independent sector assumes 35,774 hours more than is affordable, which with a cost per hour of £13.19 gives a pressure of £472k. The actual unit cost is also slightly higher than the affordable level which increases the pressure by £88k.

c. Other Services

This line is showing a gross underspend of £549k following the release of £200k of the Contingency held by the Managing Director to offset the overall pressure within the Directorate. As with Learning Disability there is also an underspend of £222k against independent sector day-care as a number of clients are now receiving their daycare via a direct payment. There are also small underspends against the remaining services, including payments to voluntary organisations and occupational therapy.

1.1.3.4 **All Adults Assessment & Related:**

There is an underspend against gross expenditure of £222k as a result of vacancy management. There is also an over-recovery in income of £355k, of which approximately £300k relates to additional contributions from Health. The estimates for gross expenditure have reduced over the last few months due to revised estimates for turnover and vacancy management.

1.1.3.5 **Mental Health:**

Overall the position for this client group is a net pressure of £307k.

a. Residential Care

The overall forecast for residential care, including preserved rights clients, is a pressure on gross of £631k. In the case of non-preserved rights clients the affordable level was reduced as a result of the decision in both 2008-09 and 2009-10 to realign budgets to reflect the changed priorities in the Directorate to keep clients, wherever possible, within a community based setting such as supported accommodation or via direct payments, rather than residential care, however this change has not happened as quickly as anticipated. The result is a forecast which is 1,272 weeks more than is affordable at a cost of £699k. The actual unit cost is £549.33 which is £17.33 higher than the affordable which adds £152k to the forecast. The forecast also assumes a significant under-recovery in income as an increasing proportion of clients fall under Section 117 legislation meaning that they do not contribute towards the cost of their care. This has added £228k to the pressure.

The forecast for Preserved Rights clients reflects an underspend of £213k because of increased attrition which is over and above that assumed in the budget. The reduced activity also means an under-recovery in income of £69k.

b. Direct Payments

As referred to above the affordable level has been increased in both 2008-09 and 2009-10 to reflect the changed priorities in the Directorate to keep clients, wherever possible, within a community based setting such as supported accommodation or via direct payments, rather than residential care, however this change has not happened as quickly as anticipated. The result is a gross forecast which is significantly underspending against budget by £329k.

c. Other Services

This line is showing an underspend on gross of £154k resulting from small variances against a number of lines including payments to voluntary organisations, daycare, facilities and community services.

1.1.3.6 **Gypsy & Traveller Unit:**

This line is reporting a gross overspend of £107k following an unsuccessful bid to redevelop a site. As the scheme is no longer continuing within the capital programme all the costs incurred so far on the project, amounting to £140k must be written back to revenue. The overall variance is less than this due to small underspends elsewhere within this budget line.

1.1.3.7 **Strategic Business Support:**

The current forecast is an underspend on gross of £630k and an over-recovery in income of £205k. The underspend on gross is spread across a number of teams both at Headquarters and in the two Areas and reflects savings through vacancy management, the value of which comes to approximately £500k. There are also cases where costs have been funded through a grant. For example several posts are either partly or totally covered through the Social Care Reform Grant.



Backfilling of posts has either been done at a lower cost or the post has not been covered, both of which have added to the underspend. There have also been savings against non-pay costs including £75k against printing and stationery.

Within the over-recovery of income is £118k relating to contributions from Universities in respect of the Practice Placement Scheme, as well as additional additional income from Medway Council in respect of Enhanced Pensions and contributions from District Councils involved in the new Excellent Homes For All PFI scheme. There is also additional funding relating to the Safeguarding Adults Board Manager.

**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
KASS	LD Residential gross - activity in excess of affordable level in independent sector placements	+1,640	KASS	Older People Residential income resulting from higher contribution per client per week	-1,113
KASS	Older People Nursing gross - activity in excess of affordable level in independent sector	+1,375	KASS	Older People Domiciliary gross - in house activity below affordable level	-798
KASS	LD Domiciliary gross - pressure relating to change in unit cost in independent sector care	+1,154	KASS	Older People Domiciliary gross - reduction in hours in independent care	-711
KASS	Older People Domiciliary gross - pressure relating to change in unit cost in independent sector hours	+1,123	KASS	LD Other Services gross - release of the balance of the Managing Director's contingency	-600
KASS	PD Residential gross - activity in excess of affordable level in independent sector placements	+912	KASS	Older People Residential gross - Preserved Rights increased attrition	-523
KASS	LD Residential gross - pressure relating to change in unit cost in independent sector care	+886	KASS	Strategic Business Support gross - vacancy management	-500
KASS	MH Residential gross - transfer of clients to community based care/direct payments not yet happened	+699	KASS	Older People Nursing income resulting from additional activity	-452
KASS	Older People Residential gross - in house provision staffing	+676	KASS	Older People Nursing income resulting from higher contribution per client per week	-423
KASS	PD Domiciliary gross - activity in excess of affordable level	+472	KASS	Older People Nursing income - additional income due to higher RNCC activity	-413
KASS	Older People Nursing gross - additional spend due to higher RNCC activity	+413	KASS	OP Nursing income - additional contributions from Health	-354
KASS	LD Supported Accommodation gross - pressure relating to change in unit cost	+379	KASS	MH Direct Payments gross - increase in expected activity in community based care/direct payments not yet happened	-329
KASS	Older People Residential gross - pressure relating to change in unit cost in independent sector placements	+354	KASS	OP Domiciliary gross - lower level of activity against block contracts and enablement	-318
KASS	LD Supported Accommodation gross - contribution to reserve	+331	KASS	LD Supported Accommodation gross - activity below affordable level	-310
KASS	LD Direct Payments gross - independent sector activity in excess of affordable level	+270	KASS	Assessment & Related - Over-recovery of income from additional health contributions	-300

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
KASS	MH Residential income - reduced income due to increasing proportion of clients who are S117	+228	KASS	PD Residential gross - unit cost below affordable level	-297
KASS	Older People Nursing gross - attrition in preserved rights lower than expected	+201	KASS	OP Residential income resulting from increased occupancy in in-house units	-293
KASS	Older People Residential income - reduced Preserved Rights activity	+191	KASS	LD Residential income resulting from higher contribution per client per week	-267
KASS	LD Supported Accommodation gross - backdated cost relating to Ordinary Residence	+189	KASS	LD Residential income - additional income resulting from additional activity	-258
KASS	LD Residential gross - contribution to provision	+170	KASS	PD Other Services - underspend on independent sector day-care	-222
KASS	MH Residential gross - unit cost in excess of affordable level	+152	KASS	Assessment & Related gross - underspend resulting from vacancy management	-222
KASS	LD Residential gross - in house provision staffing	+148	KASS	PD Residential gross - Preserved Rights increased attrition	-221
KASS	Gypsy & Traveller Unit gross - write back of capital costs incurred on a failed bid to redevelop a site	+140	KASS	LD Other Services gross - reduced activity in independent sector/transfer to direct payments	-214
KASS	LD Domiciliary gross - pressure against Independent Living Scheme	+126	KASS	MH Residential gross - Preserved rights decreased activity due to higher attrition	-213
KASS	PD Residential income - income per week below expected level	+113	KASS	PD Other Services gross - release of the balance of the Managing Director's contingency	-200
			KASS	OP Other Services gross - release of the balance of the Managing Director's contingency	-200
			KASS	OP Other Services gross - lower than anticipated demand for Fast-track Occupational Therapy equipment	-200
			KASS	LD Supported Accommodation income - resulting from higher contribution per client per week and additional Health funding	-169
			KASS	Older People Residential income resulting from higher contribution per client per week from Preserved Rights clients	-157
			KASS	Older People Residential gross - Preserved Rights saving relating to change in unit cost	-151
			KASS	PD Residential income - additional activity	-125
			KASS	Strat Bus Supp income - additional training income for Practice Placement scheme	-118
			KASS	LD Residential gross - Preserved rights decreased activity due to higher attrition	-102
		<b>+12,342</b>			<b>-10,773</b>

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

The forecast pressure of £580k assumes that most of the savings identified within the MTP will be achieved, and the Directorate remains confident that other savings, through the application of “Guidelines for Good Management Practice”, will be found to ensure that a balanced budget is achieved by the end of the 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.

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

No revenue projects have been identified for re-phasing.

#### 1.1.7 **Details of proposals for residual variance:**

The KASS Directorate is wholly committed to delivering a balanced outturn position by the end of the financial year. KASS has ‘Guidelines for Good Management Practice’ in place across all teams in order to help us manage demand on an equitable basis consistent with policy and legislation. Robust monitoring arrangements are in place on a monthly basis to ensure that forecasts and expenditure are closely monitored and where necessary challenged. Through these arrangements the Directorate expects to balance the £580k pressure by the end of the year. However this pressure assumes reductions in the number of residential and nursing placements in line with expected trends and risk remains around what additional clients above those either accepted or contested may become “ordinarily resident” in Kent.

## 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.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
<b>Kent Adult Social Services portfolio</b>						
Budget	2,648	4,347	10,835	7,857	1,488	27,175
Adjustments:						
-						0
Revised Budget	2,648	4,347	10,835	7,857	1,488	27,175
Variance		-769	769	0	0	0
<b>split:</b>						
- real variance						0
- re-phasing		-769	+769			0

<b>Real Variance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Re-phasing</b>	<b>0</b>	<b>-769</b>	<b>+769</b>	<b>0</b>	<b>0</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 £'000s	Approval to Spend £'000s	Approval to Plan £'000s	Preliminary Stage £'000s
<b>Overspends/Projects ahead of schedule</b>						
KASS						
			<b>+0</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
<b>Underspends/Projects behind schedule</b>						
KASS	Modernisation of Assets	phasing	-273			
			<b>-273</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
			<b>-273</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>

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

None

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

None

There are no underlying variances.

**1.2.6 General Overview of capital programme:**

## a) Risks

None

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

None

**1.2.7 PFI projects**

## • PFI Housing

1. The £72.489m investment in the PFI Housing project represents 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. The completion of the assets is phased over two years and some are now operational.

	Previous years	2009-10	2010-11	2011-12	TOTAL
	£000s	£000s	£000s	£000s	£000s
<b>Budget</b>	8,892	51,818	11,779	0	72,489
<b>Forecast</b>	8,892	51,818	11,779		72,489
<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)**

Overall costings still as planned.

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

The unitary charge is not subject to indexation as the contractor has agreed to a fixed price for the duration of the contract. Deductions will be made during the contract period if performance falls below the standards agreed or if the facilities are unavailable for use.

During the contract period if one of the partners proposes a change that either results in increased costs or a change in the balance of risk, this must be taken to the Project Board for agreement. Each partner has a vote and any decision resulting in a change to the costs or risks would need unanimous approval.

- PFI Excellent Homes for All

2. The £44.300m investment in the PFI Excellent Homes for All project also represents 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.

	Previous years	2009-10	2010-11	-23	TOTAL
	£000s	£000s	£000s	£000s	£000s
<b>Budget</b>			22,300	22,000	44,300
<b>Forecast</b>			22,300	22,000	44,300
<b>Variance</b>					

- (a) **Progress and details of whether costings are still as planned (for the 3<sup>rd</sup> party)**

Overall costings still as planned.

- (b) **Implications for KCC of details reported in (a) ie could an increase in the cost result in a change to the unitary charge ?**

As per PFI housing above.

### 1.2.8 Project Re-Phasing

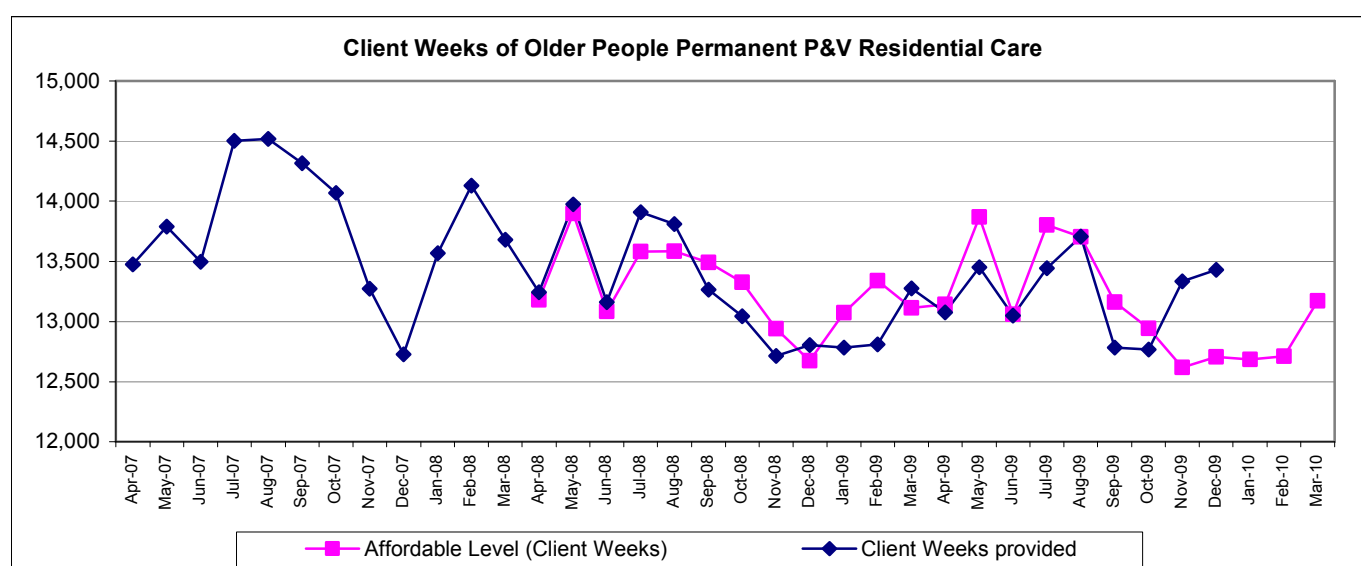
Cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the rephasing will be shown. The possible re-phasing is detailed in the table below.

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>Modernisation of Assets</b>					
Amended total cash limits	+805	+834	+267	+275	+2,181
re-phasing	-273	+273			0
<b>Revised project phasing</b>	<b>+532</b>	<b>+1,107</b>	<b>+267</b>	<b>+275</b>	<b>+2,181</b>
<b>Mental Health</b>					
Amended total cash limits	+114	+200			+314
re-phasing	-112	+112			0
<b>Revised project phasing</b>	<b>+2</b>	<b>+312</b>	<b>0</b>	<b>0</b>	<b>+314</b>
<b>Public Access</b>					
Amended total cash limits	+321	+347	+149	+153	+970
re-phasing	-138	+138			0
<b>Revised project phasing</b>	<b>+183</b>	<b>+485</b>	<b>+149</b>	<b>+153</b>	<b>+970</b>
<b>Total re-phasing &gt;£100k</b>	<b>-523</b>	<b>+523</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>	<b>-246</b>	<b>+246</b>			
<b>TOTAL RE-PHASING</b>	<b>-769</b>	<b>+769</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

	2007-08		2008-09		2009-10	
	Affordable Level (Client Weeks)	Client Weeks of older people P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people P&V residential care provided
April		13,476	13,181	13,244	13,142	13,076
May		13,789	13,897	13,974	13,867	13,451
June		13,495	13,084	13,160	13,059	13,050
July		14,502	13,581	13,909	13,802	13,443
August		14,520	13,585	13,809	13,703	13,707
September		14,316	13,491	13,264	13,162	12,784
October		14,069	13,326	13,043	12,943	12,768
November		13,273	12,941	12,716	12,618	13,333
December		12,728	12,676	12,805	12,707	13,429
January		13,568	13,073	12,784	12,685	
February		14,131	13,338	12,810	12,712	
March		13,680	13,114	13,275	13,172	
<b>TOTAL</b>	<b>169,925</b>	<b>165,546</b>	<b>159,287</b>	<b>158,793</b>	<b>157,572</b>	<b>119,041</b>

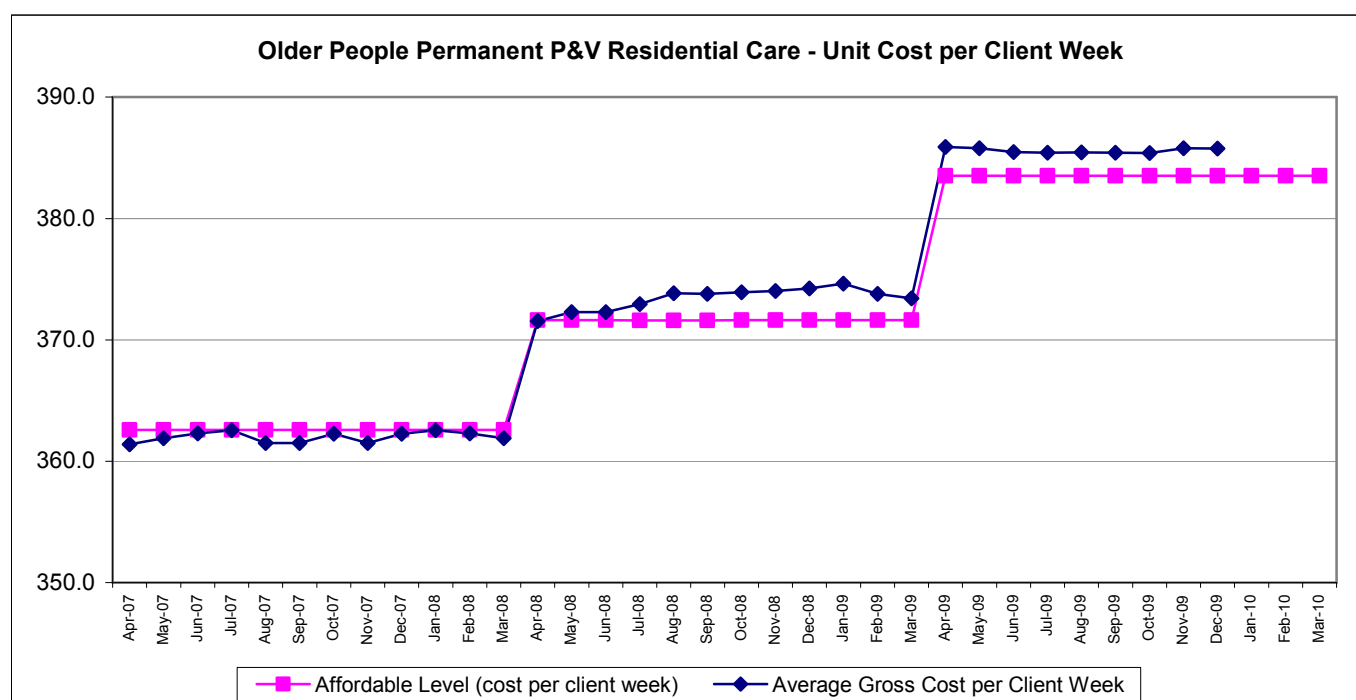


#### Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent P&V residential care at the end of 2007-08 was 2,917 and at the end of March 2009 it was 2,832. In December, the number was 2,774. Although the December position is lower than the March position, there continues to be a pressure relating to older people with dementia.
- The forecast position is 157,368 weeks of care against an affordable level of 157,572, which is a difference of -204 weeks. Using the actual unit cost of £385.76, this reduced level of activity generates an underspend of £79k as highlighted in section 1.1.3.1.a.
- To the end of December 119,041 weeks of care have been delivered against an affordable level of 119,003, a difference of +38 weeks. Although the weeks delivered so far this year is slightly higher than the affordable level, the forecast includes the impact of higher placement numbers at the beginning of the year and includes the ongoing action across the areas to reduce placements. The actual profile is also affected by the number of non-permanent/respite weeks which is volatile. Latest estimates suggest fewer weeks will be needed in the P&V sector in the final quarter of the year because of an increase in in-house weeks and the impact of enablement and intermediate care.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week
April	362.60	361.41	371.60	371.54	383.52	385.90
May	362.60	361.90	371.60	372.28	383.52	385.78
June	362.60	362.31	371.60	372.27	383.52	385.47
July	362.60	362.56	371.60	372.94	383.52	385.43
August	362.60	361.50	371.60	373.84	383.52	385.44
September	362.60	361.50	371.60	373.78	383.52	385.42
October	362.60	362.27	371.60	373.91	383.52	385.39
November	362.60	361.50	371.60	374.01	383.52	385.79
December	362.60	362.27	371.60	374.22	383.52	385.76
January	362.60	362.56	371.60	374.61	383.52	
February	362.60	362.31	371.60	373.78	383.52	
March	362.60	361.90	371.60	373.42	383.52	



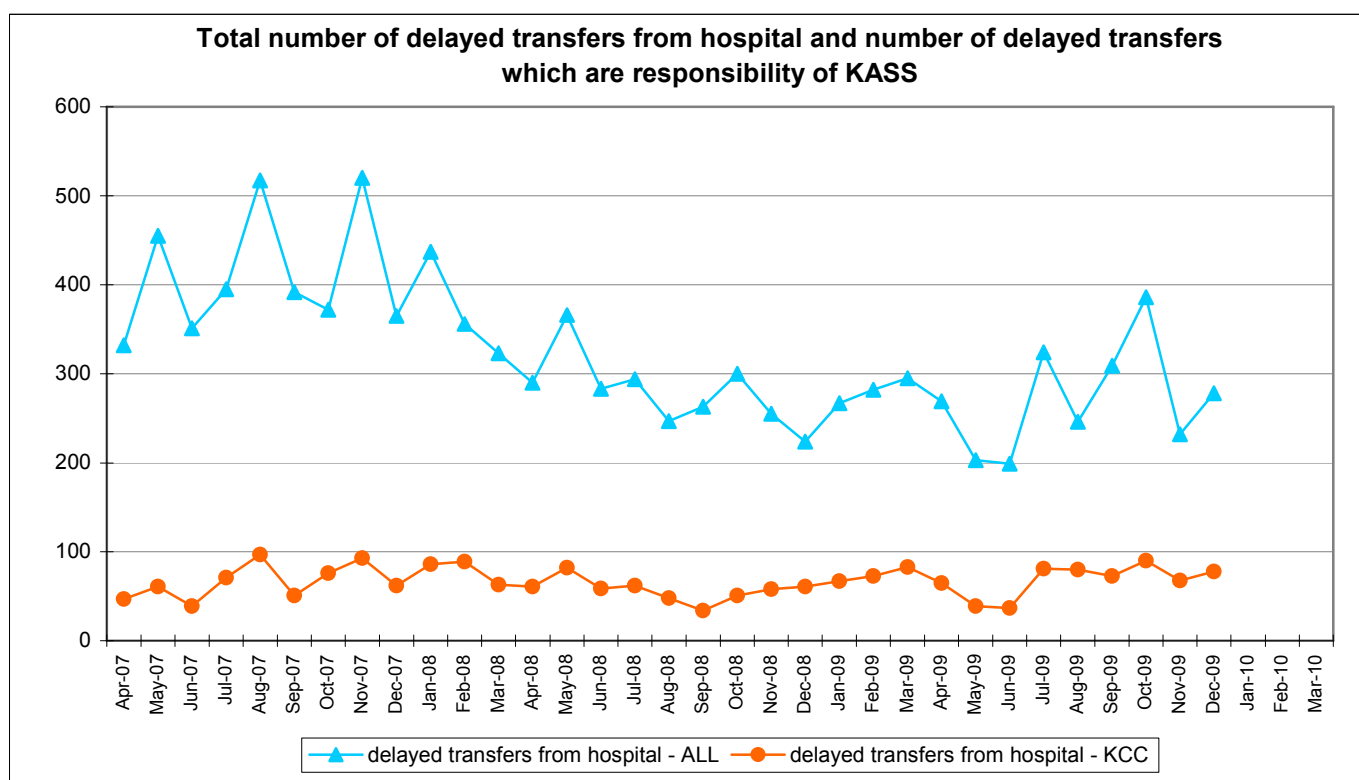
### Comments:

- The increase in unit cost over the last year is higher than inflation, but reflects the increasing proportion of clients with dementia.
- The forecast unit cost of £385.76 is higher than the affordable cost of £383.52 and this difference of +£2.24 adds £354k to the position when multiplied by the affordable weeks, as highlighted in section 1.1.3.1.a.



### 2.1.3 Total of All Delayed Transfers from hospital compared with those which are KASS responsibility:

	2007-08		2008-09		2009-10	
	ALL	KASS responsibility	ALL	KASS responsibility	ALL	KASS responsibility
April	332	47	290	61	269	65
May	455	61	366	82	203	39
June	351	39	283	59	199	37
July	395	71	294	62	324	81
August	517	97	247	48	246	80
September	392	51	263	34	309	73
October	372	76	300	51	386	90
November	520	93	255	58	232	68
December	365	62	224	61	278	78
January	437	86	267	67		
February	356	89	282	73		
March	323	63	295	83		

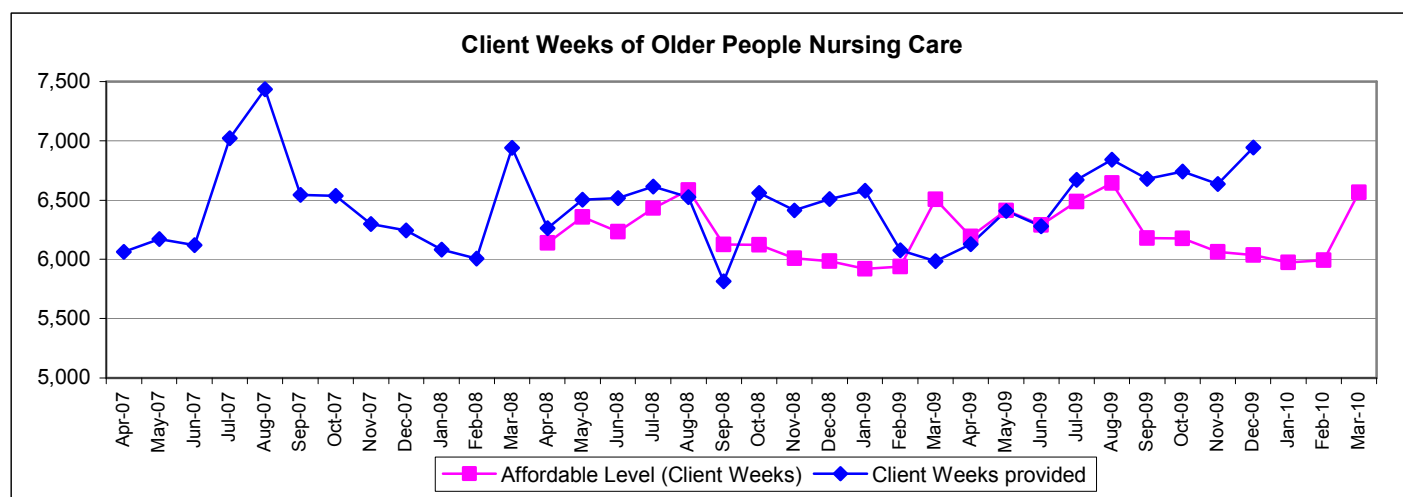


#### Comments:

- The Delayed Transfers of Care (DTCs) show the numbers of people whose movement from an acute hospital has been delayed. Typically this may be because they are waiting for an assessment to be completed, they are choosing a residential or nursing home placement, or waiting for a vacancy to become available. This figure shows all delays, but those attributable to Adult Social Services, and therefore subject to the reimbursement regime, are a minority. There are many reasons for fluctuations in the number of DTCs which result from the interaction of various different factors within a highly complex system across both Health and Social Care.
- This activity information is obtained from a national database based on data provided by the PCTs.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided	Affordable Level (Client Weeks)	Client Weeks of older people nursing care provided
April		6,062	6,137	6,263	6,191	6,127
May		6,170	6,357	6,505	6,413	6,408
June		6,120	6,233	6,518	6,288	6,279
July		7,020	6,432	6,616	6,489	6,671
August		7,436	6,586	6,525	6,644	6,841
September		6,546	6,124	5,816	6,178	6,680
October		6,538	6,121	6,561	6,175	6,741
November		6,298	6,009	6,412	6,062	6,637
December		6,243	5,984	6,509	6,037	6,952
January		6,083	5,921	6,580	5,973	
February		6,008	5,940	6,077	5,992	
March		6,941	6,507	5,985	6,566	
<b>TOTAL</b>	<b>74,707</b>	<b>77,463</b>	<b>74,351</b>	<b>76,367</b>	<b>75,008</b>	<b>59,336</b>

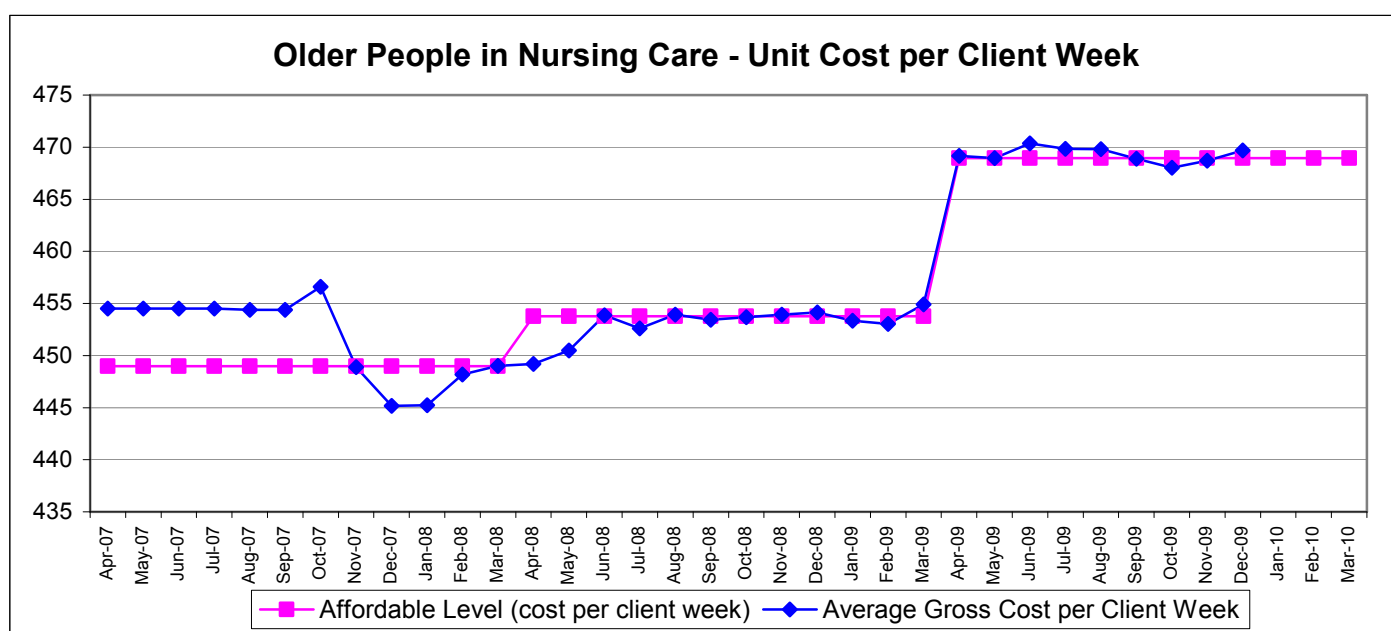


### Comment:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people nursing care at the end of 2007-08 was 1,386, at the end of March 2009, it had decreased to 1,332 and in December, it had increased slightly to 1,386.
- To the end of December 59,336 weeks of care have been delivered against an affordable level of 56,477 a difference of +2,859 weeks.
- The forecast position is 77,937 weeks of care against an affordable level of 75,008, a difference of +2,929 weeks. Using the actual unit cost of £469.67, this additional activity adds £1,375k to the forecast as highlighted in section 1.1.3.1.b.
- Permanent placements have been slightly higher in the second and third quarters than in the first which means the difference between the forecast weeks and the affordable levels will be larger by year-end. In addition, non-permanent care has increased since the first quarter but it is assumed that this will reduce again in the final quarter and this is reflected in the forecast. The forecast also assumes that placements will reduce in the final quarter based on previous year's levels of attrition.
- There are always pressures in permanent nursing care which may occur for many reasons. Increasingly, older people are entering nursing care only when other ways of support have been explored. This means that the most dependent are those that enter nursing care and consequently are more likely to have dementia. In addition, there will always be pressures which the directorate face, for example the knock on effect of minimising delayed transfers of care. Demographic changes – increasing numbers of older people with long term illnesses – also means that there is an underlying trend of growing numbers of people needing nursing care.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week
April	448.98	454.50	453.77	449.18	468.95	469.15
May	448.98	454.50	453.77	450.49	468.95	468.95
June	448.98	454.50	453.77	453.86	468.95	470.37
July	448.98	454.50	453.77	452.61	468.95	469.84
August	448.98	454.40	453.77	453.93	468.95	469.82
September	448.98	454.40	453.77	453.42	468.95	468.88
October	448.98	456.60	453.77	453.68	468.95	468.04
November	448.98	448.88	453.77	453.92	468.95	468.69
December	448.98	445.16	453.77	454.13	468.95	469.67
January	448.98	445.22	453.77	453.33	468.95	
February	448.98	448.17	453.77	453.02	468.95	
March	448.98	449.00	453.77	454.90	468.95	

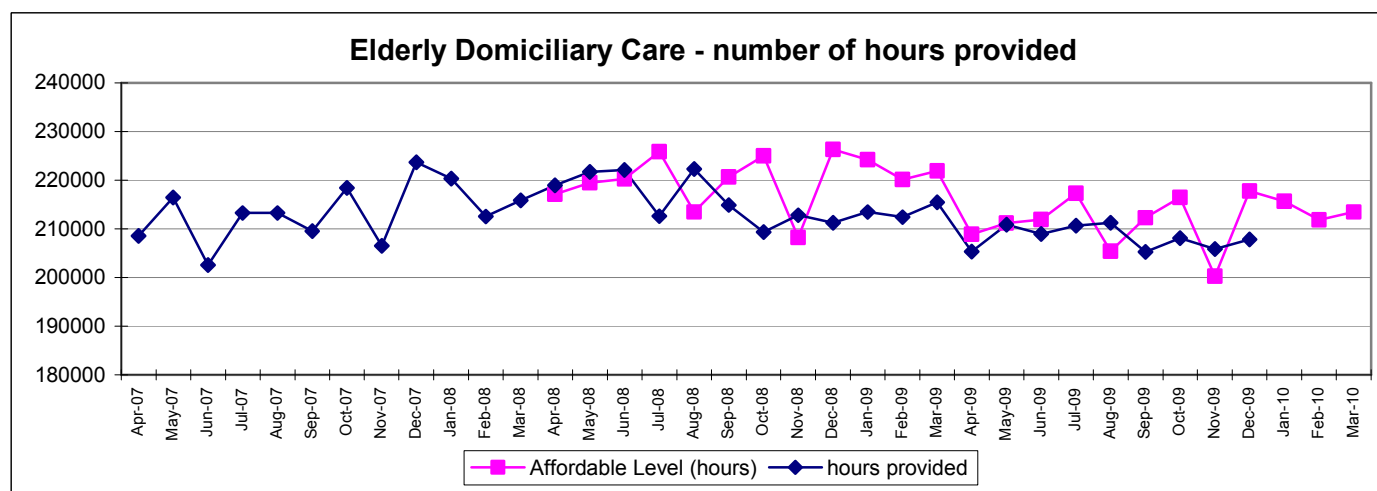
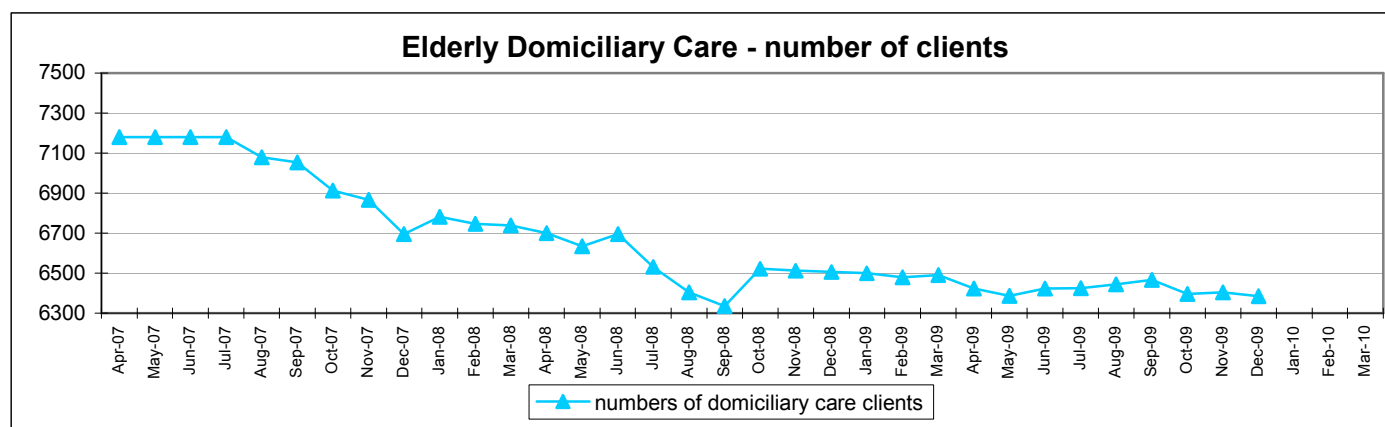


### Comments:

- As with residential care, the unit cost for nursing care will be affected by the increasing proportion of older people with dementia who need more specialist and expensive care
- The forecast unit cost of £469.67 is higher than the affordable cost of £468.95 and this difference of +£0.72 increases the pressure by £53k when multiplied by the affordable weeks, as highlighted in section 1.1.3.1.b

## 2.3.1 Elderly domiciliary care – numbers of clients and hours provided:

	2007-08			2008-09			2009-10		
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients
April		208,524	7,179	217,090	218,929	6,700	208,869	205,312	6,423
May		216,477	7,180	219,480	221,725	6,635	211,169	210,844	6,386
June		202,542	7,180	220,237	222,088	6,696	211,897	208,945	6,422
July		213,246	7,180	225,841	212,610	6,531	217,289	210,591	6,424
August		213,246	7,079	213,436	222,273	6,404	205,354	211,214	6,443
September		209,504	7,054	220,644	214,904	6,335	212,289	205,238	6,465
October		218,397	6,912	225,012	209,336	6,522	216,491	208,051	6,396
November		206,465	6,866	208,175	212,778	6,512	200,292	205,806	6,403
December		223,696	6,696	226,319	211,189	6,506	217,749	207,771	6,385
January		220,313	6,782	224,175	213,424	6,499	215,686		
February		212,499	6,746	220,135	212,395	6,478	211,799		
March		215,865	6,739	221,875	215,488	6,490	213,474		
<b>TOTAL</b>	<b>2,610,972</b>	<b>2,560,774</b>		<b>2,642,419</b>	<b>2,587,139</b>		<b>2,542,358</b>	<b>1,873,772</b>	



## Comment:

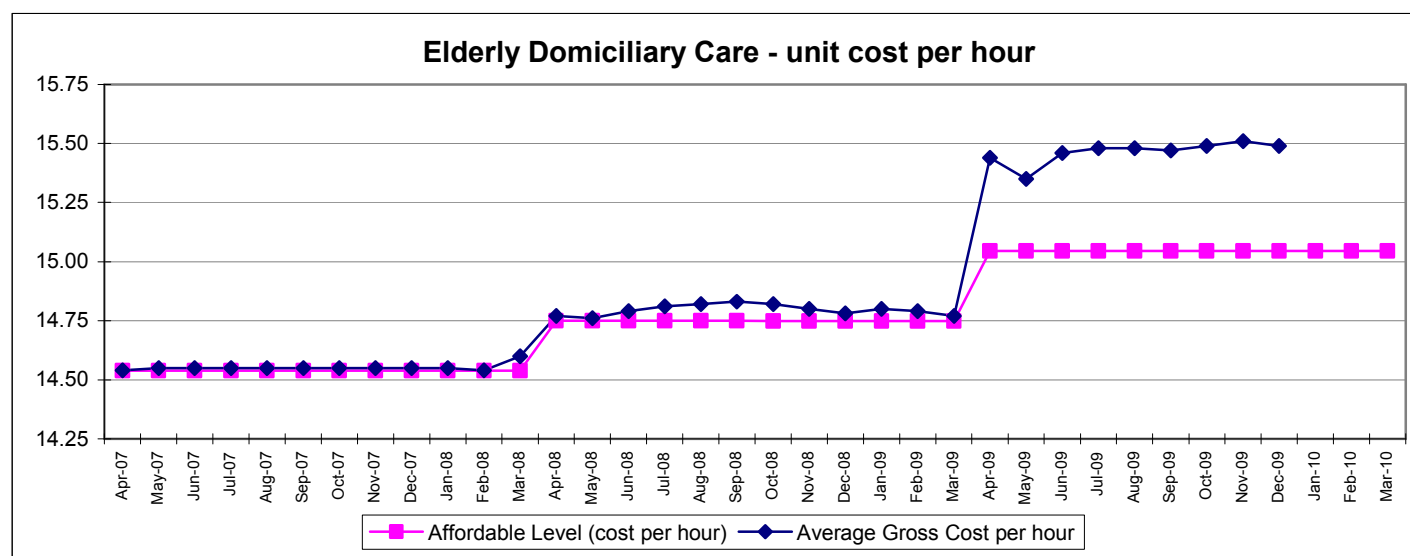
- Figures exclude services commissioned from the Kent HomeCare Service.
- The current forecast is 2,496,440 hours of care set against an affordable level of 2,542,358, a difference of 45,918 hours. Using the forecast unit cost of £15.486, this reduction in activity indicates a £711k underspend, as highlighted in section 1.1.3.1.c.
- The number of people receiving domiciliary care has decreased since 2008/09, and we would not expect the number of domiciliary care clients to be significantly increasing for several reasons. Firstly, the success of preventative services such as intermediate care, rapid response and ongoing service developments with the voluntary sector and other organisations mean that we continue to prevent people from needing 'mainstream' domiciliary care. The LAA target focuses on how we can ensure

that people are helped back to their own homes successfully with very minimal support. In the voluntary sector, people can access services, very often involving social inclusion (e.g. luncheon clubs and other social activities), without having to undergo a full care management assessment. Secondly, public health campaigns and social marketing aimed at improving people's health is already starting to result in healthier older people. Increase in the use of Telecare and Telehealth similarly reduces the need for domiciliary care, and it is possible that this trend will continue despite the growth in numbers of older people. Thirdly, in Kent, as well as nationwide, the take up of direct payments by older people, has for the first time, reached similar levels as people with physical disabilities.

- With the implementation of Self directed support within the Directorate and a key emphasis on enablement services, which is a short term but intensive service, we would expect the average hours per person to increase and this is starting to happen.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Cost per Hour)	Average Gross Cost per Hour	Affordable Level (Cost per Hour)	Average Gross Cost per Hour	Affordable Level (Cost per Hour)	Average Gross Cost per Hour
April	14.50	14.54	14.75	14.77	15.045	15.44
May	14.50	14.55	14.75	14.76	15.045	15.35
June	14.50	14.55	14.75	14.79	15.045	15.46
July	14.50	14.55	14.75	14.81	15.045	15.48
August	14.50	14.55	14.75	14.82	15.045	15.48
September	14.50	14.55	14.75	14.83	15.045	15.47
October	14.50	14.55	14.75	14.82	15.045	15.49
November	14.50	14.55	14.75	14.80	15.045	15.51
December	14.50	14.55	14.75	14.78	15.045	15.49
January	14.50	14.55	14.75	14.80	15.045	
February	14.50	14.54	14.75	14.79	15.045	
March	14.50	14.60	14.75	14.77	15.045	

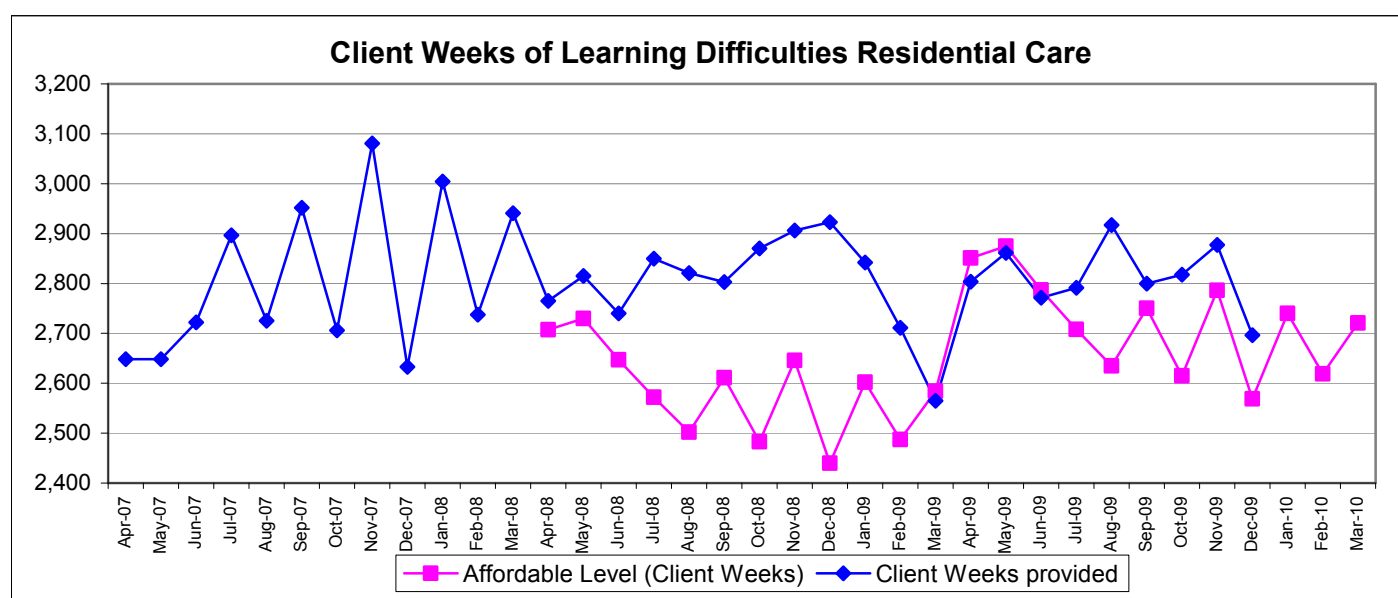


#### Comments:

- The average unit cost per week is increasing and may reflect the same issues outlined above concerning more intense packages and higher levels of need
- The forecast unit cost of £15.486 is higher than the affordable cost of £15.045 and this difference of +£0.441 increases the pressure by £1,123k when multiplied by the affordable hours, as highlighted in section 1.1.3.1.c.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided	Affordable Level (Client Weeks)	Client Weeks of LD residential care provided
April		2,648	2,707	2,765	2,851	2,804
May		2,648	2,730	2,815	2,875	2,861
June		2,722	2,647	2,740	2,787	2,772
July		2,897	2,572	2,850	2,708	2,792
August		2,725	2,502	2,821	2,635	3,091
September		2,952	2,611	2,803	2,750	2,640
October		2,706	2,483	2,870	2,615	2,818
November		3,081	2,646	2,906	2,786	2,877
December		2,633	2,440	2,923	2,569	2,696
January		3,004	2,602	2,842	2,740	
February		2,737	2,487	2,711	2,619	
March		2,941	2,584	2,565	2,721	
<b>TOTAL</b>	<b>30,984</b>	<b>33,695</b>	<b>31,011</b>	<b>33,611</b>	<b>32,656</b>	<b>25,351</b>

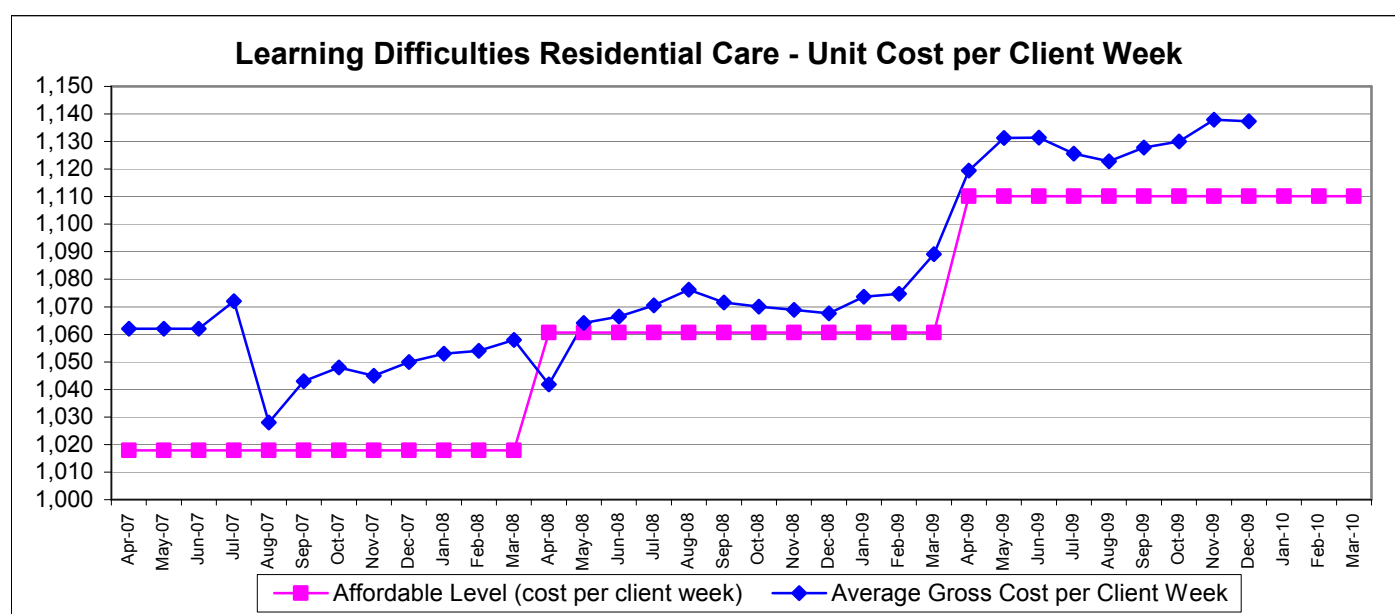


#### Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in LD residential care at the end of 2007-08 was 633, at the end of 2008-09 it was 640 (with some much higher numbers during the year) and at the end of September 642. In December this number has reduced slightly to 636.
- The forecast position of 34,098 weeks of care is some 1,442 weeks over the affordable level, indicating a pressure of £1,640k using a unit cost of £1,137.28. The forecast is based on the current activity as well as those known young people that will be coming to adult social services before the end of the year, plus an assumption about clients transferring out of residential care to supported living arrangements. Those young people in the “transition” process are known to Social Services as young as 14 and so they can be planned for, as highlighted in section 1.1.3.2.a.
- To the end of December 25,351 weeks of care have been delivered against an affordable level of 24,576 a difference of 775 weeks. The number of people in residential care has decreased slightly in the last couple of months, although the forecast allows for an increase based on known/named clients.
- The forecast includes permanent and non permanent weeks, and the expected increase in non permanent weeks over the remaining months of the year will not therefore be reflected in the movement in client numbers.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week
April	1,018.00	1,062.00	1,060.70	1,041.82	1,110.15	1,119.42
May	1,018.00	1,062.00	1,060.70	1,064.19	1,110.15	1,131.28
June	1,018.00	1,062.00	1,060.70	1,066.49	1,110.15	1,131.43
July	1,018.00	1,072.00	1,060.70	1,070.50	1,110.15	1,125.65
August	1,018.00	1,028.00	1,060.70	1,076.27	1,110.15	1,122.81
September	1,018.00	1,043.00	1,060.70	1,071.59	1,110.15	1,127.79
October	1,018.00	1,048.00	1,060.70	1,070.02	1,110.15	1,130.07
November	1,018.00	1,045.00	1,060.70	1,068.95	1,110.15	1,137.95
December	1,018.00	1,050.00	1,060.70	1,067.59	1,110.15	1,137.28
January	1,018.00	1,053.00	1,060.70	1,073.71	1,110.15	
February	1,018.00	1,054.00	1,060.70	1,074.67	1,110.15	
March	1,018.00	1,058.00	1,060.70	1,089.10	1,110.15	

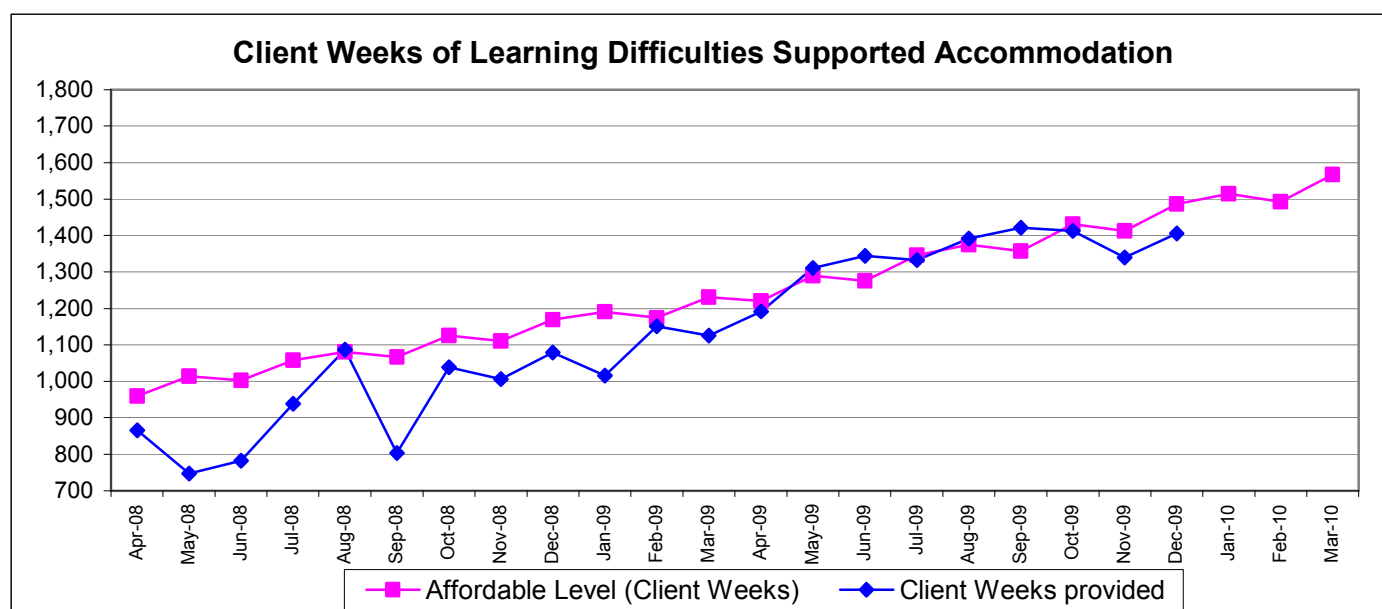


### Comments:

- Clients being placed in residential care are those with very complex and individual needs which makes it difficult for them to remain in the community, in supported accommodation/supporting living arrangements, or receiving a domiciliary care package. These are therefore placements which attract a very high cost, with the average now being over £1,100 per week. It is expected that clients with less complex needs, and therefore less cost, can transfer from residential into supported living arrangements. This would mean that the average cost per week would increase over time as the remaining clients in residential care would be those with very high costs – some of whom can cost up to £2,000 per week. In addition, no two placements are alike – the needs of people with learning disabilities are unique and consequently, it is common for average unit costs to increase or decrease significantly on the basis of one or two cases.
- The forecast unit cost of £1,137.28 is higher than the affordable cost of £1,110.15 and this difference of £27.13 adds £886k to the position when multiplied by the affordable weeks, as highlighted in section 1.1.3.2.a.

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

	2007-08		2008-09		2009-10	
	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided	Affordable Level (Client Weeks)	Client Weeks of LD supported accommodation provided
April			960	865	1,221	1,192
May			1,014	747	1,290	1,311
June			1,003	782	1,276	1,344
July			1,058	939	1,346	1,333
August			1,081	1,087	1,375	1,391
September			1,067	803	1,357	1,421
October			1,125	1,039	1,431	1,412
November			1,110	1,006	1,412	1,340
December			1,169	1,079	1,487	1,405
January			1,191	1,016	1,515	
February			1,174	1,151	1,493	
March			1,231	1,125	1,567	
<b>TOTAL</b>	<b>7,618</b>	<b>11,156</b>	<b>13,183</b>	<b>11,639</b>	<b>16,770</b>	<b>12,149</b>



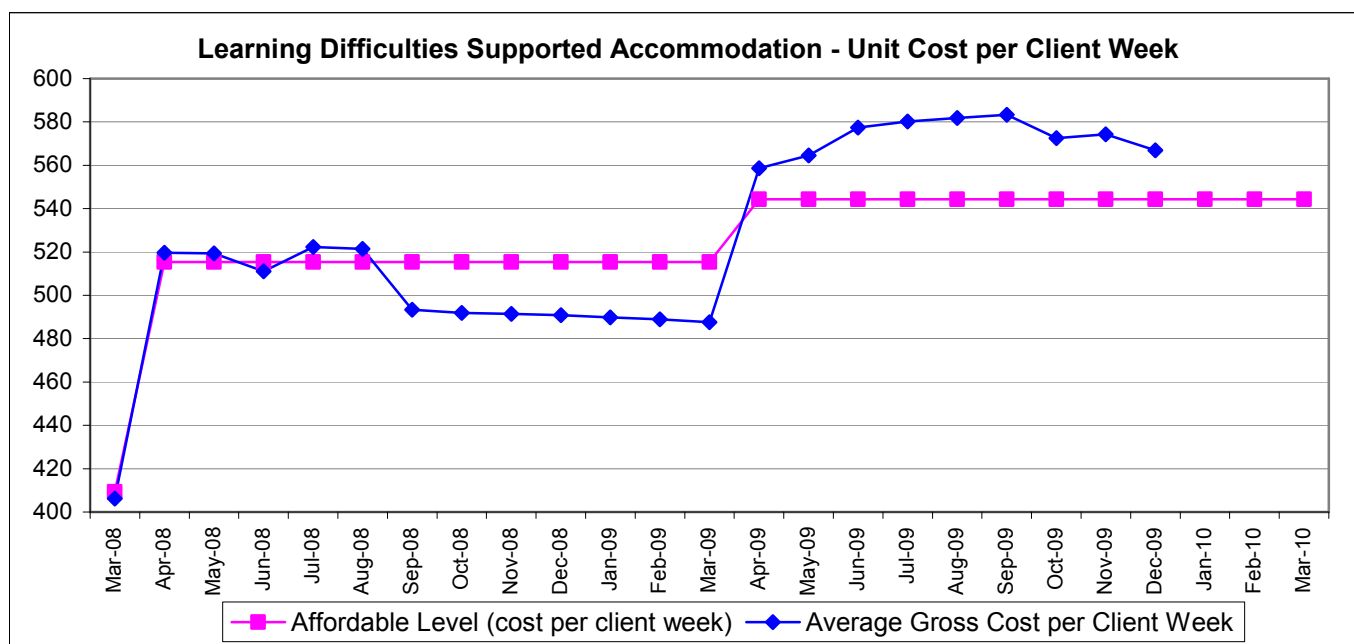
#### Comments:

- The above graph reflects the number of client weeks of service. The actual number of clients in LD supported accommodation at the end of 2007-08 was 193 and at the end of March 2009 it was 233. As at the end of December, the numbers had increased to 281.
- The latest forecast position of 16,224 weeks clients against an affordable level of 16,770 weeks shows a difference of -546 weeks, which indicates a saving of £310k using a unit cost of £566.87.
- To the end of December 12,149 weeks of care have been delivered against an affordable level of 12,195 a difference of -46 weeks. The affordable weeks for the remaining months of the year were based on much higher levels of activity than are currently being experienced. The latest forecast assumes that between now and the end of the year actual weeks will be below affordable levels by 500 weeks.
- Like residential care for people with a learning disability, every case is unique and varies in cost, depending on the individual circumstances. Although the quality of life will be better for these people, it is not always significantly cheaper. The focus to enable as many people as possible to move from residential care into supported accommodation means that increasingly complex and unique cases will be successfully supported to live independently.



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

	2007-08		2008-09		2009-10	
	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Average Gross Cost per Client Week
April			515.41	519.60	544.31	558.65
May			515.41	519.40	544.31	564.49
June			515.41	511.10	544.31	577.33
July			515.41	522.30	544.31	580.27
August			515.41	521.40	544.31	581.76
September			515.41	493.33	544.31	583.26
October			515.41	491.85	544.31	572.59
November			515.41	491.47	544.31	574.24
December			515.41	490.83	544.31	566.87
January			515.41	489.75	544.31	
February			515.41	488.90	544.31	
March	409.31	406.18	515.41	487.60	544.31	

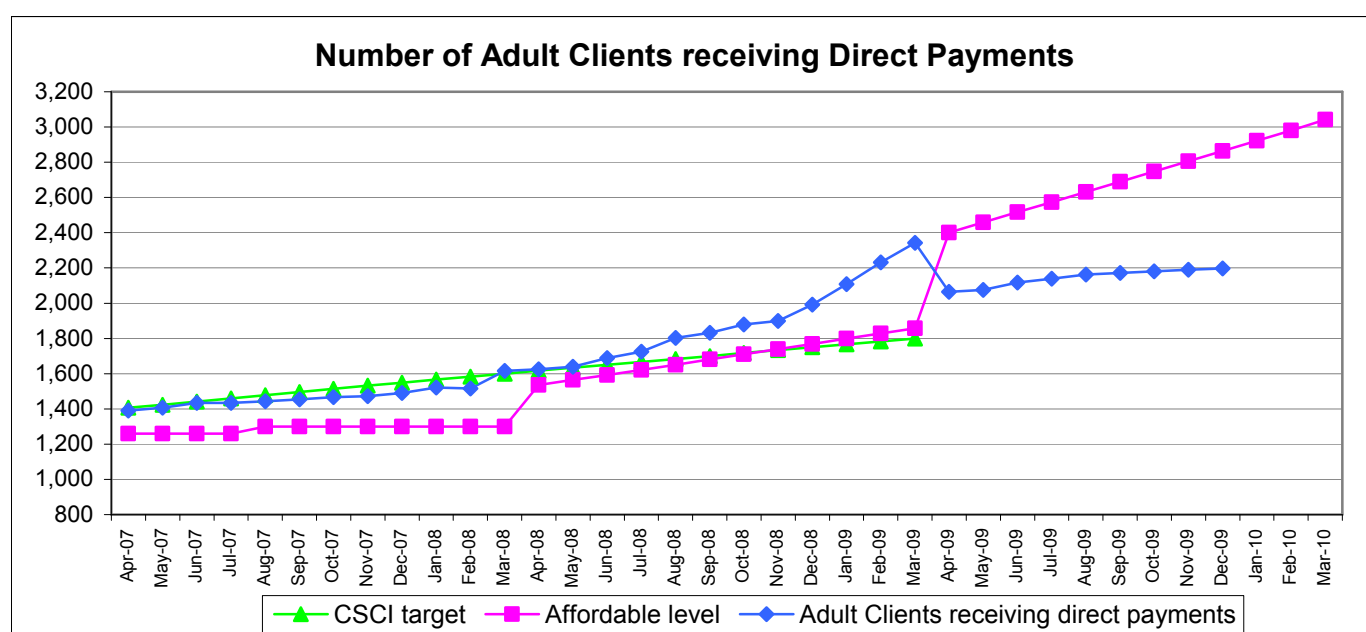


### Comments:

- The forecast unit cost of £566.87 is higher than the affordable cost of £544.31 and this difference of +£22.56 adds £379k to the position when multiplied by the affordable weeks as highlighted in section 1.1.3.2.d.
- The costs associated with these placements will vary depending on the complexity of each case and the type of support required in each placement. This varies enormously between a domiciliary type support to life skills and daily living support.

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

	2007-08			2008-09			2009-10	
	CSCI Target	Affordable Level	Adult Clients receiving Direct Payments	CSCI Target	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments
April	1,406	1,259	1,390	1,617	1,535	1,625	2,400	2,065
May	1,424	1,259	1,407	1,634	1,564	1,639	2,458	2,076
June	1,442	1,259	1,434	1,650	1,593	1,689	2,516	2,097
July	1,460	1,259	1,434	1,667	1,622	1,725	2,574	2,118
August	1,478	1,299	1,444	1,683	1,651	1,802	2,632	2,139
September	1,496	1,299	1,454	1,700	1,681	1,832	2,690	2,179
October	1,514	1,299	1,467	1,717	1,710	1,880	2,748	2,182
November	1,532	1,299	1,472	1,734	1,740	1,899	2,806	2,199
December	1,549	1,299	1,491	1,750	1,769	1,991	2,864	2,247
January	1,566	1,299	1,522	1,767	1,799	2,108	2,922	
February	1,583	1,299	1,515	1,783	1,828	2,231	2,980	
March	1,600	1,299	1,615	1,800	1,857	2,342	3,042	



## Comments:

- From April 2008, the national measure for direct payments counted the permanent placements and the number of one-off payments within the year. The position reported for March 2009 represented the total activity for 2008-09 i.e. of the 2,342 adult clients reported as receiving a direct payment, 2,055 were in receipt of ongoing payments and 287 were clients that had received one-off payments at some point throughout the year. From April 2009, we have gone back to again reporting only the permanent placements in line with the requirements for Core Monitoring. For purposes of comparison, the ongoing placements as at March were 2,055, as at December this had increased to 2,247. The affordable level of 2,864 for December assumes 2,315 on-going placements and 549 one-off payments, therefore as at December we are 68 placements below the affordable level for on-going placements across all client groups.  
It should be noted that the actual clients reported for April, May and June in the September Cabinet report included one-off payments and these have now been excluded so that only on-going clients are included. Also figures will have been revised to take account of changes to Swift (client activity system) on the basis of ongoing data quality validation and changing client circumstances.
- From 2009-10, we no longer have a CSCI target for direct payments.

### 3. KASS OUTSTANDING DEBT

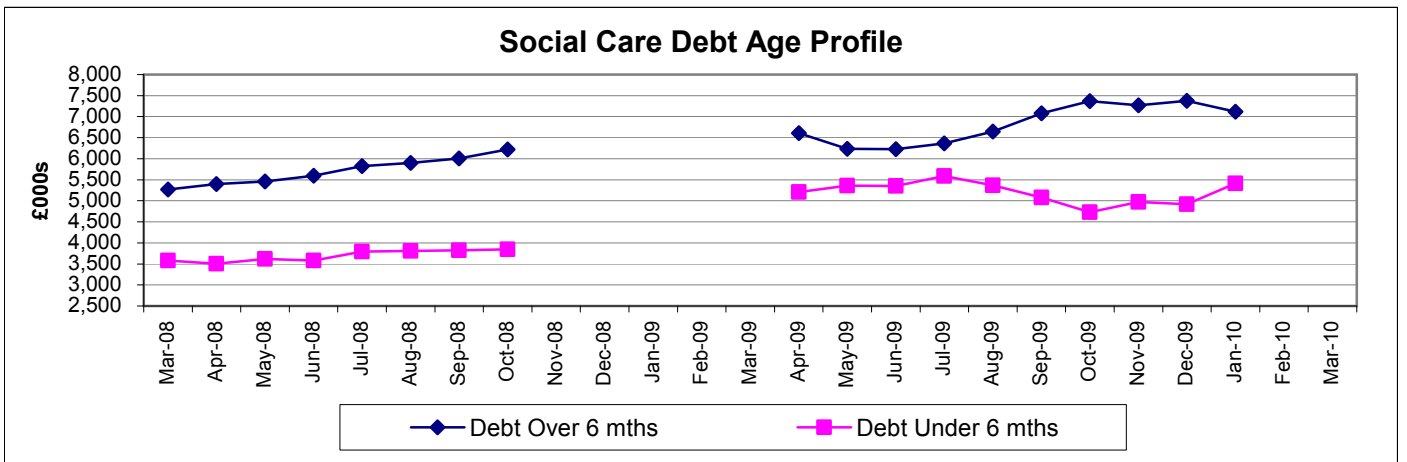
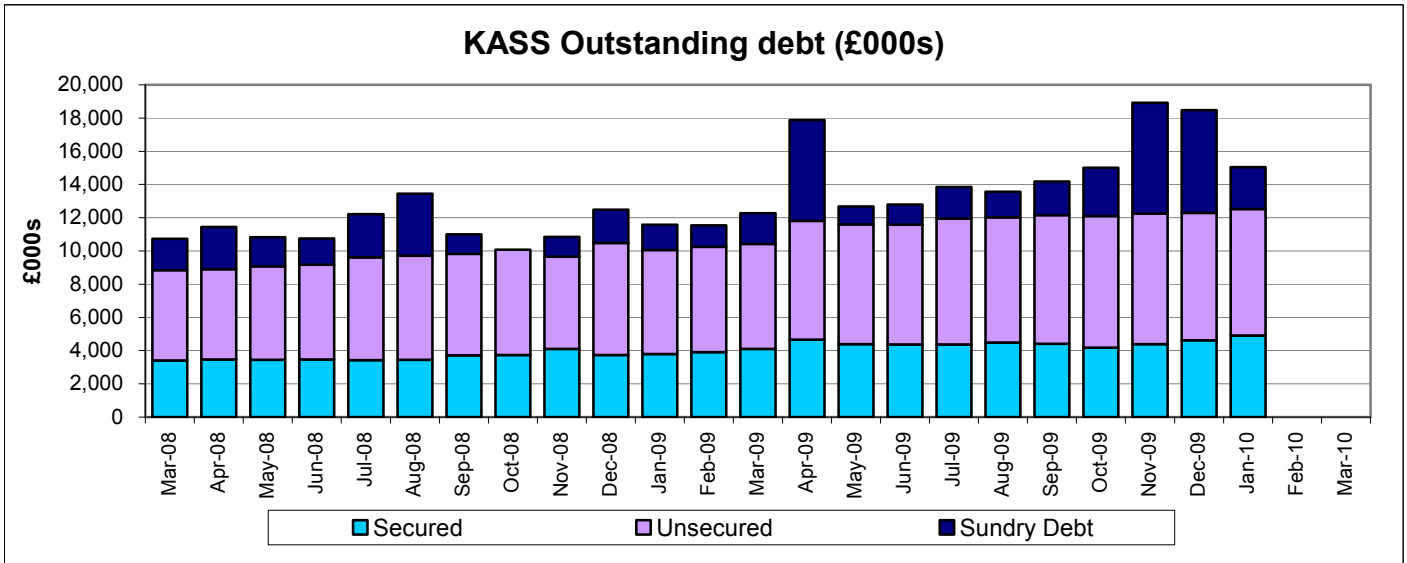
The outstanding debt as at January was £15.1m excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this is £12.5m relating to Social Care (client) debt and the following table shows how this breaks down in terms of age and also whether it is secured (i.e. by a legal charge on the client's property) or unsecured, together with how this month compares with previous months. For most months the debt figures refer to when the four weekly invoice billing run interfaces with Oracle (the accounting system) rather than the calendar month, as this provides a more meaningful position for Social Care Client Debt. This therefore means that there are 13 billing invoice runs during the year. It also means that as the Directorate moved onto the new Client Billing system in October 2008, the balance will differ from that reported by Corporate Exchequer who report on a calendar month basis, apart from the period November 2008 to March 2009, when the figures are based on calendar months, as provided by Corporate Exchequer, because reports at that time were not aligned with the four weekly billing runs. From April 2009 the debt figures revert back to being on a four weekly basis to coincide with invoice billing runs. The age of debt cannot be completed for the months between November 2008 and March 2009 as the switch to Client Billing meant that all debts transferring on to the new system became "new" for purposes of reporting therefore it was not possible to show ageing until April.

Debt Month	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Social Care Debt				
			Total Social Care Due Debt £000s	Debt Over 6 mths £000s	Debt Under 6 mths £000s	Secured £000s	Unsecured £000s
Mar-08	10,727	1,882	8,845	5,268	3,577	3,410	5,435
Apr-08	11,436	2,531	8,905	5,399	3,506	3,468	5,437
May-08	10,833	1,755	9,078	5,457	3,621	3,452	5,626
Jun-08	10,757	1,586	9,171	5,593	3,578	3,464	5,707
Jul-08	12,219	2,599	9,620	5,827	3,793	3,425	6,195
Aug-08	13,445	3,732	9,713	5,902	3,811	3,449	6,264
Sep-08	11,004	1,174	9,830	6,006	3,824	3,716	6,114
Oct-08	*	*	10,071	6,223	3,848	3,737	6,334
Nov-08	10,857	1,206	9,651			4,111	5,540
Dec-08	12,486	2,004	10,482			3,742	6,740
Jan-09	11,575	1,517	10,058			3,792	6,266
Feb-09	11,542	1,283	10,259			3,914	6,345
Mar-09	12,276	1,850	10,426			4,100	6,326
Apr-09	17,874	6,056	11,818	6,609	5,209	4,657	7,161
May-09	12,671	1,078	11,593	6,232	5,361	4,387	7,206
Jun-09	12,799	1,221	11,578	6,226	5,352	4,369	7,209
Jul-09	13,862	1,909	11,953	6,367	5,586	4,366	7,587
Aug-09	13,559	1,545	12,014	6,643	5,371	4,481	7,533
Sep-09	14,182	2,024	12,158	7,080	5,078	4,420	7,738
Oct-09	15,017	2,922	12,095	7,367	4,728	4,185	7,910
Nov-09	18,927	6,682	12,245	7,273	4,972	4,386	7,859
Dec-09	18,470	6,175	12,295	7,373	4,922	4,618	7,677
Jan-10	15,054	2,521	12,533	7,121	5,412	4,906	7,627
Feb-10							
Mar-10							

\* In October 2008, KASS Social Care debt transferred from the COLLECT system to Oracle. The new reports were not available at this point, hence there is no data available for this period. The October Social Care debt figures relate to the last four weekly billing run in the old COLLECT system.

Overall Social Care Due Debt has increased by £438k since the last full monitoring report to Cabinet in November, although all of this is secured, and the amount of debt that is unsecured has reduced.

The amount of sundry debt increased significantly in November and December due to two large invoices to Health secured through Section 256 agreements, which have now been paid.



\* The age of debt cannot be completed for the months between November 2008 and March 2009 as the switch to Client Billing meant that all debts transferring on to the new system became “new” for purposes of reporting therefore it was not possible to show ageing until April (i.e. once these debts became 6 months old in the new system).

## ENVIRONMENT, HIGHWAYS & WASTE 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" i.e. 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.
- The inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 of 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>Environment, Highways &amp; Waste portfolio</b>							
Kent Highways Services	59,986	-6,860	53,126	5,181	0	5,181	Signs & lines +£0.39m, dilapidations +£0.25m, winter weather +£1.4m, Permit Scheme +£0.474m, energy +£0.567m and resurfacing +£2.1m
Public Transport Contracts	18,273	-2,400	15,873	360	0	360	Freedom Pass
Waste Management	69,827	-1,973	67,854	-5,230	-156	-5,386	Reduced tonnage - £3.9m, Allington WtE off-line -£1.3m, KWP - £0.030m and additional recycling income - £0.156m
Environmental Group	9,263	-4,692	4,571	-494	309	-185	-£0.120m rephasing & - £0.065m additional external income for land use survey. £0.374m reduced spend & income on KDAONB
Strategic Planning	808		808	0	0	0	
Planning Applications	1,440	-477	963	0	0	0	
Transport Strategy Group	470		470	0	0	0	
Strategic Management	850		850	0	0	0	
Resources	5,660	-159	5,501	-615	0	-615	Vacancies -£0.21m, rephasing of MIDAS replacement -£0.405m
Support Services purchased from CED	1,871		1,871	0	0	0	
<b>Total E, H &amp; W</b>	<b>168,448</b>	<b>-16,561</b>	<b>151,887</b>	<b>-798</b>	<b>153</b>	<b>-645</b>	
<b>Assumed Management Action</b>							
<b>Forecast after Mgmt Action</b>				<b>-798</b>	<b>153</b>	<b>-645</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:

#### Waste Management:

- 1.1.3.1 The waste tonnage figures April to January are significantly below the affordable (budgeted) level. This means that there is a substantial saving from reduced waste tonnage and it is expected that waste volumes will continue to be below the budgeted level for the remainder of the financial year. Our current estimate for the reduced tonnage is around 60,000 tonnes, which at an average of roughly £65 per tonne produces a budget saving for 2009-10 of approximately £3.9m.
- 1.1.3.2 The recently published budget shows tonnage savings of £1.343m in 2010-11, with the expectation that tonnage levels will remain static for 2011-12 and 2012-13. However, over the longer term, given the volatile nature of the waste volumes, reliance on permanently lower waste tonnage is inadvisable. Waste tonnage reductions could easily reverse. Very small changes in consumer behaviour, if they are replicated across the households in Kent, can have a very large effect on the cost of waste disposal. Each 1% increase in waste tonnage on the existing 796,000 tonne budget will cost around £0.5m. If each household throws away just one additional kilogramme of rubbish per week, this would equate to an increase of 3.6% and a disposal cost of nearly £2m. We have however included an additional saving of £0.806m in 2010-11 which we expect to be a permanent reduction in tonnage due to changes in behaviour brought about by our reduce waste campaigns, bringing the total budgeted reduction in 2010-11 to £2.149m.
- 1.1.3.3 There has also been some further downtime for the Allington waste to energy plant for maintenance prior to handover to KentEnviroPower Ltd from the construction contractor, resulting in 100,000 tonnes being diverted to landfill. This gives a one-off saving of approximately £1.3m.
- 1.1.3.4 Recycling income is ahead of target, with textile sales providing the largest element. This is resulting in forecast over recovery of income of £0.156m.

#### Kent Highways Services (KHS):

- 1.1.3.5 The highways budget continues to be under significant pressure. The backlog of capital maintenance remains high, which in turn puts pressure on revenue spend. There has been an injection of capital cash in 2009-10 to start reducing some of the backlog, but there are a number of roads in serious need of resurfacing which cannot be met from current allocations. Cabinet agreed therefore that KHS could make a £2.1m revenue contribution, (to be funded from the underspending on Waste Management), to bring forward these essential resurfacing works into 2009-10.
- 1.1.3.6 The prolonged periods of adverse weather in the run up to Christmas and in January, coupled with the early February heavy snow in the east of the County has resulted in a likely pressure of around £1.4m (the costs of dealing with the East Kent snow are ongoing at the point of writing this report and will be refined in due course). The large underspend on Waste means that this pressure can be accommodated within the existing base budget, therefore protecting the emergency conditions reserve for any future periods of adverse weather or other emergency conditions. This bad weather has resulted in additional road surface issues and the portfolio had set aside some of its budget to deal with these potholes and also Cabinet agreed at its meeting on 11 January to redirect £1m from the uncommitted 2008-09 underspend held in the Economic Downturn reserve to address this pothole damage. It is currently expected that the £1m will all be spent in the new financial year.

- 1.1.3.7 The signs and lines projects previously reported as a pressure of £0.85m will now straddle two financial years, as the lining work is not able to be completed during the severe winter weather. £0.39m has been spent so far with an additional £0.46m committed for the new financial year. It will be requested therefore that the £0.46m be rolled to meet this commitment. Once finished we will have a complete refresh of white lines in 31 towns across Kent and a comprehensive clean of all of our signs.
- 1.1.3.8 The previously reported pressure on vegetation control of £0.2m has now been absorbed and is no longer reported as an overspend. The dilapidation charges against Beer Cart lane premises have been settled at £0.25m, for which there is no budget provision.
- 1.1.3.9 The costs of setting up the Permit Scheme from the Traffic Management Act have reduced to £0.474m. Kent County Council received approval from the Secretary of State for Transport to introduce a Permit Scheme into Kent in July 2009 and the scheme was implemented formally in January 2010. These set up costs are declared as an overspend but will be rolled forward to be offset by future income.
- 1.1.3.10 The portfolio had significant savings targets on energy costs in this financial year (£1.25m). We expect to fall about £0.567m short of this target in this year. Streetlight energy is largely unmetered and the anticipated saving was to come from renegotiating our consumption levels and moving to "half-hourly" billing. This has not been possible at this stage due to the time taken to finalise the inventory of street lights and delays with implementing the array, which has been constructed to give a more accurate picture of our actual consumption.
- 1.1.3.11 KHS Public Transport Contracts - The Freedom Pass, which completed its roll out in June 2009 is likely to have a pressure of £0.360m. Now that the project is operating countywide, we have a better understanding of the number of journeys each child is undertaking. Whilst the take-up of passes is very close to estimates, the number of passenger journeys is above original estimates. This is positive in terms of the popularity and use of the pass, but is causing a budget pressure. This variance may change over the coming months as pass take-up and usage settles down.

#### Environmental Group:

- 1.1.3.12 There is an underspend on the land use survey, partly caused by a re-phasing of the project (£0.120m) and partly by receiving additional income for the project (£0.065m), which it is proposed to use before KCCs funding. This underspend is committed to the project and will be required in 2010-11 in order to fund the completion of the project.
- 1.1.3.13 Kent Downs Area of Outstanding Natural Beauty (KDAONB) has re-phased projects of £0.374m. The projects are fully externally funded so there is no effect on the net budget position, as there will also be a re-phasing of the income into next year.

#### Resources:

- 1.1.3.14 There are a number of staff vacancies in the Resources function, which will result in an underspend of £0.210m. In addition, the project to replace the MIDAS financial system with ORACLE will not be completed by the end of the year. Waste and PROW will transfer across to ORACLE from 31/3/10 but the KHS will not transfer until the new financial year. The balance on the project budget is £0.405m which will be needed to roll forward to 2010/11 to complete the KHS transfer.

**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
EHW	KHS - revenue contribution to capital in order to reduce backlog of capital maintenance	+2,100	EHW	Reduced waste tonnage	-3,900
EHW	Adverse weather emergencies	+1,400	EHW	Diversion to landfill while Allington Waste to Energy plant off-line for maintenance	-1,300
EHW	Shortfall in streetlighting energy saving due to delay in renegotiating consumption levels	+567	EHW	re-phasing of MIDAS replacement	-405
EHW	Traffic Management Act Permit scheme costs	+474	EHW	Resources - staff vacancies	-210
EHW	KHS - Signs and lines refresh	+390	EHW	Env Grp - Additional external income and re-phasing of Land Use survey	-185
EHW	Freedom Pass - higher than expected number of passenger journeys	+360	EHW	increased waste recycling income	-156
EHW	KHS - dilapidation charge on Beer Cart lane premises	+250			
		<b>+5,541</b>			<b>-6,156</b>

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

There are no specific actions required to achieve this position.

#### 1.1.5 Implications for MTP:

The waste tonnage is currently in our favour and a reduction of £2.149m has been reflected in the 2010-11 budget. £0.806m of this reduction is expected to be a permanent change to behaviour, while the other £1.343m may only be a temporary reduction due to the slowdown in the economy, (as described in paragraph 1.1.3.2 above, very small changes in household behaviour may affect the overall level of waste significantly).

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

The following projects are re-phasing into 2010-11:

	£m
• Environment land use survey	0.120
• Environment land use survey - some new external funding has also been secured which means that some KCC funding will also not be needed now until the new financial year	0.065
• Kent Waste Partnership – some of the Partnership work has re-phased and therefore part of our contribution to the Partnership will not be required until 2010-11. Under the Partnership Agreement we have an obligation to provide this funding	0.030
• KHS – re-phasing of white line refresh programme due to adverse weather	0.460
• KHS - set up costs of the Permit Scheme to be recovered from future income from the permits	-0.474
• Resources – re-phasing of replacement of MIDAS financial system	0.405
	<b>0.606</b>



### 1.1.7 Details of proposals for residual variance: [e.g. roll forward proposals; mgmt action outstanding]

The current forecast underspend is £0.645m of which £0.606m will be required to roll forward to fund the committed re-phasing identified in section 1.1.6 above. This leaves an uncommitted residual balance of £0.039m. There are no detailed plans for this but it may be needed to address any further spells of adverse weather.

## 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.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
<b>Environment, Highways &amp; Waste Portfolio</b>						
Budget	93,972	105,041	153,024	123,883	310,154	786,074
Adjustments:						
- Major Schemes - design fees		635				635
- Non-grant supported land claims		500				500
Revised Budget	93,972	106,176	153,024	123,883	310,154	787,209
Variance		-4,767	11,723	-4,699	-1,888	369
<b>split:</b>						
- real variance		+369				+369
- re-phasing		-5,136	+11,723	-4,699	-1,888	0

<b>Real Variance</b>		<b>+369</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+369</b>
<b>Re-phasing</b>		<b>-5,136</b>	<b>+11,723</b>	<b>-4,699</b>	<b>-1,888</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>						
EHW	East Kent Access Ph2	phasing		-1449		
EHW	Sittingbourne N Relief Road	phasing		-1443		
EHW	Victoria Way & Matalan R/about	phasing			-1,337	
EHW	Rushenden Link Road	phasing		-500		
EHW	Old Schemes residual	real	-338			
EHW	Re-shaping Kent Highways Accommod	phasing		-276		
			<b>-338</b>	<b>-3,668</b>	<b>-1,337</b>	<b>-0</b>

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

##### 1.2.4.1 Victoria Way & Matalan Roundabout - re-phasing of -£1.337m

Victoria Way is a major scheme to support the growth agenda for new jobs and homes in Ashford. The scheme will provide a strategic link within the town centre that will be a catalyst for growth in this part of Ashford. The scheme has secured money from the Community Infrastructure Fund (CIF) and this must be spent by 31 March 2011.

The scheme was originally programmed to start in the latter part of this financial year. The re-phasing is mainly due to land acquisition complexities. This has delayed the anticipated start of utilities works and the main contract that was scheduled in this financial year. Despite this delay, it is still expected that the scheme can be delivered by the CIF funding deadline.

Revised phasing of the scheme is now as follows:

##### Victoria Way & Matalan Roundabout

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget		4,037	12,176			16,213
Forecast		2,700	13,513			16,213
Variance	0	-1,337	+1,337	0	0	0
<b>FUNDING</b>						
<b>Budget:</b>						
grant		4,037	12,176			16,213
TOTAL	0	4,037	12,176	0	0	16,213
<b>Forecast:</b>						
grant		2,700	13,513			16,213
TOTAL	0	2,700	13,513	0	0	16,213
<b>Variance</b>	<b>0</b>	<b>-1,337</b>	<b>+1,337</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 1.2.4.2 Sittingbourne Northern Relief Road – re-phasing of -£1.443m

Sittingbourne Northern Relief Road is 1.4 km of new single carriageway road in the north east of Sittingbourne, with bridges over Milton Creek and the Sittingbourne and Kemsley Light Railway.

The new road will connect two sections of the relief road built by developers.

The works started on site on 2 November 2009, following the award of the contract to Jackson Civils Limited in late September.

Poor weather has been a particular problem for this scheme, as the site is on a low lying field and next to Milton Creek. The scheme has re-phased by £1.443m in this financial year. The latest estimate assumes that the programme will recover and the completion will be on target. The Department of Transport has confirmed that any under spend on the grant can be rolled forward to spend in future years.

Revised phasing of the scheme is now as follows:

#### Sittingbourne Northern Relief Road

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	3,553	9,207	13,876	3,024	4,699	34,359
Forecast	3,553	7,764	13,977	6,254	2,811	34,359
Variance	0	-1,443	+101	+3,230	-1,888	0
<b>FUNDING</b>						
<b>Budget:</b>						
Revenue	58	80				138
Ex Dev Cont	67				2811	2,878
grant	3,427	9,127	13,876	3,024	1,888	31,342
TOTAL	3,552	9,207	13,876	3,024	4,699	34,358
<b>Forecast:</b>						
Revenue	58	80				138
Ex Dev Cont	67				2811	2878
grant	3,427	7,684	13,977	6,254		31,342
TOTAL	3,552	7,764	13,977	6,254	2,811	34,358
<b>Variance</b>	<b>0</b>	<b>-1,443</b>	<b>+101</b>	<b>+3,230</b>	<b>-1,888</b>	<b>0</b>

### 1.2.4.3 East Kent Access Road Phase 2 (EKA ph2) – re-phasing of -£1.449m

EKA Phase 2 is the improvement of the A299 and the A256 leading to the Lord of the Manor junction and connecting with phase 1 at the old Richborough power station site.

The purpose of the scheme is to improve accessibility and safety. It will help support the economy of east Kent and connect the ports of Dover and Ramsgate.

The revised estimate shows that the scheme has re-phased by £1.449m in this financial year. The adverse weather conditions have hindered the archaeological dig on site, and this in turn has delayed the construction and utility works. The contractor is still confident that the scheme will be completed on target. The council has submitted the revised spend profile to the Department for Transport to inform them of the grant requirements.

The Revised spend profile is shown below:

**East Kent Access Road Phase 2**

	Prior Years	2009-10	2010-11	2011-12	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	262	12,161	37,286	28,201	9,090	87,000
Forecast	262	10,712	47,044	19,892	9,090	87,000
Variance	0	-1,449	+9,758	-8,309	0	0
<b>FUNDING</b>						
<b>Budget:</b>						
Prudential				1660		1,660
Prudential/revenue					3240	3,240
Grant	262	12,161	37,286	26,541	5,850	82,100
TOTAL	262	12,161	37,286	28,201	9,090	87,000
<b>Forecast:</b>						
Prudential				1660		1660
Prudential/revenue					3240	3240
grant	262	10,712	47,044	18,232	5,850	82,100
TOTAL	262	10,712	47,044	19,892	9,090	87,000
<b>Variance</b>	<b>0</b>	<b>-1,449</b>	<b>+9,758</b>	<b>-8,309</b>	<b>0</b>	<b>0</b>

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

**Highway Major Maintenance & Integrated Transport +£0.298m** (in 2009/10): This overspend is due to the following:

- Drop kerb works which is done in conjunction with the programmed footways resurfacing. The cost of this work is met from third party contributions.
- The implementation of real time bus information and car park signing which is being met by contributions from some district councils.

**Old schemes residual works -£0.338m** (in 2009/10): This total underspend includes various completed schemes that had some outstanding creditor provisions which are now being settled either for a lesser amount, or they are no longer required. The reversal of these creditor provisions has given additional funding which is now earmarked to fund Salt Storage infrastructure and Works Asset Management system enhancements as part of Reshaping KHS Accommodation.

**Salt Storage Infrastructure +£0.175m** (in 2009/10): This was part of a spend to save programme which was approved by County Council in the 2007/08 budget process. It is now estimated that £0.175m is needed to purchase the remaining five salt spreading vehicles to complete the original programme.

**Re-shaping Kent Highways Accommodation +£0.234m** (in 2009/10): This major project includes providing co-locations for the alliance and implementing Works Asset Management System (WAMS) to enable the alliance partnership to work efficiently. The expenditure incurred for WAMS 2 is due to system development required as a result of the Kent Highway Services contract compliance audit and a requirement to increase the number of licences.

Taking these into account, there is no underlying real variance. All real variances are either funded from external income or reversal of surplus creditor provisions.

## 1.2.6 General Overview of capital programme:

### (a) Risks

The anticipated funding agreements for Ashford schemes are very tight. To assure Community Infrastructure Fund (CIF) and Regional Infrastructure Fund (RIF), Victoria Way and Ashford Drovers Roundabout constructions have to be completed by 31 March 2011.

East Kent access phase 2 is a complex scheme. The nature of the underpass construction is such that there will be a risk to the railway and it follows that there will also be a risk to the Network Rail Approval process. This can delay the contractor's work programme and could lead to costs increase.

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

Programme, procurement and risk are being actively managed. Ashford contracts will not be awarded if Kent ultimately considers that the expenditure will go beyond the 31 March 2011 deadline, with no guarantee that funding can be claimed beyond that date.

Every effort is being made by all parties to manage the Network Rail risk. We have also appointed independent cost consultants on the East Kent access scheme to control costs as far as possible.

## 1.2.7 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 re-phasing will be shown. The possible re-phasing is detailed in the table below.

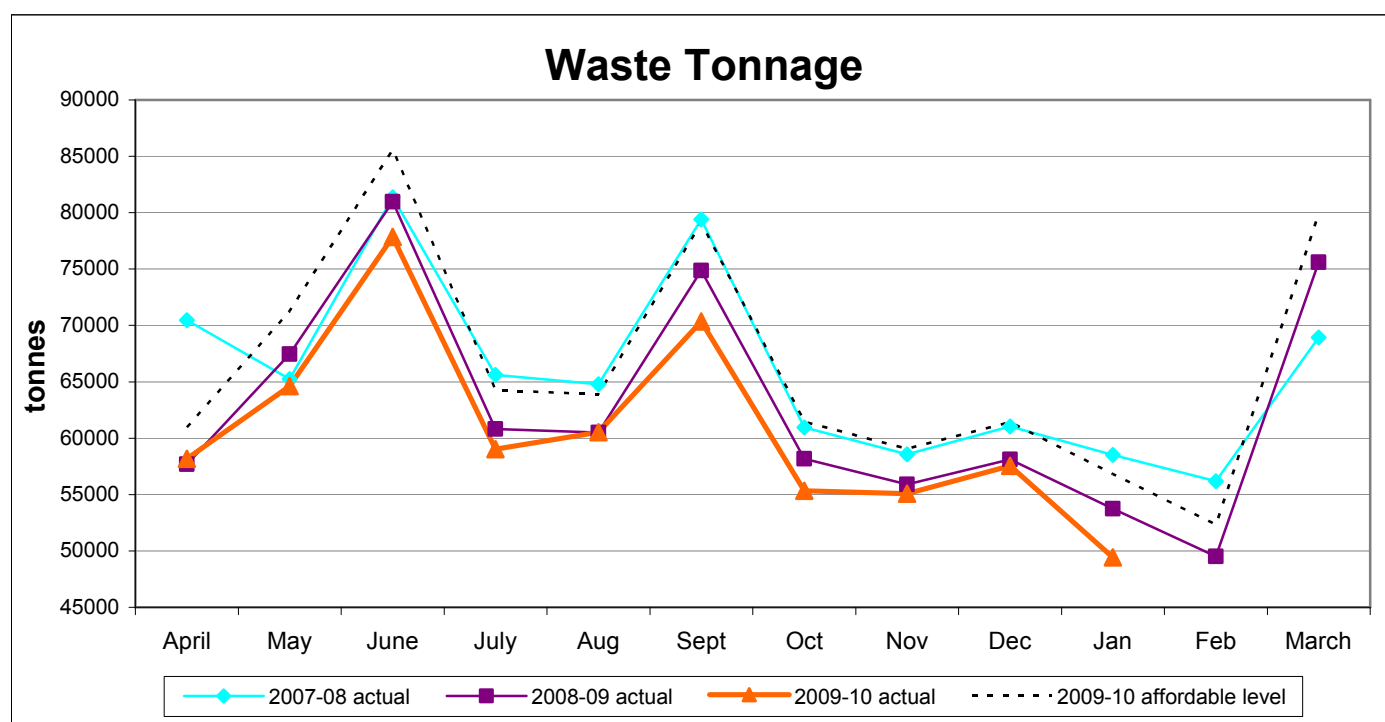
	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>Non-grant supported Land, Part 1 Compensation claims</b>					
Amended total cash limits	+990	+3,275	+809	+826	+5,900
re-phasing	-114	0	+114	0	0
<b>Revised project phasing</b>	<b>+876</b>	<b>+3,275</b>	<b>+923</b>	<b>+826</b>	<b>+5,900</b>
<b>East Kent Access Ph2</b>					
Amended total cash limits	+12,161	+37,286	+28,201	+9,090	+86,738
re-phasing	-1,449	+9,758	-8,309	0	0
<b>Revised project phasing</b>	<b>+10,712</b>	<b>+47,044</b>	<b>+19,892</b>	<b>+9,090</b>	<b>+86,738</b>
<b>Sittingbourne NR Rd</b>					
Amended total cash limits	<b>+9,207</b>	<b>+13,876</b>	+3,024	+4,699	+30,806
re-phasing	-1,443	+101	+3,230	-1,888	0
<b>Revised project phasing</b>	<b>+7,764</b>	<b>+13,977</b>	<b>+6,254</b>	<b>+2,811</b>	<b>+30,806</b>
<b>Rushenden Link Road</b>					
Amended total cash limits	+8,000	+969	+1,624	+765	+11,358
re-phasing	-500	+100	+400	0	0
<b>Revised project phasing</b>	<b>+7,500</b>	<b>+1,069</b>	<b>+2,024</b>	<b>+765</b>	<b>+11,358</b>
<b>Reshaping Highways Accommodation</b>					
Amended total cash limits	+550	+3,919			+4,469
re-phasing	-276	+276			0
<b>Revised project phasing</b>	<b>+274</b>	<b>+4,195</b>	<b>0</b>	<b>0</b>	<b>+4,469</b>
<b>Ashford Futures - Victoria Way &amp; Matalan Roundabout</b>					
Amended total cash limits	+4,037	+12,176			+16,213
re-phasing	-1,337	+1,337			0
<b>Revised project phasing</b>	<b>+2,700</b>	<b>+13,513</b>	<b>0</b>	<b>0</b>	<b>+16,213</b>
<b>Energy and Water Efficiency Investment</b>					
Amended total cash limits	+883	+180	+498	+502	+2,063
re-phasing	+59	+84	-143		0
<b>Revised project phasing</b>	<b>+942</b>	<b>+264</b>	<b>+355</b>	<b>+502</b>	<b>+2,063</b>
<b>Total re-phasing &gt;£100k</b>	<b>-5,060</b>	<b>+11,656</b>	<b>-4,708</b>	<b>-1,888</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>	<b>-76</b>	<b>+67</b>	<b>+9</b>		
<b>TOTAL RE-PHASING</b>	<b>-5,136</b>	<b>+11,723</b>	<b>-4,699</b>	<b>-1,888</b>	<b>0</b>

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

### 2.1 Waste Tonnage:

	2006-07	2007-08	2008-09	2009-10	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level
April	69,137	70,458	57,688	58,164	60,957
May	69,606	65,256	67,452	64,618	71,274
June	82,244	81,377	80,970	77,842	85,558
July	63,942	65,618	60,802	59,012	64,248
August	62,181	64,779	60,575	60,522	63,921
September	77,871	79,418	74,642	70,367	79,100
October	61,066	60,949	58,060	55,345	61,465
November	60,124	58,574	55,789	55,082	59,065
December	64,734	61,041	58,012	57,555	61,414
January	60,519	58,515	53,628	49,429	56,798
February	58,036	56,194	49,376		52,313
March	73,171	68,936	76,551		79,887
<b>TOTAL</b>	<b>802,631</b>	<b>791,115</b>	<b>753,545</b>	<b>607,936</b>	<b>796,000</b>

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

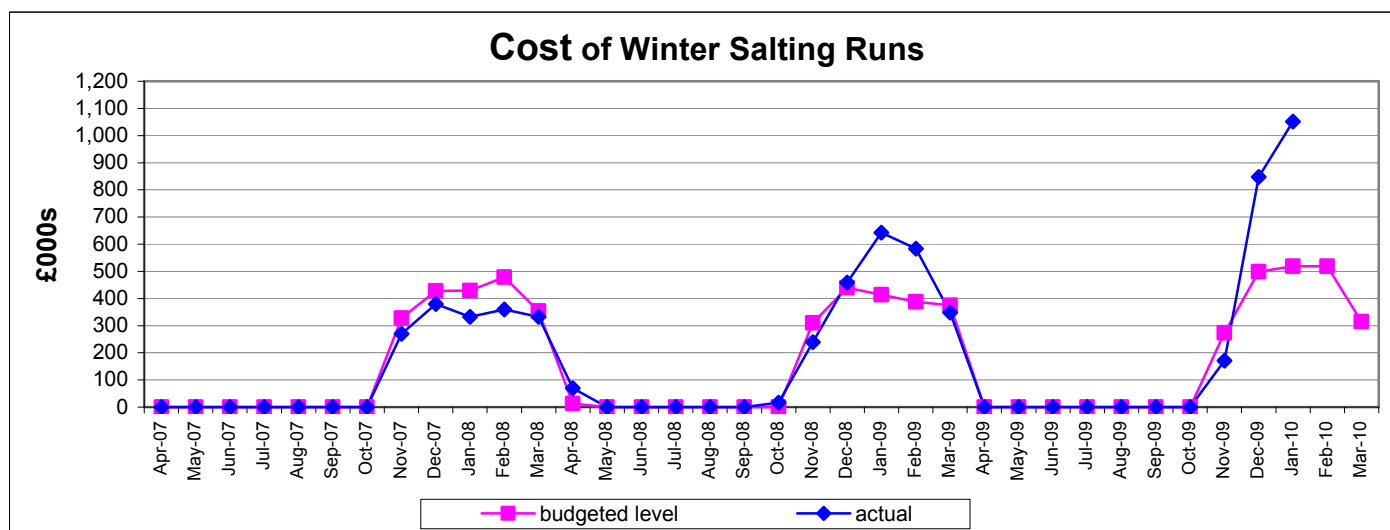
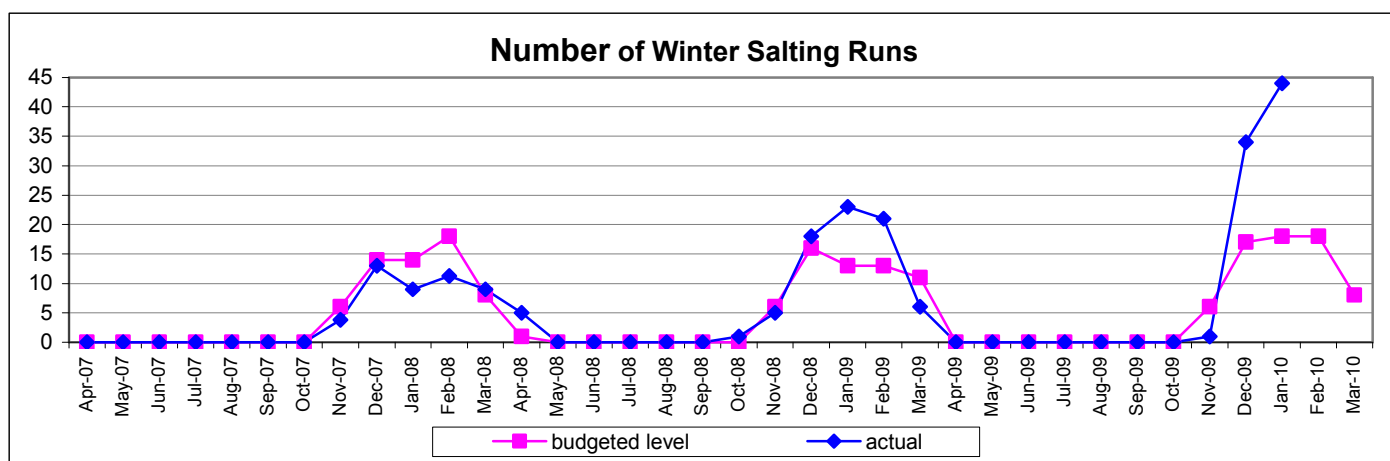


#### Comments:

- The 2009/10 tonnage figures continue to remain at a significantly lower level than budgeted. The January figure is particularly low but it is thought that this is due to the adverse weather and may pick up again in February and March. Tonnage is still expected to come in slightly below the budgeted figures for the remaining two months, giving a predicted outturn somewhere around 736,000 tonnes.

## 2.2 Number and Cost of winter salting runs:

	2007-08				2008-09				2009-10			
	Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs	
	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted level	Actual £000s	Budgeted Level £000s
April	-	-	-	-	5	1	70	13	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	1	-	16	-	-	-	-	-
November	3.8	6	270	328	5	6	239	310	1	6	171	273
December	13.0	14	380	428	18	16	458	440	34	17	847	499
January	9.0	14	332	429	23	13	642	414	44	18	1,052	519
February	11.3	18	360	479	21	13	584	388		18		519
March	9.0	8	332	354	6	11	348	375		8		315
<b>TOTAL</b>	<b>46.1</b>	<b>60</b>	<b>1,674</b>	<b>2,018</b>	<b>79</b>	<b>60</b>	<b>2,357</b>	<b>1,940</b>	<b>79</b>	<b>67</b>	<b>2,070</b>	<b>2,125</b>



Comment:

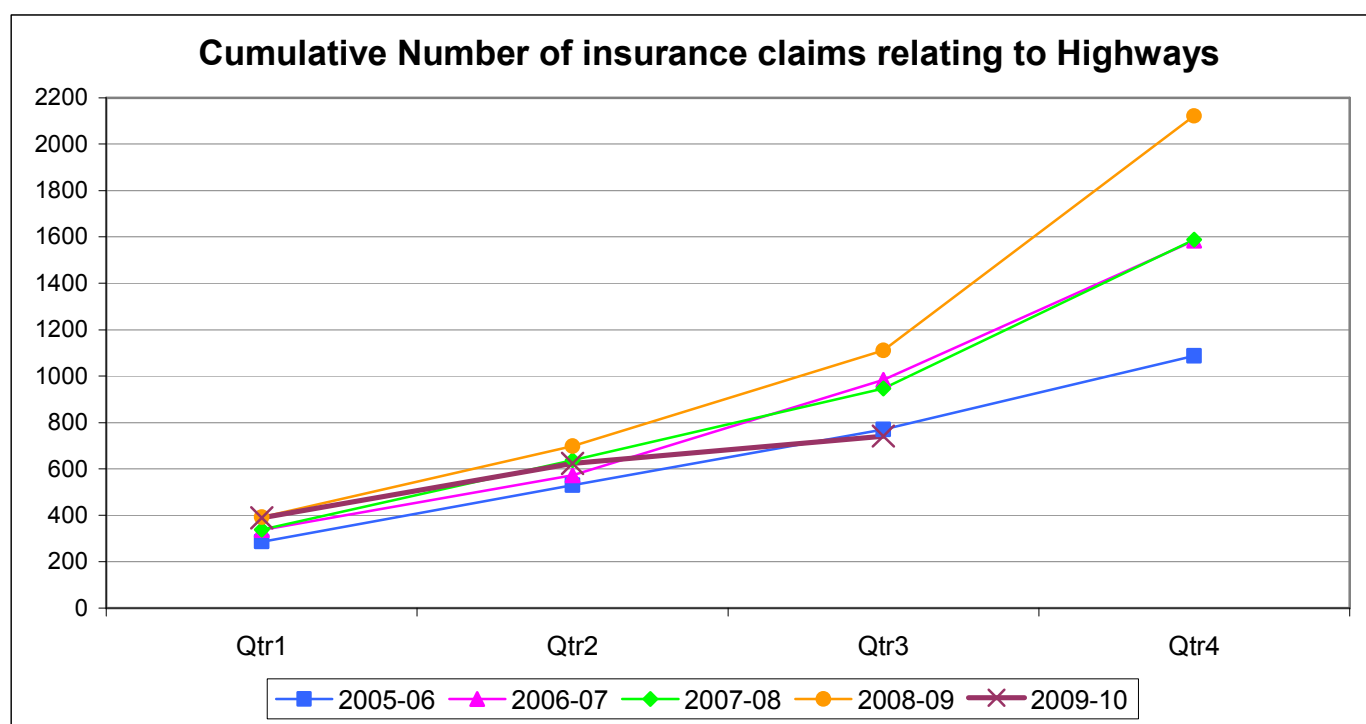
- The charges for the Winter Maintenance Service reflect two elements of cost: the variable cost of the salting runs undertaken; the costs relating to overheads and mobilisation within the contract (which have been apportioned equally over the 5 months of the normal salting period).



- If the salting runs remain on budget for February & March, there will be a £0.779m overspend on this budget. In addition, we incurred £0.621m of costs relating to snow clearance in December and January, giving an overspend of £1.4m on winter weather as forecast in section 1.1 of this report.

### 2.3 Number of insurance claims arising related to Highways:

	2005-06	2006-07	2007-08	2008-09	2009-10
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	286	337	339	392	389
July – Sept	530	572	637	697	623
Oct – Dec	771	984	947	1,111	741
Jan - Mar	1,087	1,583	1,588	2,122	



#### Comments:

- Numbers of claims will change continually as new claims are received relating to accidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 6 January 2010.
- The number of claims rose sharply at the end of 2008-09. The particularly adverse weather conditions and the consequent damage to the highway seems a major factor with this along with some possible effect from the economic downturn. The number of claims for the first three quarters of 2009-10 is back below the average but this figure is likely to rise as claims continue to be submitted for that period (especially for the final two quarters of the year as a result of the adverse weather).
- The Insurance Section continues to work closely with Highways to try to reduce the number of successful claims and currently the Authority manages to achieve a rejection rate of claims, where it is considered that we do not have any liability, of about 75%.

## COMMUNITIES 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" i.e. 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 (i.e. grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 of 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>Communities portfolio</b>							
Turner Contemporary	1,122	-332	790	15	-16	-1	
Kent Drug & Alcohol Action Team	18,047	-15,758	2,289	74	-74	0	The KDAAT board agreed that funds received in advance in the prior year were not to be repaid and these have been reflected in 09-10 monitoring as variance on income.
Youth Offending Service	7,244	-3,417	3,827	88	-88	0	The Youth Justice Board agreed that funds received in advance in the prior year were not to be repaid and these have been reflected in 09-10 monitoring as a variance on income.
Youth Services	14,083	-6,947	7,136	53	-63	-10	
Supporting People	33,034	-32,175	859	-71	0	-71	Agreed overspend on floating support to be mitigated by drawdown from historic reserves. Underspend on admin grant
Adult Education (incl KEY)	17,532	-17,743	-211	-120	39	-81	Net variance relates to an underspend of £101k within AE and a £20k deficit on KEY that cannot be mitigated in year.
Arts Unit	1,397	-91	1,306	-25	-92	-117	Additional income from Arts Council, unbudgeted contribution from SIP to support Folkestone Forward programme. Staff savings in the Arts unit & reduced running costs.

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Libraries, Archives & Museums	23,336	-2,861	20,475	-90	90	0	Underachievement of AV & merchandising income targets and further forecast reductions given declining demand, offset by a modest increase in income from prisons & income from internal clients. Gross variance relates to extended vacancy management/ freeze & a contribution towards directorate pressures in order to deliver balanced budget.
Sports, Leisure & Olympics	2,697	-1,498	1,199	73	-73	0	Additional staff costs & internal recharges, offset by increased fees & charges & an increase in internal income
Supporting Independence	1,616	0	1,616	-480	0	-480	Savings identified following a comprehensive service review regarding future strategic direction of the unit
Kent Community Safety Partnership	4,393	-473	3,920	-116	81	-35	Reduced contribution from the Future Jobs Fund. Gross variance relates entirely to staff savings.
Coroners	2,421	-384	2,037	304	-46	258	Continuation of 2008-09 pressures on Mortuary fees/long inquests, Pathology costs and new pressure regarding body removal, toxicology, histology and deputy coroner cover. Income variance relates to a recharge to Medway for their share of service pressures
Emergency Planning	817	-168	649	-7	7	0	
Kent Scientific Services	1,327	-752	575	50	-8	42	Unachievable internal income target, partly mitigated by management action, offset by increased fees and charges.
Registration	4,224	-3,141	1,083	-25	186	161	Reduced spend on premises & running costs. Reduction in fees income
Trading Standards	3,821	-340	3,481	-94	23	-71	Extended vacancy management policy to contribute to divisional overspends, offset by reduced anticipated fees due to self verification of liquid fuel measurements. The underspend has reduced since the previous quarter due to a revised allocation of central overheads

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Policy & Resources	1,432	-102	1,330	243	-243	0	Unbudget external contributions & costs relating to Migration programmes.
Business Development & Support	650	-220	430	-11	43	32	
Strategic Management	925	0	925	20	-21	-1	
Centrally Managed directorate budgets	954	-1,363	-409	228	-228	0	Directorate pressures, offset by contributions from service units.
Support Services purchased from CED	4,109	0	4,109	-21	0	-21	Reduced charge for KPSN
<b>Total Communities controllable</b>	<b>145,181</b>	<b>-87,765</b>	<b>57,416</b>	<b>88</b>	<b>-483</b>	<b>-395</b>	
<b>Assumed Management Action</b>					<b>0</b>	<b>0</b>	
<b>Forecast after Mgmt Action</b>				<b>88</b>	<b>-483</b>	<b>-395</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 individual forecast revenue variances over £100k.

Each of these variances is explained further below:

#### 1.1.3.1 Adult Education incl. KEY: -£81k net (-£120k gross, +£39k income)

##### a) *KEY Training: +£20k Net pressure (-£24k gross, +£44k income)*

The KEY training service has made progress with regard to addressing the 2008-09 overspend and has managed all base pressures, as well as making a significant contribution to the rolled forward deficit from 2008-09 of £211k, with only a £20k net pressure forecast.

The origin of the 2008-09 deficit was detailed in the first quarter's full monitoring report to Cabinet in September. To date, there have been no significant changes to the profile of payments from the LSC and where income targets have not been met, expenditure has been reduced accordingly to prevent a further pressure arising.

Although this service is currently forecasting a net pressure of £20k, within this is a gross variance of -£24k and an income variance of +£44k. The gross variance comprises an increase in internal recharges and increased costs of contracts with the private sector, with £107k of staff savings as a result of the restructuring of the service more than offsetting these pressures. The income shortfall is due to in year changes made to the Entry 2 Employment contract, which has moved from being a guaranteed income profile to being contingent and linked to learner numbers. This shortfall is partially offset by increased income from contracts with the private sector.

A management action plan was drafted to address the underlying 2008-09 overspend and was to be delivered over a two year period and is well on the way to achieving this target, all things remaining equal.

##### b) Adult Education: -£101k net (-£96k gross, -£5k income)

A management plan was enacted to hold vacancies to the value of £252k, with a view to making annual contributions to build a reserve to meet planned renewals of plant and equipment, rather than to meet the full cost of these renewals from the annual budget in the year in which they occur which places undue pressure on the service during that time.

The directorate was advised against making this contribution until it had achieved a balanced budget position. Now that the directorate is satisfying this requirement, the service intends to make a contribution to reserves during 2009-10 and annual contributions thereafter and this will be reflected in the next monitoring return, once the asset replacement plans have been fully assessed and the value of the annual contribution requirement has been calculated.

The gross underspend mainly consists of the £252k saving from vacancy management offset by the following pressures in accord with the management plan, plus an additional £61k savings from holding further vacancies and rationalisation of support staff through the merger with Key Training services. This is being offset by the following pressures:

- £39k in relation to IT replacement needs in the Skills Plus Centre and an increase in contracts with the private sector;
- £86k additional costs in relation to an allocation to the Ofsted inspection nominee to update teaching resources, increase staff training and replace furniture and equipment in readiness for the forthcoming Ofsted inspection.
- £38k has also been set aside to fast track much needed maintenance improvements of the service's premises portfolio.
- £30k increased travel costs
- £30k Redundancies

#### 1.1.3.2 Libraries: -£90k Gross and +£90k Income

The service has made savings on gross expenditure, mainly through vacancy management (-£236k), and on premises costs, which have been achieved by the re-tendering of the cleaning contract (-£63k) and from one-off rate rebates for the Tunbridge Wells and Sevenoaks Libraries of (-£110k) and reduced spend on Third party payments to Canterbury City Council in respect of shared running costs of the Beaney (-£11k).

This is being offset by the service's contribution of £175k towards directorate wide savings targets and unexpected costs that had been held centrally such as Church Street dilapidations, an overspend on energy costs of £67k, £40k revenue contribution to capital projects, £26k additional expenditure relating to Prison IT system and £26k increased internal recharge to the district offices relating to merchandising.

Libraries are forecasting a reduction in their Audio Visual (AV) income streams of £79k (supported by the activity indicators in section 2.2) and a shortfall in their merchandising income of £79k. The Archives service is also forecasting a shortfall in income of £6k from work done on parish surveys and an underachievement on the income target set for the Centre for Kentish Studies shop.

This is being offset by increased income from access services (including prisons) of £47k, and an increase in internal income of £44k.

#### 1.1.3.3 Coroners: Net Pressure +£258k (+£304k Gross and -£46k income)

The service continues to experience pressures, despite providing an additional £150k (£100k for long inquests, £50k pay) into the budget in 2009-10.

The main pressures arise from Pathology and Mortuary costs of £103k. There is also a pressure on Histology (child death post mortem referrals), Toxicology and Histology costs arising from increased activity, as more deaths are being investigated, currently forecast as a pressure of £46k. This pressure is being exacerbated because one of the coroners has opted to use a private sector provider instead of Kent Scientific Services, thus attracting increased costs and procedures are being undertaken to try and mitigate this behaviour.

Increased costs arising from the re-tender of the body removal contract are estimated at £70k during 2009-10, with the full year effect being £100k that will impact in 2010-11.

The Head of Service has met with Coroners in an attempt to agree a solution, but Coroners are governed by central government and not the Communities directorate, which makes this budget very difficult to control. To date no definitive solution has been formulated although the service is committed to monitoring all of its budget lines in order to mitigate these pressures as far as practical given the limited level of authority that we have to govern the coroners.

Despite management action to reduce this pressure in recent months, the Coroners provided the service with details of new and unbudgeted long inquests, one of which was estimated to last up to five weeks. This inquest had significant cost implications and had been fully reflected in the prior month's forecasts. The inquest was concluded after only two weeks, which therefore has had a positive impact on the forecast, but this has been countered by an increase in other costs, such as toxicology, in relation to increased activity. The overall impact of all of these costs is approximately £35k.

The income variance results from part of the management action which has led to the service successfully brokering an arrangement with Medway Council to contribute towards the overspend, in addition to their annual recharge, which has further reduced the pressure on the authority.

#### 1.1.3.4 Supporting People -£71 Net (-£71k gross)

The service has reviewed its costs and has forecast a net underspend of £71k on its administration grant. A decision has subsequently been made whereby the underspend will be used to partially offset the budget pressures in other services within the directorate.

Commitments are in place that will result in gross expenditure being close to £2.690m in excess of the agreed cash limit for floating support, which is a demand led service that this unit provides to assist customers within their homes. Demand currently exceeds the allocated resources and additional support has been provided to cope with the increased demand. However these costs will be met by a draw down from the existing Supporting People earmarked reserve, as part of a planned programme of expenditure approved by the Supporting People Commissioning Body, and therefore a balanced position is forecast with regard to the main grant.

#### 1.1.3.5 Registration: +£161k Net (- £25k Gross and +£186k income)

The service has just completed a comprehensive review of actual ceremonial fee income and projected bookings for the rest of the year, following an alarming national statistic that the number of people getting married has reduced by an average of 10%.

The service had already estimated a potential reduction in year of up to £100k (approximately 150-200 ceremonies) but had made mitigating savings elsewhere by reducing its variable costs where ceremonies are not taking place, and other management action.

Based on the above statistic, and a review of advance bookings made until the end of the year, the forecast has been revised and it is estimated that the economic downturn has been the main impetus behind a projected fall in income of up to £275k, which represents a fall in the number of ceremonies being performed in excess of 500.

Variable costs have been reduced where possible but this reduction only represents a fall in the number of ceremonies being performed, on average, across our six main offices of one per week and therefore it is difficult to enact management action in order to mitigate this pressure in house.

Underspends elsewhere in the directorate will therefore offset this pressure and the budget build for 2010-11 has been updated accordingly to reflect this continuing downward trend relating to ceremonial income.

The net projected overspend is £161k. The gross underspend relates to a series of planned building improvements that were abandoned due to service pressures. These include repairs to a retaining wall in Canterbury; building improvements in Tunbridge Wells and various other minor savings that totals £72k. These projects have been delayed and will be undertaken in 2010-11. These costs have then been partially offset by an increase of £13k in other running costs, a £35k contribution to central budgets and other minor items to reconcile back to the £25k underspend on gross expenditure.

The net income reduction comprises the £275k projected fall in ceremonial income, partially offset by other sundry income.

#### 1.1.3.6 Centrally Managed Budgets: £Nil Net (£228k Gross and -£228k Income)

This budget comprises of centrally managed budget, directorate-wide pressures and savings targets. The former is managed like any other budget, with the latter then recharged to service units and therefore the gross represents the movement in these central costs, with the variance on income being the contributions to be received from units. The variance on gross can be attributed largely to unbudgeted dilapidation costs, service awards and costs of other director-wide initiatives and targets that are monitored centrally.

#### 1.1.3.7 Policy & Resources: £Nil Net (£243k Gross & -£243k Income)

The South-East Strategic Partnership on migration and Community Cohesion projects are now being reported through this service. The gross and income variances reflect the costs of these projects which are matched by new funding streams. The South-East Strategic Partnership will be transferring to a new provider either this year or next. If this happens this year then the costs and income will transfer to the new provider and these variances will disappear.

#### 1.1.3.8 Supporting Independence -£480k Gross and Net

The service transferred to Communities at the beginning of the financial year and is responsible for delivering Kent County Council's programme for Apprenticeships and also the Future Jobs Fund.

The service rolled forward elements of funding from 2008-09 and had previously reported an underspend of £136k, with the potential for further savings once a comprehensive service review had been undertaken.

The outcome of this review, combined with anticipated savings within the Medium Term Plan, has enabled the service to deliver a greater underspend, whilst maintaining the current levels of service and ensuring that all 2010 targets continue to be met.

#### 1.1.3.9 Trading Standards: -£71k Net (-£94k Gross and +£23k income)

The unit has delivered an underspend on its staff costs of £193k in order to offset the slight reduction in income, which is primarily due to self certification of petrol limits, and also to facilitate a contribution of £131k to central costs. Other minor adjustments to other running costs account for the difference.

#### 1.1.3.10 Kent Community Safety Partnership: -£35k Net (-£116k Gross and +£81k income)

The unit has endeavoured to hold vacancies and delay appointments to new posts in order to offset declining income within the service, to contribute toward central costs and also to deliver an underspend to contribute towards the directorate's overspends in other services.

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
CMY	Supporting People - planned increased in levels of floating support	+2,690	CMY	Drawdown from Supporting People reserve	-2,690
CMY	Registration: reduced income from ceremonies, due to declining number of marriages	+275	CMY	Supporting Independence: Review of service & change in emphasis of the service from establishing to supporting the programmes within its remit.	-480
CMY	Policy & Resources: costs of SE Strategic Partnership on migration & Community Cohesion projects matched by external income	+243	CMY	Adult Education: Support staff savings	-313
CMY	Centrally Managed Costs: Directorate-wide pressures managed centrally, including dilapidations, service awards, rental costs & other central costs that are then funded through contributions from within units.	+228	CMY	Policy & Resources: new income streams to fund costs of SE Strategic Partnership on migration & Community Cohesion projects, with funding emanating from UKBA.	-243
CMY	Coroners: Increased pressure arising from increasing Pathology, Mortuary, Body Removal, Histology and Toxicology costs	+219	CMY	Libraries: Staff savings to mitigate against reduced income from AV issues, merchandising and contribution towards directorate-wide savings.	-236
CMY	Libraries - contribution towards directorate-wide savings & other centrally held costs	+175	CMY	Centrally Managed Budgets: Contributions from Services to mitigate Directorate pressures.	-228
CMY	Libraries - Reduced forecast in relation to Libraries' audio visual income streams due to declining demand and alternative sources of supply. Shortfall in merchandising income	+158	CMY	Trading Standards: Staff underspend to enable contribution to central costs	-193
CMY	Trading Standards: Contribution to central costs	+131	CMY	Community Safety: Staff underspends to offset reduced levels of income	-130
			CMY	Libraries: One-off rates rebates being used to mitigate against declining AV issues, merchandising income and contribution towards directorate-wide savings	-110
			CMY	Key Training: Staff underspends arising from service restructure	-107
		<b>+4,119</b>			<b>-4,730</b>

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

##### *Key Training:*

In order to mitigate the underlying rolled forward deficit on KEY Training from 2008-09 of £454k, the Directorate has reviewed the structure of the service, and that of Adult Education, in order to achieve synergies and better working practices.

A thorough review was undertaken concerning staffing levels and premises costs given the reduction in funding available and a management action plan was enacted which will result in a £199k net saving in year, with the full year effect being £534k.



This removes the base pressure facing KEY Training and the service is on schedule to present a balanced position by the end of 2010-11, reinforced by the net pressure reported of only £20k, based on current assumptions surrounding income targets and profiles.

*Supporting Independence Programme:*

A review was conducted over the past quarter with a view to the unit's future strategic direction. The outcome of the review was to highlight that many of the original objectives had been achieved and established and that the role of the unit would now be in a facilitating and monitoring capacity. In financial terms the review, and anticipated savings over the next three years have enabled the service to deliver an underspend of £480k and a £500k saving to be taken in the 2010-13 MTP.

*Vacancy management*

Due to significant overspends within the coroners and registration budgets, the directorate informed units to maintain and extend vacancies wherever possible in order to achieve a balanced position but on the basis that front line provision would not be adversely affected. This is apparent in numerous services such as Adult Education, Trading Standards and the Arts Development Unit. A number of restructures have also been undertaken in the year that has enabled deletion of posts or extended vacancies with examples being Registration and Key Training.

**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.

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

N/A

**1.1.7 Details of proposals for residual variance:**

- 1.1.7.1 Both KEY Training and Adult Education reviewed their structures in an attempt to address the previous year's deficit in KEY so that the service is able to respond more quickly to changes in LSC funding levels. Part of this review included regular annual contributions to reserves as a % of the annual income target. However until the directorate achieved a balanced position overall, this was not possible.

As the directorate is now forecasting an underspend position, we are investigating the possibility of setting up a renewals reserve for the AE service as originally planned at the beginning of the year. As mentioned in para 1.1.3.1.b the requirement for this reserve is currently being assessed. Once this exercise is complete and the level of the annual contributions has been calculated, then the forecast will be amended to reflect the contribution for the current year, thereby reducing the current forecast underspend, assuming nothing else changes.

**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.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
<b>Community Services Portfolio</b>						
Budget	21,165	17,351	24,407	10,887	3,194	77,004
Adjustments:						
-						
Revised Budget	21,165	17,351	24,407	10,887	3,194	77,004
Variance	0	-1,474	+2,004	-530	0	0
<b>split:</b>						
- real variance						
- re-phasing		-1,474	2,004	-530		

<b>Real Variance</b>	<b>0</b>					
<b>Re-phasing</b>	<b>0</b>	<b>-1,474</b>	<b>2,004</b>	<b>-530</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;
- have received approval to spend and are underway;
- are only at the approval to plan stage and
- are at the 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, in excess of £250k, 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	Initial Planning Stage
			£'000s	£'000s	£'000s	£'000s
<b>Overspends/Projects ahead of schedule</b>						
CMY						
			<b>+0</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
<b>Underspends/Projects behind schedule</b>						
CMY	Turner Contemporary	phasing		-741		
CMY	Tunbridge Wells Library	phasing		-332		
			<b>-0</b>	<b>-1,073</b>	<b>-0</b>	<b>-0</b>
			<b>+0</b>	<b>-1,073</b>	<b>+0</b>	<b>+0</b>

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

None

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

None

There are no underlying variances.

#### 1.2.6 General Overview of capital programme:

##### (a) Risks

**The Beaney project** – the contractor is due to start on site during February 2010, but this will depend upon the outcome of an archaeological inspection which could add additional costs to the project. Certain financial information is also awaited from Canterbury City Council to enable the payment of the current year forecast of £400k. Both of the above events could result in further re-phasing of the project.

**Turner Contemporary** – the inclement weather and late delivery of key components could delay completion of the project.

**Ashford Gateway Plus** – onerous planning conditions that cause variations to the contract, leading to increased costs and delays to completion timetable.

**Ramsgate Library** – delays in meeting with the Administrator mean it is not known if the retention monies will be sufficient.

**Dover Big Screen** – final costs are higher than expected, due to unforeseen and unbudgeted events such as piling and archaeological studies.

**Tunbridge Wells Library** – investigative works to the basement have identified the potential for more excavation works, which may add to the overall costs.

**Kent History Centre** – conditional developer agreement depends on the outcome of the judicial review, which could delay the project. The stopping-up order for access to the site is due to be considered immediately following judicial review and could also delay the project further if problems occur.

**Gravesend Library** – outstanding party wall issues could delay the start of works and additional costs could arise from the asbestos removal and demolition. Works due to start at the end of March.

**Edenbridge Community Facility** – the revised project will require a further planning application and is reliant on third party investor partners.

**Marlowe Theatre** – the grant agreement has yet to be finalised and certain financial information is awaited from Canterbury City Council to enable the payment of the current year forecast of £1m. Such delays could result in the re-phasing of the project.

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

**The Beaney project** – the archaeology works are being closely monitored and nothing of significance has been found to date. Profiling of payments and provision of financial information is currently being discussed with Canterbury City Council.

**Turner Contemporary** – any additional costs will be met from the contingency provision and action is being taken to minimise any necessary extension of time, however the persistent inclement weather has led to the delay in works on the roof and façade, both of which were due for completion by the year end and are expensive phases of the build.

**Ashford Gateway Plus** – current negotiations with the contractor and planners is seeking to minimise these issues. No significant issues at this stage.

**Ramsgate Library** – a meeting with the Administrator is now set, after which we should know the final cost figure.

**Dover Big Screen** – Property Group is preparing the final cost statement and a plan is in place, including a contingency provision. Alternative sources of funding are also being explored should the final cost statement exceed current allocated funding levels.

**Tunbridge Wells Library** – the structural engineer has been commissioned to report on the detailed works necessary, in conjunction with the conservation officer, to refine the listed buildings application. If costs increase TWBC will be asked to increase their contribution.

**Kent History Centre** – the planning conditions have been complied with and the necessary preparations have been made to ensure as far as possible the stopping-up order is considered by the Magistrate as planned.

**Gravesend Library** – due to a favourable tender process, it has been possible to increase the contingency provision to mitigate any additional unforeseen costs.

**Edenbridge Community Facility** – consultation has begun in anticipation of the revised planning application and negotiations are ongoing with potential interested investors.

**Marlowe Theatre** – Profiling of payments and provision of financial information is currently being discussed with Canterbury City Council.

### 1.2.7 Project Re-Phasing

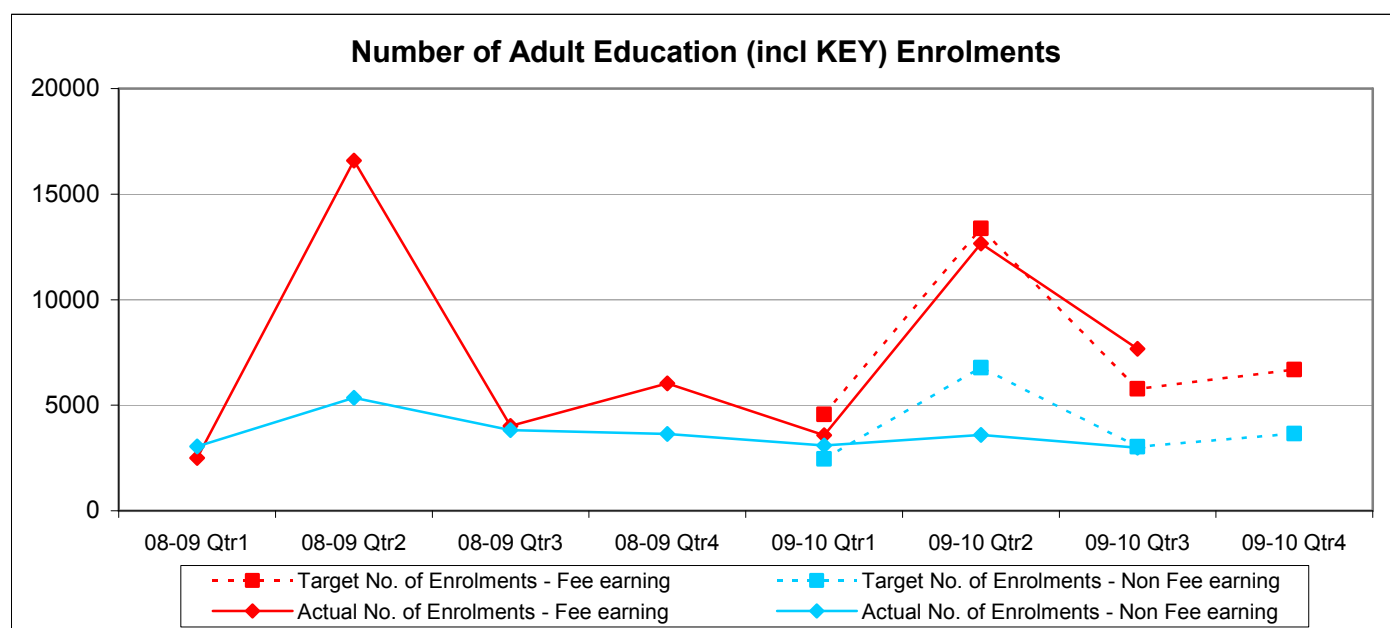
Cash Limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the rephasing will be shown. The possible re-phasing is detailed in the table below.

	2009-10	2010-11	2011-12	Future Years	Total
	£k	£k	£k	£k	
<b>Library Upgrade Programme</b>					
Amended total cash limits	+445	+894	+460	+460	+2,259
re-phasing	-144	+144			0
<b>Revised project phasing</b>	<b>+301</b>	<b>+1,038</b>	<b>+460</b>	<b>+460</b>	<b>+2,259</b>
<b>Modernisation of Assets</b>					
Amended total cash limits	+1,970	+1,951	+1,905	+2,084	+7,910
re-phasing	-107	+107			0
<b>Revised project phasing</b>	<b>+1,863</b>	<b>+2,058</b>	<b>+1,905</b>	<b>+2,084</b>	<b>+7,910</b>
<b>Turner Contemporary</b>					
Amended total cash limits	+7,608	+6,601	+299		+14,508
re-phasing	-741	+754	-13		0
<b>Revised project phasing</b>	<b>+6,867</b>	<b>+7,355</b>	<b>+286</b>	<b>0</b>	<b>+14,508</b>
<b>Ashford Gateway Plus</b>					
Amended total cash limits	+497	+5,350	+892		+6,739
re-phasing	-125	+125			0
<b>Revised project phasing</b>	<b>+372</b>	<b>+5,475</b>	<b>+892</b>	<b>0</b>	<b>+6,739</b>
<b>Tunbridge Wells Library</b>					
Amended total cash limits	+334				+334
re-phasing	-332	+332			0
<b>Revised project phasing</b>	<b>+2</b>	<b>+332</b>	<b>0</b>	<b>0</b>	<b>+334</b>
<b>Gravesend Library</b>					
Amended total cash limits	+226	+1,606	+631		+2,463
re-phasing	-4	+488	-484		0
<b>Revised project phasing</b>	<b>+222</b>	<b>+2,094</b>	<b>+147</b>	<b>0</b>	<b>+2,463</b>
<b>Total re-phasing &gt;£100k</b>	<b>-1,453</b>	<b>+1,950</b>	<b>-497</b>	<b>0</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>					
	-21	+54	-33		0
<b>TOTAL RE-PHASING</b>	<b>-1,474</b>	<b>+2,004</b>	<b>-530</b>	<b>0</b>	<b>0</b>

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

### 2.1 Number of Adult Education & KEY enrolments:

	2008-09			2009-10					
	ACTUALS			TARGET			ACTUALS		
	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL	Fee earning	Non fee earning	TOTAL
Apr - Jun	2,496	3,049	5,545	4,560	2,456	7,016	3,572	3,087	6,659
Jul - Sept	16,590	5,360	21,950	13,377	6,774	20,151	12,667	3,598	16,265
Oct - Dec	4,024	3,816	7,840	5,776	3,029	8,805	7,680	2,986	10,666
Jan - Mar	6,039	3,639	9,678	6,689	3,651	10,340			
<b>TOTAL</b>	<b>29,149</b>	<b>15,864</b>	<b>45,013</b>	<b>30,402</b>	<b>15,910</b>	<b>46,312</b>	<b>23,919</b>	<b>9,671</b>	<b>33,590</b>



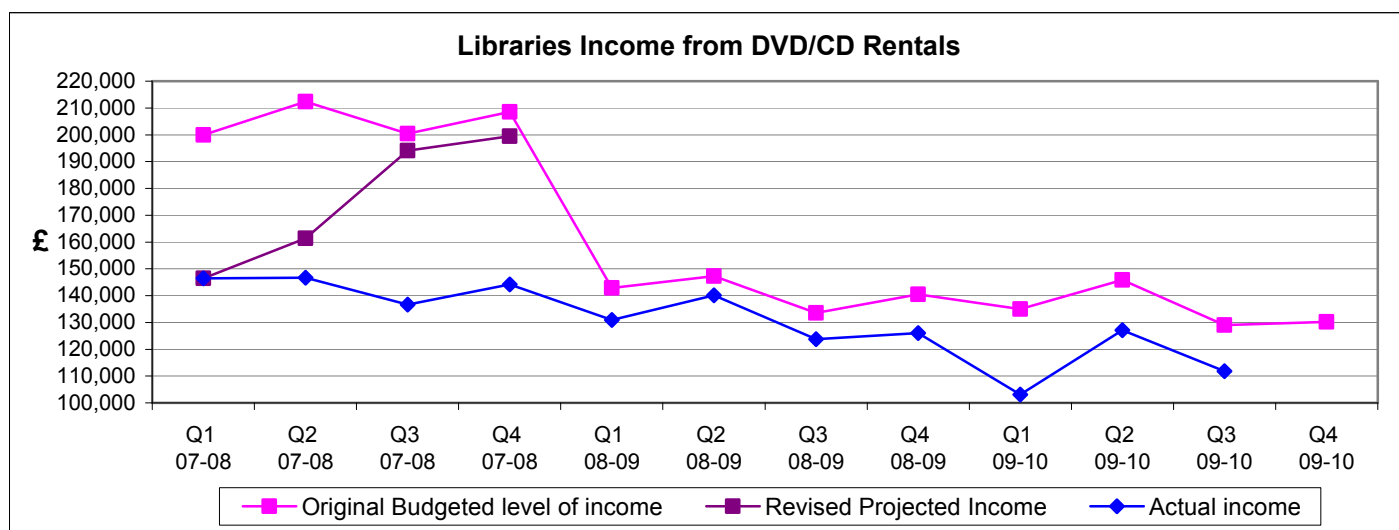
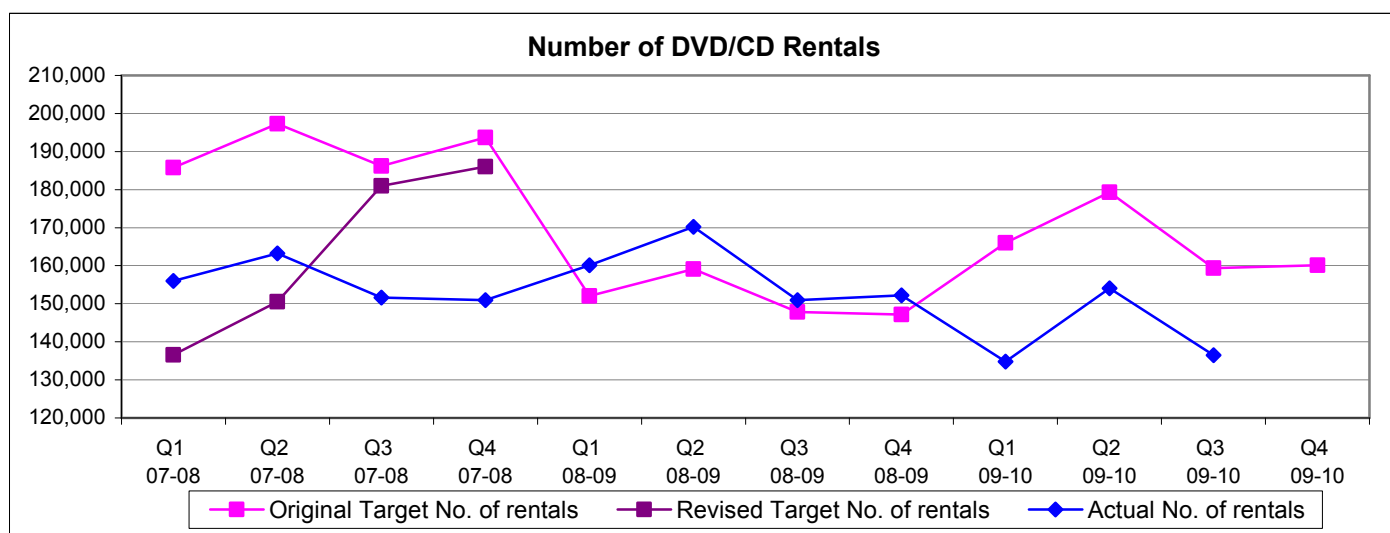
#### Comments:

- The LSC grants depend partly on enrolments to courses and are subject to a contract agreement with LSC. Students taking courses leading to a qualification are funded via Further Education (FE) grant based upon the course type and qualification. However, students taking non-vocational courses not leading to a formal qualification are funded via a block allocation not related to enrolments, referred to as Adult and Community Learning Grant (ACL) grant. Student enrolments are gathered via a census at three points during the academic year. Students pay a fee to contribute towards costs of tuition and examinations. There is a concession on ACL tuition fees for those aged under 19, those in receipt of benefits and those over 60. FE courses are free for those aged under 19 or in receipt of benefits undertaking Basic Skills or Skills for Life Courses.
- The enrolment figures reported this year represent actual enrolments in the quarter rather than enrolments for courses started during the quarter, which is what has previously been reported. This should resolve the issue of previous quarter's figures constantly changing. The figures also now include KEY training enrolments as well as Adult Education enrolments.
- All enrolments are now achieving 93% of the 2009-10 target for the period April to December. Enrolments on fee paying courses have increased by 3.5% over that achieved last year and are slightly above target by 0.9%. This small increase has no impact on the forecast for tuition fee income, as the income due for enrolments during this period will partly be deferred into the new financial year, based on start and end dates of courses. Enrolments on courses where fees are not payable are at 79% of target for the period April to December. The majority of these enrolments are for family learning and skills for life programmes which are wholly funded by LSC contracts. Performance on the contracts is regularly monitored to ensure the services will draw down the total contract values for the academic year. Enrolment patterns are different this year, due to changes in administrative processes but the service expects to deliver both contracts to full value by the end of the academic year 2009-10 (July 2010).

2.2 Number of Library DVD/CD rentals together with income generated:

	2007-08						2008-09			
	No of rentals			Income (£)			No of rentals		Income (£)	
	Budgeted target	revised target	Actual	budget	revised projected income	actual	Budgeted target	actual	Budget	actual
April–Jun	185,800	136,556	155,958	200,000	146,437	146,437	152,059	160,162	142,865	130,920
July–Sep	197,300	150,500	163,230	212,300	161,390	146,690	159,149	170,180	147,232	140,163
Oct–Dec	186,200	181,000	151,650	200,400	194,096	136,698	147,859	150,968	133,505	123,812
Jan–Mar	193,700	186,000	150,929	208,500	199,458	144,136	147,156	152,249	140,533	126,058
<b>TOTAL</b>	<b>763,000</b>	<b>654,056</b>	<b>621,767</b>	<b>821,200</b>	<b>701,381</b>	<b>573,961</b>	<b>606,223</b>	<b>633,559</b>	<b>564,135</b>	<b>520,953</b>

	2009-10			
	No of rentals		Income (£)	
	Budgeted target	actual	Budget	actual
April–Jun	166,000	134,781	135,000	103,135
July–Sep	179,300	154,044	145,800	127,156
Oct–Dec	159,400	136,516	129,000	111,827
Jan–Mar	160,100		130,200	
<b>TOTAL</b>	<b>664,800</b>	<b>425,341</b>	<b>540,000</b>	<b>342,118</b>



## Comments:

- Rentals of audio visual materials (especially videos and CDs) continue to decline as videos become more obsolete and alternative sources for music become more widely available, which has resulted in the forecast reduction in AV income of £79k as identified in tables 1 & 2 and paragraph 1.1.3.2. Demand for spoken word materials and DVDs has remained reasonably stable.
- Research undertaken by the service in order to mitigate this actual and forecast decline, indicates issues can be increased if loans are offered for longer periods at a reduced fee. The service has also identified that it has a niche market for certain genres where demand can be sustained and there is little competition e.g. old TV shows.
- The service has reviewed its marketing strategy and set more realistic levels of rentals both in terms of volume and value. The service reduced expenditure on consumables in 2007-08 to offset the estimated loss of £120k income from the original budget.
- The roll out of the revised strategy in 2007-08 was not as successful as the research indicated and we fell just over 30,000 issues short of the revised target. The service was able to generate additional income from other merchandising in libraries not included in the original or revised budget to offset the £127k shortfall against the revised income budget for 2007-08.
- Targets and income budgets set for 2008-09 were based on a continued decline but these were increased slightly for 2009-10. The service increased income budgets from other merchandising to offset the loss of income from AV issues. Issues in 2008-09 exceeded the target but income fell short, due to an increase in the spoken word issues for which no fees are charged and this trend has continued in 2009-10. The correlation between issues and income is subject to an ongoing review and mitigating action will be taken accordingly.
- The actual number of rentals includes those from visits to lending libraries, postal loans and reference materials.
- To enable better comparison of AV issues and income data, the actual income reported for the previous quarter is changed from the figure previously reported, to reflect the late banking of income which has taken place during the current quarter but relates to rentals issued within the previous quarter. The number of rentals reported previously remains unchanged. It is likely that this adjustment will be required in each report.



# CHIEF EXECUTIVES 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 of 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>Localism &amp; Partnerships portfolio</b>							
Democratic Services:							
- core service & PAYG activity	4,408	-49	4,359	210	-14	196	Committee manager post & Members allowances
- delegated to directorates	160	-160	0	81	-81	0	Schools Appeals recharged to CFE
<b>TOTAL Democratic Services</b>	<b>4,568</b>	<b>-209</b>	<b>4,359</b>	<b>291</b>	<b>-95</b>	<b>196</b>	
International Affairs Group	587	-35	552	31	-31	0	
Kent Partnerships	810	-321	489	-78	116	38	£35k reduction in income & expenditure relating to Learning Skills Council. Income from Thanet for staff secondment less than budgeted.
County Council Elections	255		255	0	0	0	
Public Consultation	100		100	-41	0	-41	
Provision for Member Community Grants	852		852	0	0	0	
Local Scheme Spending recommended by Local Boards	429		429	0	0	0	
District Grants for Local Priorities	625		625	0	0	0	
Budget Managed by this portfolio	8,226	-565	7,661	203	-10	193	
<b>Less</b> Support Costs delegated to Service Directorates	<b>-160</b>	<b>160</b>	<b>0</b>	<b>-81</b>	<b>81</b>	<b>0</b>	Adj for Schools Appeals revised charge
<b>Total L&amp;P portfolio</b>	<b>8,066</b>	<b>-405</b>	<b>7,661</b>	<b>122</b>	<b>71</b>	<b>193</b>	
<b>Corporate Support &amp; Performance Management portfolio</b>							
Personnel & Development:							
- core service & PAYG activity	6,205	-5,032	1,173	578	-702	-124	Pay as you go activity. Underspends due to delays on National Crisis Leadership programme, Backing Kent Business seminars & Healthchecks.
- delegated to directorates	4,356	-4,356	0	0	0	0	
<b>TOTAL P&amp;D</b>	<b>10,561</b>	<b>-9,388</b>	<b>1,173</b>	<b>578</b>	<b>-702</b>	<b>-124</b>	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Business Solutions &amp; Policy:</b>							
- core service & PAYG activity	9,846	-8,239	1,607	2,914	-2,919	-5	ISG pay as you go activity and EIS trading activity with Schools.
- delegated to directorates	14,410	-14,410	0	-28	28	0	KPSN adj
<b>TOTAL Business Solutions</b>	<b>24,256</b>	<b>-22,649</b>	<b>1,607</b>	<b>2,886</b>	<b>-2,891</b>	<b>-5</b>	
<b>Property Group:</b>							
- core service & PAYG activity	5,442	-4,080	1,362	393	-451	-58	Pay as you go activity.
- delegated to directorates	4,525	-4,525	0	0	0	0	
<b>TOTAL Property Group</b>	<b>9,967</b>	<b>-8,605</b>	<b>1,362</b>	<b>393</b>	<b>-451</b>	<b>-58</b>	
<b>Internal Audit &amp; Procurement Support to Directorates</b>							
- core service & PAYG activity	286	-31	255	17	-17	0	Pay as you go activity
- delegated to directorates	754	-754	0	0	0	0	
<b>TOTAL Internal Audit &amp; Procure</b>	<b>1,040</b>	<b>-785</b>	<b>255</b>	<b>17</b>	<b>-17</b>	<b>0</b>	
Legal Services	6,189	-7,037	-848	807	-1,157	-350	Increased trading activity & related costs
Corporate Communications	1,596	-94	1,502	53	-80	-27	£20k addt staff cost funded by income from EH&W. Also Increased trading activity.
Strategic Development Unit	3,567	-961	2,606	132	-78	54	Mainly increased running costs for Gateways
Strategic Management	604		604	60	0	60	
Centrally Managed Budgets	2,010	-434	1,576	156	-12	144	In year management action savings target
Contact Kent	5,108	-2,091	3,017	56	-56	0	Increased trading activity & related costs
Central Policy	566	-81	485	258	-84	174	Strengthening of team
Performance, Improvement & Engagement	570	-86	484	72	-1	71	Expenditure to develop plans for change
Kent Works	895	-895	0	112	-112	0	Increased costs & income for Health & Safety checks in Schools
PFI Grant		-630	-630	0	0	0	
Dedicated Schools Grant		-4,289	-4,289	0	0	0	
Support Services purchased from CED	4,199		4,199	0	0	0	
Budget Managed by this portfolio	71,128	-58,025	13,103	5,580	-5,641	-61	
<b>Less Support Costs delegated to Service Directorates</b>	<b>-24,045</b>	<b>24,045</b>	<b>0</b>	<b>28</b>	<b>-28</b>	<b>0</b>	Adj for KPSN revised charges
<b>Total CS&amp;PM</b>	<b>47,083</b>	<b>-33,980</b>	<b>13,103</b>	<b>5,608</b>	<b>-5,669</b>	<b>-61</b>	
<b>Finance Portfolio</b>							
<b>Finance Group:</b>							
- core service & PAYG activity	6,178	-4,199	1,979	41	-41	0	Increased costs & recovery in Investments & Treasury
- delegated to directorates	1,706	-1,706	0	0	0	0	
<b>TOTAL Finance Group</b>	<b>7,884</b>	<b>-5,905</b>	<b>1,979</b>	<b>41</b>	<b>-41</b>	<b>0</b>	
<b>Less Support Costs delegated to Service Directorates</b>	<b>-1,706</b>	<b>1,706</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Finance portfolio</b>	<b>6,178</b>	<b>-4,199</b>	<b>1,979</b>	<b>41</b>	<b>-41</b>	<b>0</b>	
<b>TOTAL CORPORATE POSC</b>	<b>61,327</b>	<b>-38,584</b>	<b>22,743</b>	<b>5,771</b>	<b>-5,639</b>	<b>132</b>	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Public Health &amp; Innovation portfolio</b>							
Kent Department of Public Health	1,410	-620	790	-272	164	-108	Underspend on Publicity campaign for Healthwatch
<b>Regeneration &amp; Economic Development portfolio</b>							
Economic Development incl Regeneration Projects	9,406	-3,099	6,307	-36	35	-1	staffing savings offset by contribution to Kent Contemporary Campaign
Kent Film Office	101		101	6	-4	2	
Resources	384	-117	267	0	0	0	
Strategic Management	158		158	0	0	0	
Analysis & Information	931	-60	871	26	-71	-45	
Geographic Information Systems	534	-146	388	0	0	0	
<b>TOTAL Regen &amp; ED</b>	<b>11,514</b>	<b>-3,422</b>	<b>8,092</b>	<b>-4</b>	<b>-40</b>	<b>-44</b>	
<b>Total Directorate Controllable</b>	<b>74,251</b>	<b>-42,626</b>	<b>31,625</b>	<b>5,495</b>	<b>-5,515</b>	<b>-20</b>	
<b>Assumed Management Action:</b>							
- L&P portfolio						0	
- CS&PM portfolio				-311		-311	Drawdown from reserves
- Finance portfolio						0	
- PH&I portfolio						0	
- Regen & ED portfolio						0	
<b>Forecast after Mgmt Action</b>				<b>5,184</b>	<b>-5,515</b>	<b>-331</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:

#### **Localism & Partnerships portfolio**

- 1.1.3.1 Democratic Services: Primary variance on gross (**+£120k**) is due to continuance of the Committee Manager post through to March 2010 plus other salary pressures which include three cases of maternity cover. A further (**+£52k**) variance is due to the part year effect of the restructuring of Members Allowances.

#### **Corporate Support & Performance Management portfolio:**

- 1.1.3.2 Personnel & Development: Variances on gross spend and income reflect the increased demand for additional Personnel services, mainly trading activity with Learning & Development (**+£378k** expenditure, **-£384k** income) and Schools Personnel Service (**+/-£133k**). Also, within Employee Services, additional external income, partly from shared HR services with District Councils at East Kent, has been offset by additional expenditure on the replacement of the telephony system (**+/- £234k**). There will be a request to roll forward, in accordance with the year-end guidance, underspends for:

- Healthchecks due to slow uptake of programme (-£52k);
- National Crisis Leadership programme due to delays in procuring hardware and software necessary to run the programme (-£54k) and
- seminars for Backing Kent Business (-£15k).

- 1.1.3.3 Information Systems (Business Solutions & Policy): Variances on gross spend **(+£2914k)** and income **(-£2919k)** reflect the increased demand for additional IT services, mainly trading activity with Schools through EIS +/-£890k and Pay-as-you-go projects +/-£1,966k (includes support to Libraries +/-£457k & Children's Centres +/-£490k). Project demand is difficult to predict during budget setting. Within the budgets delegated to service directorates, reduced costs relating to the Kent Public Services Network (KPSN) will result in lower recharges to directorates **-/+£28k**.
- 1.1.3.4 Property Group: Variances on gross spend **(+£393k)** and income **(-£451k)** reflect increased demand for additional pay as you go services mainly within the Estates and Capital Projects teams. The resulting underspend of **(-£58k)** will be requested to roll forward to meet consultancy costs for Total Place work in the new financial year.
- 1.1.3.5 Legal Services: Variances on gross spend **(+£493k)** and income **(-£843k)** reflect the additional work that the function has taken on over and above that budgeted for, responding to both internal and external demand. Variances of **(+/-£314k)** is due to increased costs & their recovery for Disbursements.
- 1.1.3.6 Strategic Development Unit: There is a variance of £152k on the running costs of new Gateways in 2009/10, which is partially offset by an additional £81k contribution from partners. The costs for each Gateway are unique arising from individual negotiations and opportunities and during the year we have incurred £66k of one-off costs, such as furniture and equipment for Tenterden Gateway, workshops and multimedia campaign.
- 1.1.3.7 Centrally Managed Budgets (CMB): **(+£175k)** - In the 2009-10 approved budget there is an MTP saving for 'In year Management action'. The saving is to be met from savings and income generation opportunities which present themselves through the year. Although the savings target is held within CMB, the offsetting savings/income generation is being/will be achieved across the other budget lines. There are some compensating savings **(-£31k)** within CMB themselves.
- 1.1.3.8 Central Policy & Performance, Improvement & Engagement: Additional permanent and temporary appointments **(+£170k)** have been made within the Central Policy and Improvement & Engagement teams in order to strengthen these areas in preparation of developing plans to improve performance management and corporate assurance across KCC. These pressures have been addressed in the MTP.
- 1.1.3.9 Kent Works: **(+/-£112k)** Increased costs and income from Health & Safety checks in Schools.

#### **Public Health and Innovation:**

- 1.1.3.10 Public Health: There are underspends on the 'Mobile House' and 'Communities for Health' programmes which have both been delayed, resulting in **(+/-£153k)** reduced expenditure and income. There has also been an underspend of **(-£108k)** on the Healthwatch programme due to delayed spend on publicity which will be requested to roll-forward for a publicity and marketing campaign in the new financial year.

#### **Regeneration & Economic Development portfolio:**

- 1.1.3.11 Economic Development incl. Regeneration Projects: The staff vacancies frozen pending the arrival of the new director have been earmarked to deliver part of the savings identified in the proposed budget for 2010/11 and result in £141k under spend in this financial year which together with further one-off savings from maternity & secondments of £125k results in a total under spend on the staff budget for the Economic Development team of £266k. This has been partially offset by a £200k contribution to a new initiative to provide £400k for the Kent Contemporary Campaign (the remainder being funded from LABGI income included within the cash limit)

**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
CSPM	Information Systems costs of additional pay as you go activity	+1,966	CSPM	Information Systems income from additional pay as you go activity	-1,966
CSPM	Information Systems costs of EIS additional services/projects	+890	CSPM	Information Systems income from EIS additional services/projects	-890
CSPM	Legal services cost of additional work (offset by increased income)	+493	CSPM	Legal income resulting from additional work (partially offset by increased costs)	-843
CSPM	Property Group - Additional costs of increased PAYG activity	+393	CSPM	Property - Additional income from PAYG activity	-451
CSPM	Personnel - increased trainer costs in Learning & Development	+378	CSPM	Personnel - increased income from Learning & Development courses	-384
CSPM	Legal services increased costs of Disbursements	+314	CSPM	Legal services increased income relating to Disbursements	-314
CSPM	Personnel - increased costs of trading activity, including new telephony system for Employee Services	+234	R&ED	staff savings within Regeneration	-266
R&ED	Contribution to Kent Contemporary Campaign from staff underspend	+200	CSPM	Personnel - Increased external income in Employee Services, partly from shared HR with DCs at East Kent	-234
CSPM	MTP saving 'In year management action'	+175	PH&I	Public Health - reduced costs for delayed Mobile House and Communities for Health programmes	-153
CSPM	Policy & PIE- Staffing costs to strengthen performance management & corporate assurance across KCC	+170	CSPM	Personnel - increased income from trading activity with Schools	-133
PH&I	Public Health - reduced income relating to delayed Mobile House and Communities for Health programmes	+153	CSPM	Kent Works - Increased Income from Health & Safety checks in Schools	-112
CSPM	increased running costs and one-off costs of new Gateways	+152	PH&I	Public Health - delayed Publicity campaign for Healthwatch	-108
CSPM	Personnel - increased costs of trading activity with Schools	+133			
L&P	Committee Manager post to March 2010 plus maternity covers.	+120			
CSPM	Kent Works - Increased costs for Health & Safety checks in Schools	+112			
		<b>+5,883</b>			<b>-5,854</b>

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

N/A

#### 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.

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

The following projects are re-phasing into 2010-11:

	£000s
<b>Corporate Support &amp; Performance Management portfolio:</b>	
Personnel & Development:	
• Healthchecks - due to slow uptake of programme	-52
• National Crisis Leadership programme – due to delays in procuring hardware and software necessary to run the programme	-54
• Backing Kent Business seminars	-15
<b>Public Health &amp; Innovation portfolio:</b>	
• Healthwatch programme – delay in the publicity and marketing campaign	-108
	-229

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

The overall forecast position before management action as shown in table 1 is an underspend of £20k. However there is re-phasing of projects into 2010-11 of £229k as identified in section 1.1.6 above, giving an underlying pressure of £209k. In addition, the following bids for roll forward will be requested:

	£000s
<b>Corporate Support &amp; Performance Management portfolio:</b>	
Property Group:	
• to meet consultancy costs for Total Place work in the new financial year	-58
<b>Regeneration &amp; Economic Development portfolio:</b>	
• transfer of residual portfolio underspend to the Regeneration Fund	-44
	-102

This gives an underlying pressure of £311k. However, there has been an in depth review of all reserves held within CED and as a result, it is expected that enough money can be returned to revenue to cover this residual pressure.

## 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.

	Prev Yrs Exp £000s	2009-10 £000s	2010-11 £000s	2011-12 £000s	Future Yrs £000s	TOTAL £000s
<b>Corporate Support Services &amp; Performance Management</b>						
Budget	10,919	15,450	22,116	16,631	18,575	83,691
Adjustments:						
- Gateways		-93	-7			-100
						0
Revised Budget	10,919	15,357	22,109	16,631	18,575	83,591
Variance		363	231	0	-56	538
<b>split:</b>						
- real variance		+538				+538
- re-phasing		-175	+231		-56	0
<b>Localism &amp; Partnerships Portfolio</b>						
Budget	0	584	500	500	500	2,084
Adjustments:						
-						0
						0
Revised Budget	0	584	500	500	500	2,084
Variance		0	0	0	0	0
<b>split:</b>						
- real variance		0	0	0	0	0
- re-phasing		0	0	0	0	0
<b>Regeneration &amp; Economic Development Portfolio</b>						
Budget	11,295	8,532	7,455	4,230	6,222	37,734
Adjustments:						
-						0
						0
Revised Budget	11,295	8,532	7,455	4,230	6,222	37,734
Variance		-2,828	2,763	0	0	-65
<b>split:</b>						
- real variance		-241	+176			-65
- re-phasing		-2,587	+2,587			0
<b>Directorate Total</b>						
Revised Budget	22,214	24,473	30,064	21,361	25,297	123,409
Variance	0	-2,465	2,994	0	-56	473
<b>Real Variance</b>	<b>0</b>	<b>+297</b>	<b>+176</b>	<b>0</b>	<b>0</b>	<b>+473</b>
<b>Re-phasing</b>	<b>0</b>	<b>-2,762</b>	<b>+2,818</b>	<b>0</b>	<b>-56</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>						
CSS&FM	Commercial Services VPE	real	+538			
			<b>+538</b>	<b>+0</b>	<b>+0</b>	<b>+0</b>
<b>Underspends/Projects behind schedule</b>						
R&ED	Capital Regeneration Fund	phasing			-1,874	
			<b>-0</b>	<b>-0</b>	<b>-1,874</b>	<b>-0</b>
			<b>+538</b>	<b>+0</b>	<b>-1,874</b>	<b>+0</b>

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

##### 1.2.4.1 Capital Regeneration Fund (R&ED) – re-phasing of -£1.874m

Capital Regeneration fund has been re-phased as there are various bids in the pipeline but no spend will occur in 2009/10

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		1,874	2,500	2,000	5,000	11,374
Forecast		0	4,374	2,000	5,000	11,374
<b>Variance</b>	<b>0</b>	<b>-1,874</b>	<b>1,874</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>						
<b>Budget:</b>						
Prudential		1,874	1,500	1,500	2,500	7,374
Capital Receipt			1,000	500	2,500	4,000
<b>TOTAL</b>	<b>0</b>	<b>1,874</b>	<b>2,500</b>	<b>2,000</b>	<b>5,000</b>	<b>11,374</b>
<b>Forecast:</b>						
Prudential		0	3,374	1,500	2,500	7,374
Capital Receipt			1,000	500	2,500	4,000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>4,374</b>	<b>2,000</b>	<b>5,000</b>	<b>11,374</b>
<b>Variance</b>	<b>0</b>	<b>-1,874</b>	<b>+1,874</b>	<b>0</b>	<b>0</b>	<b>0</b>



1.2.5 **Projects with real variances, including resourcing implications:****Regeneration & Economic Development Portfolio**

**Dover Priory Station Approach -£0.240m** (in 2009/10): Underspend of the regeneration capital fund allocation as this is no longer required, the main works contract award was lower than originally anticipated. The £0.176m of prudential funding has been returned to the fund for 2010-11 allocation.

**Corporate Support and Performance Management Portfolio**

**Commercial Services Vehicles, Plant & Equipment +£0.538m** (in 2009/10): The increase in expenditure on vehicles, plant & equipment will be funded by an increased contribution from their Renewals Fund.

Taking these into account, there is no underlying real variance.

1.2.6 **General Overview of capital programme:**

(a) Risks

None

(b) Details of action being taken to alleviate risks

None

1.2.7 **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
	£k	£k	£k	£k	
<b>Gateway Multi-Channel Service Delivery (CSS&amp;PM)</b>					
Amended total cash limits	+100	+200			+300
re-phasing	-100	+100			0
<b>Revised project phasing</b>	<b>0</b>	<b>+300</b>	<b>0</b>	<b>0</b>	<b>+300</b>
<b>Dover Sea Change (R&amp;ED)</b>					
Amended total cash limits	+1,545	+750			+2,295
re-phasing	-663	+663			0
<b>Revised project phasing</b>	<b>+882</b>	<b>+1,413</b>	<b>0</b>	<b>0</b>	<b>+2,295</b>
<b>Capital Regeneration Fund (R&amp;ED)</b>					
Amended total cash limits	+1,874	+2,500	+2,000	+5,000	+11,374
re-phasing	-1,874	+1,874			0
<b>Revised project phasing</b>	<b>0</b>	<b>+4,374</b>	<b>+2,000</b>	<b>+5,000</b>	<b>+11,374</b>
<b>Total re-phasing &gt;£100k</b>	<b>-2,637</b>	<b>+2,637</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other re-phased Projects below £100k</b>	<b>-125</b>	<b>+181</b>		<b>-56</b>	<b>0</b>
<b>TOTAL RE-PHASING</b>	<b>-2,762</b>	<b>+2,818</b>	<b>0</b>	<b>-56</b>	<b>0</b>

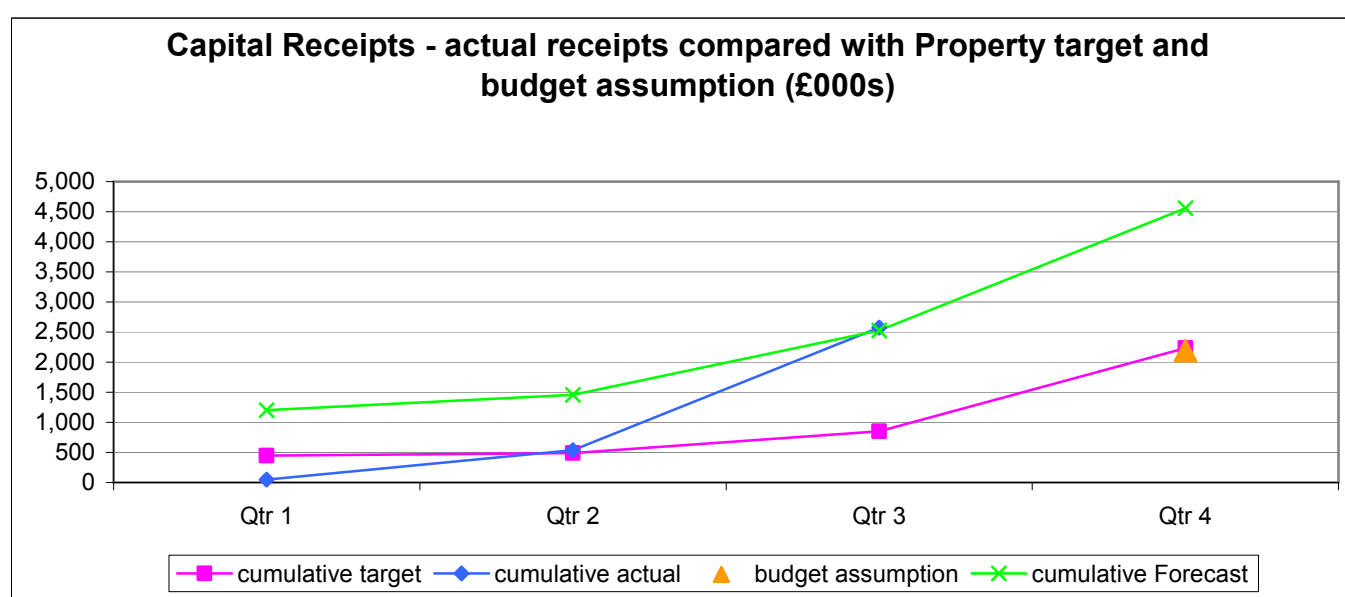
## 2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

### 2.1 Capital Receipts – actual receipts compared to budget profile:

	2009-10			
	Budget funding assumption £000s	Cumulative Target profile £000s	Cumulative Actual receipts £000s	Cumulative Forecast receipts £000s
April - June		447	47	1,200
July – September		492	538	1,455
October - December		850	2,577	2,524
January - March		2,235		4,559
<b>TOTAL</b>	<b>*2,194</b>	<b>**2,235</b>	<b>2,577</b>	<b>4,559</b>

\* Budget funding has been updated to reflect proposed 10-13 Budget.

\*\*The cumulative target profile shows the anticipated receipts for 2009-10 total £2,235k. The difference between this and the budget funding assumption is mainly attributable to timing differences between when the receipts are anticipated to come in and when the spend in the capital programme will occur.



Comments:

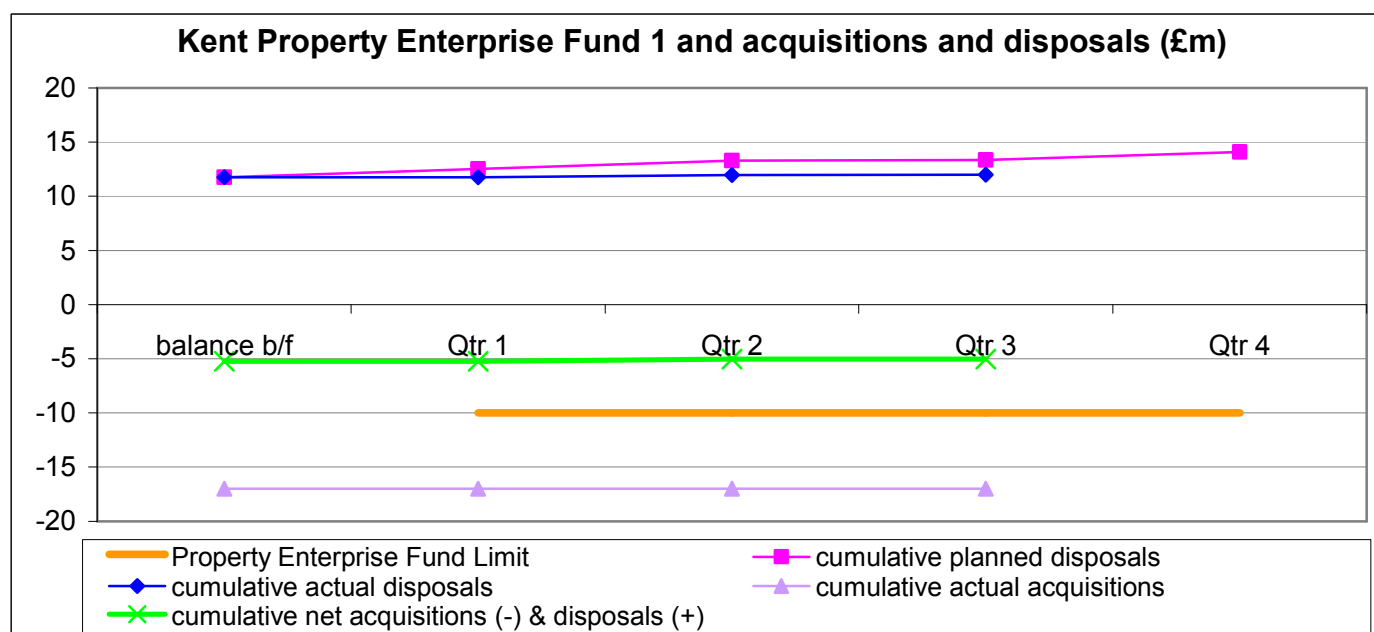
The table below compares the capital receipt funding required per the capital programme this year, with the expected receipts that will be available to fund this. Property group are actually forecasting a total of £4.56m to come in from capital receipts during this financial year. The table below only includes those that are earmarked to fund spend in the current financial year. The rest is needed to be earmarked for spend in future years of the programme.

It is continuously challenging to provide realistic forecasts of receipts given the current economic climate.

	2009-10 £'000
Capital receipt funding per revised 2010-13 MTP	2,194
Property Group's forecast receipts	407
Receipts banked in previous years for use	787
Capital receipts from other sources	1,000
<b>Potential Deficit Receipts</b>	<b>0</b>

## 2.2 Capital Receipts – Kent Property Enterprise Fund 1:

	<i>Kent Property Enterprise Fund Limit £m</i>	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		11.764	11.764	-16.999	-5.235
April - June	-10	12.529	11.771	-16.999	-5.228
July – September	-10	13.295	11.966	-16.999	-5.033
October – December	-10	13.341	11.986	-16.999	-5.013
January – March	-10	14.084			



## Background:

- County Council approved the establishment of the Property Group Enterprise Fund No.1, with a maximum permitted deficit of £10m, but self-financing over a period of 10 years. The cost of any temporary borrowing will be charged to the Fund to reflect the opportunity cost of the investment. The aim of this Fund is to maximise the value of the Council's land and property portfolio through:
  - the investment of capital receipts from the disposal of non operational property into assets with higher growth potential, and
  - the strategic acquisition of land and property to add value to the Council's portfolio, aid the achievement of economic and regeneration objectives and the generation of income to supplement the Council's resources.
 Any temporary deficit will be offset as disposal income from assets is realised. It is anticipated that the Fund will be in surplus at the end of the 10 year period.

## Comments:

The balance brought forward from 2008-09 on the Property Group Enterprise Fund No. 1 was **£5.235m**.

A value of **£0.287m** has been identified for disposal in 2009-10. This is the risk adjusted figure to take on board the potential difficulties in disposing some of the properties.

As at the 31 January 2010 disposals to date this year have been **£0.222m** from the disposal of 3 non-operational properties.

The fund has been earmarked to provide **£0.990m** for Gateways in this financial year.

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.397m**.

### Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £6.335m at the end of 2009-10.

<b>Opening Balance – 01-04-09</b>	-£5.235m
Planned Receipts (Risk adjusted)	£0.287m
Costs	-£0.397m
Acquisitions	-
Other Funding: - Gateways	-£0.990m
<b>Closing Balance – 31-03-10</b>	<b>-£6.335m</b>

### Revenue Implications

In 2009-10 the fund is currently forecasting £0.020m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.382m) against the overdraft facility and the cost of managing properties held for disposal (net £0.173m), the PEF1 is forecasting a £0.978m deficit on revenue which will be rolled forward to be met from future income streams.

## 2.2 **Capital Receipts – Kent Property Enterprise Fund 2 (PEF2):**

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

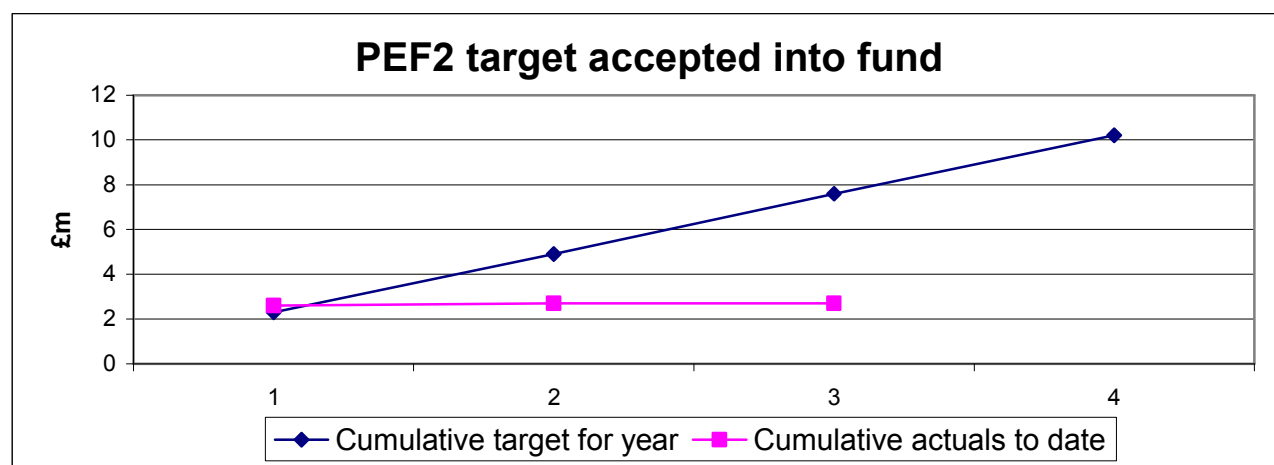
### **Overall forecast position on the fund**

	2009-10 Forecast
	£m
<b>Capital:</b>	
Opening balance	-42.914
Potential receipts to be agreed into PEF2	-10.216
Forecast sale of PEF2 properties	12.696
Disposal costs	-0.635
Closing balance	-41.069
<b>Revenue:</b>	
Opening balance	0.000
Interest on borrowing	-1.680
Holding costs	-1.730
Closing balance	-3.410
<b>Overall closing balance</b>	<b>-44.479</b>

The forecast closing balance for PEF2 is -£44.479m, this is within the overdraft limit of £85m.

The target receipts to be accepted into PEF2 during 2009-10 equate to the PEF2 funding requirement in the proposed 10-13 budget book, and achievement against this is shown below:

	Cumulative target for year	Cumulative actuals to date
	£m	£m
Balance b/fwd		2.6
Qtr 1	2.3	2.6
Qtr 2	4.9	2.7
Qtr 3	7.6	2.7
Qtr 4	10.2	



Comments:

To date three PEF2 properties have been sold. The cumulative profit/(loss) on disposal to date is -£0.265m. Large profits or losses are not anticipated over the lifetime of the fund.

#### Interest costs

At the start of the year interest costs on the borrowing of the fund for 2009-10 were expected to total £1.77m.

Latest forecasts show interest costs of £1.68m, a decrease of £0.09m. This is due to a reduced net closing balance on the fund caused by reduced purchases and increased disposals.

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

## FINANCING ITEMS 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 of 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>Corporate Support &amp; Performance Management portfolio</b>							
Contribution to IT Asset Maintenance Reserve	2,352		2,352			0	
Audit Fees & Subscriptions	764		764	-62		-62	underspend on subscriptions budget
Contribution from Commercial Services		-6,460	-6,460			0	
<b>Total Corporate Support &amp; PM</b>	<b>3,116</b>	<b>-6,460</b>	<b>-3,344</b>	<b>-62</b>	<b>0</b>	<b>-62</b>	
<b>Finance Portfolio</b>							
Insurance Fund	2,979		2,979	2,332		2,332	increase in value of provision for recorded claims outstanding
Workforce Reduction	1,498		1,498			0	
Environment Agency Levy	359		359	-20		-20	
Joint Sea Fisheries	264		264	6		6	
Interest on Cash Balances / Debt Charges	117,821	-12,769	105,052	-9,975	1,026	-8,949	Write down of discount saving from 08-09 debt restructuring; no new borrowing; reduced interest apportionments to Pension fund & schools
Transferred Services Pensions	22		22			0	
PRG	83	-2,100	-2,017			0	
Contribution to/from Reserves	-2,392		-2,392	2,709		2,709	tfr of write down of discount saving from 08-09 debt restructuring to reserves; provision for recession; drawdown of Insurance reserve to cover pressure on Insurance Fund; tfr to reserves to support 10-11 budget

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Drawdown from Kings Hill reserve	-1,000		-1,000			0	
ABG Safer Stronger Communities	1,366		1,366			0	
Original Turner Contemporary	0	0	0	6,000	-6,000	0	settlement proceeds offset by tfr to reserves of net proceeds
<b>Total Finance</b>	<b>121,000</b>	<b>-14,869</b>	<b>106,131</b>	<b>1,052</b>	<b>-4,974</b>	<b>-3,922</b>	
<b>Total Controllable</b>	<b>124,116</b>	<b>-21,329</b>	<b>102,787</b>	<b>990</b>	<b>-4,974</b>	<b>-3,984</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 Interest on Cash Balances and Debt Charges:

- There is a saving of £1.971m which relates to the write-down in 2009-10 of the £4.024m discount saving on debt restructuring undertaken at the end of 2008-09. (£0.39m was written down into 2008-09, therefore leaving a further £1.663m to be written down over the period 2010-11 to 2012-13).
- There is a £6.978m saving as a result of lower debt charges and a saving on the interest on cash balances budget. This is because:
  - We have some long term deposits unexpectedly still running which have bolstered our rate of return. Call options have been allowed for in this forecast.
  - Our cash balances were higher than we assumed in our budgeted cash flow assumptions as a result of higher grant receipts than assumed and re-phasing on the capital programme, however balances have reduced following transfers out to Fund Managers of a large amount of the Pension Fund cash for reinvestment but the reduction in interest earned as a result of this is offset by reduced interest apportionments on cash balances to the Pension Fund and schools.
  - No new borrowing has been undertaken this financial year.
  - The forecast also reflects the impact of the new counterparty policy approved by Cabinet in October, where the newly added banking groups are being utilised as fully as possible.

#### 1.1.3.2 Insurance Fund:

A forecast pressure on the Insurance Fund, currently estimated at £2.332m, will need to be met by a drawdown from the Insurance Reserve. The £0.9m increase from the previously reported deficit of £1.4m is almost entirely due to a £1.4m increase in recorded claims outstanding which has been offset by a reduction of £0.5m in the claims settlements paid.

The reserved value of claims is steadily increasing due to an increasing volume of claims coupled with rising compensatory awards which are dictated / influenced by external factors beyond our control.

#### 1.1.3.3 Original Turner Contemporary:

A settlement has been reached, without any admissions as to liability, regarding the original Turner project which was abandoned in 2006. The costs of this project were written off to reserves when this project was abandoned and therefore the net proceeds of this settlement will be transferred back to reserves and used to offset running costs of the Turner Contemporary in future years.

#### 1.1.3.4 Contributions to/from reserves:

- As planned, the £1.971m write down of the discount saving earned from debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve.

- There is also a forecast contribution to the reserve of £1.5m to provide contingency against the impact of the recession on the Finance Portfolio budgets.
- £1.570m has been transferred to reserves to support the 2010-11 budget, as agreed at County Council on 18 February.
- At year end there will be a draw down from the Insurance reserve to cover the overspend on the Insurance fund, currently estimated at £2.332m.

#### 1.1.3.5 Workforce Reduction:

It is likely that we will not need all of the Workforce Reduction budget this year. It is proposed that, in line with usual practice, any unspent balance is transferred to the Workforce Reduction reserve at year end in order to fund future costs of modernising council services which cannot be accommodated within the base budget.

**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
FIN	Transfer to reserves of net proceeds from Turner settlement	+6,000	FIN	Treasury savings - lower debt charges and savings on interest on cash balances budget	-6,978
FIN	Pressure on Insurance Fund	+2,332	FIN	Original Turner Contemporary settlement	-6,000
FIN	Contribution to economic downturn reserve of 2009-10 write down of discount saving from 2008-09 debt restructuring	+1,971	FIN	Drawdown from Insurance Reserve to cover pressure on Insurance Fund	-2,332
FIN	Contribution to reserves to support 2010-11 budget	+1,570	FIN	2009-10 write down of discount saving from 2008-09 debt	-1,971
FIN	Contribution to economic downturn reserve to provide contingency for the impact of the recession	+1,500			
		<b>+13,373</b>			<b>-17,281</b>

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

N/A

#### 1.1.5 **Implications for MTP:**

- The forecast reflects the transfer of £1.570m to reserves in order to support the 2010-11 budget.
- The 2010-13 MTP reflects an increase in funding for the Insurance fund as a result of the increasing number of claims. In addition a new way of charging KHS for highways insurance claims will be introduced from April 2010 in order to more accurately reflect the risk and reward associated with managing risk within the Highways service.

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

N/A

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

N/A



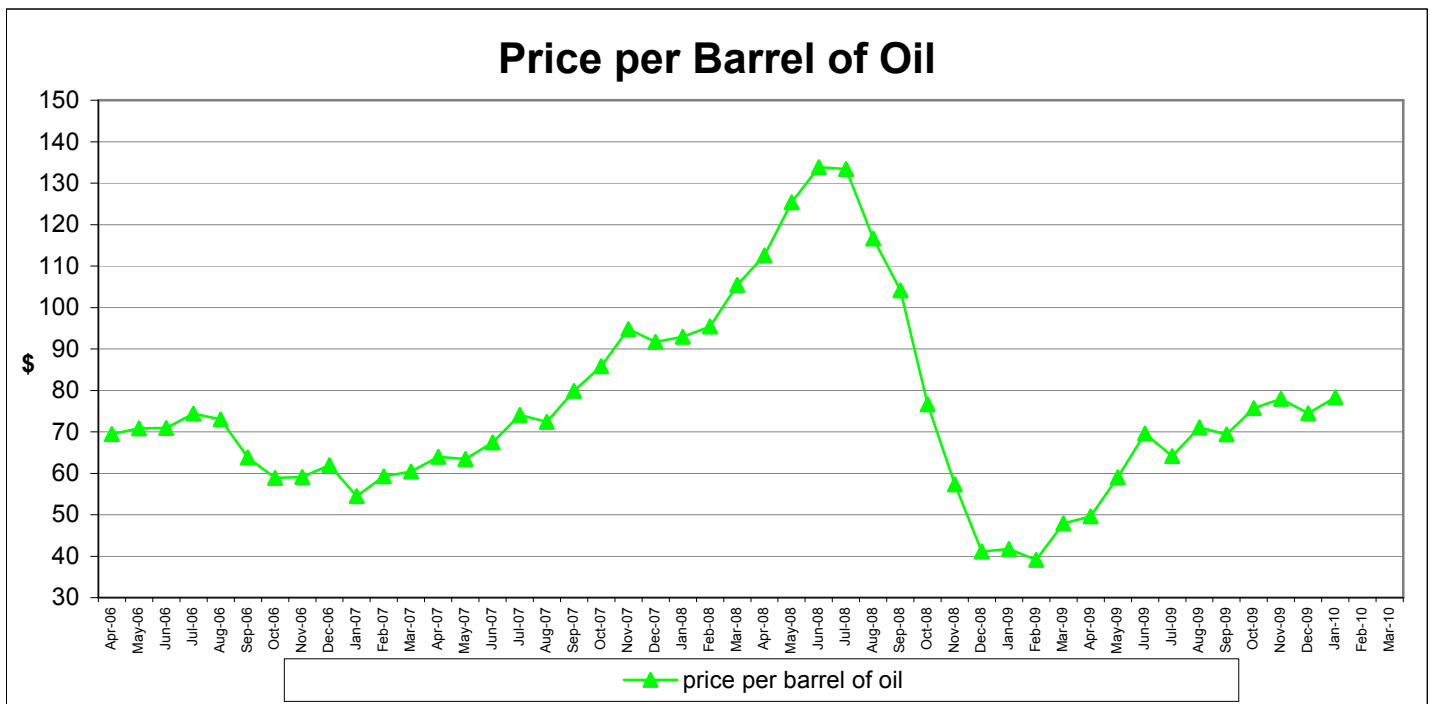
1.2 CAPITAL

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Price per Barrel of Oil – average monthly price in dollars since April 2006:

	Price per Barrel of Oil			
	2006-07	2007-08	2008-09	2009-10
	\$	\$	\$	\$
April	69.44	63.98	112.58	49.65
May	70.84	63.45	125.40	59.03
June	70.95	67.49	133.88	69.64
July	74.41	74.12	133.37	64.15
August	73.04	72.36	116.67	71.05
September	63.80	79.91	104.11	69.41
October	58.89	85.80	76.61	75.72
November	59.08	94.77	57.31	77.99
December	61.96	91.69	41.12	74.47
January	54.51	92.97	41.71	78.33
February	59.28	95.39	39.09	
March	60.44	105.45	47.94	



Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.

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By: Paul Carter, Leader  
Peter Gilroy, Chief Executive

To Cabinet – 29 March 2010

Subject: ANNUAL BUSINESS PLANS 2010/11

Unrestricted

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### **Introduction**

1. Kent County Council's overall strategic direction is articulated in the Medium Term Plan. This, and the annual budget, was approved by the County Council on 18 February 2010. The Annual Business Plans specify how each unit will contribute towards the organisation's overall objectives and those of each Directorate, and in particular how we will transform services and innovate in order to meet the needs of Kent businesses and individuals during the tough times ahead. The Plans thus represent the operation of the County Council's services within the context of its Policy Framework, Medium Term Plan and annual budget.

### **Context**

2. The Medium Term Plan sets out the uncertainties – in terms of finances and national government policy – that the County Council is facing over the medium term. Not only public services but the private, voluntary and community sectors in Kent will undoubtedly face huge challenges.
3. To meet these, KCC continues to modernise and transform, with a focus on putting the citizen at the heart of all we do whilst simultaneously driving out efficiencies in order to keep spending down. We are starting from a position of great strength. For the eighth year running Kent County Council has scored the highest possible overall rating from the Audit Commission, and yet again was judged to be performing excellently.
4. These business plans set out how we will deliver our priorities and ambitions for the coming year across all our services within tight financial constraints. Throughout these plans our aim is to ensure that the people of Kent continue to have quick and easy access to quality services tailored to their specific needs at a cost that is fair, reasonable, and as affordable as possible. Changes planned in 2010/11 are also paving the way for subsequent years in the MTP as it is clear that the financial climate for local government will continue to be very difficult for several years.

## **2010/11 Business Plans**

5. Following on from the review of business plans conducted in 2008, the process of producing the 2010/11 business plans has further built upon the improvements made last year. The organisation's capacity to do business planning is being reduced as efficiency savings are made, and the process is being streamlined for staff working on business plans. The reading for Members has also been cut down as only the key budget, activity, staffing and performance sections of the plans are included. The review of the business plan template and process is an on-going project, and while good progress has been made, we will endeavour to improve further the format and linkages with the rest of our business during the coming year.
6. On the basis of each Cabinet Member's recommendation, Cabinet is asked to approve the Annual Directorate and Service Level Business Plans as listed in Appendix 1.
7. The plans have been made available to Members of Cabinet Scrutiny Committee and two copies have been placed in the Members lounge. Further copies are available upon request to the contact officer named below, and the full plans will be accessible via KNet and on [kent.gov.uk](http://kent.gov.uk).

## **Recommendation**

8. Cabinet is asked to approve the Directorate business plans as listed in Appendix 1.

Background documents: *20010/11 Budget Book and 2010/13 Medium Term Plan*

Contact:  
*Debra Exall, Head of Strategic Policy, Ext 1984*

<b>Children, Families and Education Directorate</b>		<b>Kent Adult Social Services Directorate</b>
Directorate level Plan		Directorate level Plan
1. Learning Group		1 Headquarters
2. Specialist Children's Services Group		2 Kent-wide
3. Commissioning and Partnership Group		3 West Kent
4. Resources and Planning Group		4 East Kent
5. Capital programme and Infrastructure Group		5 Mental health
		6 Learning Disability
<b>Communities Directorate</b>		
Directorate level Plan		<b>Environment, Highways and Waste Directorate</b>
1 Sport, Leisure & Olympics Service		Directorate level Plan
2 Arts Development Unit		1 Kent Highway Services
3 Libraries & Archives		2 Integrated Strategy & Planning
4 Kent Adult Education & KEY training		3 Environment & Waste
5 Community Safety Unit		
6 Emergency Planning		<b>Chief Executive's Directorate</b>
7 Registration Service		Directorate level Plan
8 Coroners Service		1 Commercial Services
9 Trading Standards		2 Communications & Media Centre
10 Kent Scientific Services		3 Corporate Finance
11 Youth Service		4 Legal & Democratic Services
12 Youth Offending Service		7 Personnel & Development
13 Kent Drug & Alcohol Action Team		8 Property Group
14 Supporting People		9 Public Health
15 Supporting Independence		8 Strategic Development Unit
16 Policy and Resources Division		9 Strategy, Economic Development & ICT

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**By:** Sarah Hohler, Cabinet Member for Children, Families and Education  
Rosalind Turner – Director of Children Families and Education

**To:** Cabinet – 29 March 2010

**Subject:** COORDINATED CASUAL ADMISSIONS SCHEME AND LOCAL AUTHORITY PROPOSED CO-ORDINATED SCHEMES FOR PRIMARY AND SECONDARY SCHOOLS IN KENT AND ADMISSION ARRANGEMENTS FOR PRIMARY AND SECONDARY COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS 2011 /12

**Classification:** Unrestricted

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**Summary:** To report on the outcome of the consultation on the proposed admission arrangements for transfer to Primary and Secondary schools in September 2011 and the proposed scheme for casual Admissions from September 2010.

Cabinet is also asked to determine the In Year Casual Admission process, the admission arrangements for the 2011 school year and determine the coordinated schemes for Primary & Secondary Admissions in Kent.

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### Introduction

1. (1) The Local Authority (LA), as the admissions authority for Community and Voluntary Controlled schools, is required to consult on its proposed admission arrangements for these schools annually, and to determine its admission arrangements by 15 April each year.

(2) The Education Act 2002 introduced a duty on each LA, to formulate a scheme to co-ordinate admission arrangements for all maintained schools in its area and to take action to secure the agreement to the scheme by all admission authorities. In addition a new requirement has been introduced to coordinate casual admissions from 2010. There have been a number of reservations to coordinating casual admissions expressed by both the LA and individual admission authorities. There is however a duty on the LA to do this from September and agreement has been reached by Kent Admission Authorities to work within the proposed arrangements if determined. Cabinet are requested to determine the Casual Admissions Scheme from September 2010 the Co-ordinated scheme for Admissions to Primary and Secondary schools in Kent for 2011 and the proposed admission arrangements for Community and Voluntary Controlled schools.

(3) All admission arrangements identified in this document are outside the arrangements for pupils with statements of special education need which take place in accordance with the SEN Code of Practice (2001) Paragraph 5.72.

(4) The LA has consulted the headteachers and chairmen of governors of all Kent primary and secondary schools; neighbouring LAs; diocesan bodies; independent schools (which have pupils transferring to secondary schools); parents and parental groups on its proposals to co-ordinate admissions to all Kent Primary and Secondary schools in September 2011.

(5) The LA consulted with the Admissions Forum on the content of the consultation and reported back to the forum on 12 February 2010. The Admissions Forum expressed its reservations at the introduction of the Casual Admissions process but recognising the legal duty on the LA supported the proposed schemes with a minor amendment to the proposed timescale for data exchanges between schools and the LA.

### **Consultation and Outcome**

2. (1) The consultations considered the following aspects:

- (a) The Coordinated In Year Casual Admissions Scheme 2010
- (b) The Primary Co-ordinated Admission Scheme for 2011/12;
- (c) The Secondary Co-ordinated Admission Scheme for 2011/12;
- (d) Over-subscription criteria for Community and Voluntary Controlled Primary and Secondary schools 2011/12;
- (e) The relevant statutory consultation areas for Primary and Secondary schools 2011/12;
- (f) Published admission numbers for Community and Voluntary Controlled Primary and Secondary schools 2011/12.

#### **(a) The Co-ordinated In Year Casual Admissions Scheme**

3. (1) All Admissions Authorities in Kent agreed the Casual Admissions Scheme to be introduced from September 2010. Feedback to the consultation was very critical of the introduction of this new requirement which will increase bureaucracy for both schools and the LA and in some instances may actually make it harder for children to secure school places quickly. 60% of respondents initially refused to agree to the proposed arrangements as a result, but LA officers were able to broker agreement for a slightly amended scheme. This agreement has been secured primarily because it was recognized that if no agreement was reached locally a scheme would need to be imposed by the Secretary of State and on balance it was preferable to come up with something that we know will work locally. The introduction of this new requirement does however have the potential to improve the safeguarding of children, and research carried out elsewhere (Somerset) has shown that the majority of parents would prefer to have a single point of contact in relation to identifying school places as opposed to having to visit several different schools. This is especially the case where parents are seeking to identify a school place ahead of a move into a new area. Whilst this will prove to be a significant change to existing



practice and is understandably being met with concern and resistance, it has the potential to greatly simplify things for parents in the longer term when it becomes standard practice to go straight to the home LA for all school admissions enquiries. Whilst there has been little support for the introduction of this new process from schools, Kent admissions authorities have agreed to work to the proposed scheme, if determined. A copy of the agreed In Year Casual Admissions Scheme proposed for determination is attached in Appendix A.

#### **(b) The Coordinated 2011 Primary Admissions Scheme**

(2) All Admissions Authorities within Kent agreed to the proposed Co-ordinated Primary Admissions Scheme for 2011. This is broadly in line with dates used for the 2010 process with the inclusion of the casual arrangements consulted on for introduction from September 2010. In addition the new scheme has included specific guidance on provisions for Children with Statements of Special Educational Need (SEN) so schools will be clear of their duties in relation to managing applications from SEN pupils and requirements relating to Children in Local Authority Care (LAC) these additions will improve understanding and in relation to LAC remind placing LA's of their duty to include education plans within the overall care plans of LAC children, before they are placed outside of their home LA. A copy of the Primary Admissions Scheme is attached in Appendix B

#### **(c) The Secondary Coordinated Scheme**

(3) The Secondary Coordinated Scheme was agreed by all Kent Admissions Authorities. No comments were received specific to the Secondary scheme. This is not unexpected because the scheme dates have remained broadly similar for the last two years, with no proposed changes other than the introduction of the coordination of casual admission arrangements and these have been commented on through the in year casual admission scheme. One concern is the introduction of a national closing date for Secondary Admissions; this has been set as 31<sup>st</sup> October. This is unhelpful for parents because it is the end of the October half term and no schools will be open and no teachers are available to assist parents in the week leading up to the closing date. The scheme proposes to accept applications up to 5 days after the National closing date as 'on-time' to give parents the opportunity to discuss options with their child's primary Headteacher. As with the Primary Scheme, the wording has been strengthened to include specific guidance on provisions for Children with Statements of Special Educational Need (SEN) so schools will be clear of their duties in relation to managing applications from SEN pupils and requirements relating to Children in Local Authority Care (LAC). These additions will improve understanding and in relation to LAC remind placing LA's of their duty to include education plans within the overall care plans of LAC children before they are placed outside of their home LA. The details of the proposed scheme for determination is attached in Appendix C.

#### **(d) The Oversubscription Criteria for Primary and Secondary Community and Voluntary Controlled schools.**

The oversubscription criteria for community and voluntary controlled secondary schools have one minor change to the wording of the 'Health and Special Access Reasons' criterion this was following legal advice relating to meeting our duties under the DDA. Nothing else has changed from 2010/11. The over subscription criteria for voluntary controlled primary

schools have a similarly worded change to secondary relating to Health and Special Access Reasons' and have changed in that siblings have been given a higher priority than children ticking the 'faith box' for church schools. This change has been agreed and supported by the Admissions Forum which has representation from all the relevant diocese and diocesan boards. Details of the oversubscription criteria for Primary Community and VC schools is outlined in Appendix B(2). Details of the oversubscription criteria for Secondary Community and VC schools is outlined in Appendix C(2).

#### **(e) Relevant Statutory Consultation Area**

Details of the relevant statutory consultation areas have not changed from 2010/11, details for the Primary arrangements are in Appendix B(3) and Secondary arrangements in Appendix C(3).

#### **(f) Published Admission Numbers**

6. The proposed Published Admission Numbers(PAN) for Community and Voluntary Controlled Primary schools are identified in Appendix B(4) and for Community and Voluntary Controlled Secondary schools they are detailed in Appendix C(4) . Please note that the LA can only determine the admission number for schools where it is the Admissions Authority for the school. Where there has been a proposed change from the current determined admission number these are 'bold' with the previous PAN indicated in brackets.

#### **Recommendations**

7. Cabinet is asked TO ACCEPT AND DETERMINE
- (a) The proposed In Year Casual Admissions Scheme from September 2010 as set out in Appendix A
  - (b) The proposed scheme to co-ordinate admissions to Primary schools in September 2011 as set out in Appendix B (1).
  - (c) The proposed scheme to co-ordinate admissions to Secondary schools in September 2011 as set out in Appendix C (1).
  - (d) The oversubscription criteria detailed in Appendix B (2) and Appendix C (2) relating to Community and Voluntary Controlled Primary and Secondary schools.
  - (e) The relevant statutory consultation areas detailed in Appendix B (3) and Appendix C (3) relating to Community and Voluntary Controlled Primary and Secondary schools.
  - (f) That the Published Admission Numbers for Community and Voluntary Controlled Primary and Secondary schools are determined as set out in Appendix B (4) and Appendix C (4).

Scott Bagshaw  
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Tel: (01622) 694185  
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Dated: February 2010

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**Kent County Council**

**Co-ordinated Scheme for**

**In-Year Casual Admissions**  
**for Primary and**  
**Secondary School Places**

**Academic Year 2010/11**

Produced by:  
Admissions and Transport

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## Introduction / Background

---

Each year, the Local Authority is required to draw up, consult on and determine:

- Co-ordinated admissions arrangements (schemes) for all schools in the Local Authority area for entry at the normal time of admission (Year R for infant and primary schools, Year 3 for junior schools and Year 7 for secondary schools) and also for all year groups throughout the academic year (In-Year Admissions) this paper relates specifically to the In Year Casual Admission Scheme.

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### Section 1 – Details of the Co-ordinated Scheme for In-Year Admissions

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The LA expects that all schools and Admissions Authorities engaged in the sharing of admissions data will manage personal information in accordance with the Data Protection Principles, as defined in the Data Protection Act 1998.

#### **In-Year Common Application Form.**

1.

There will be a standard form, known as the **In-Year Common Application Form (IYCAF)**, which residents of the LA area must complete to apply for school places in any year group outside of the normal admissions round. Enquiries can also be made via e-mail ([kent.admissions@kent.gov.uk](mailto:kent.admissions@kent.gov.uk)).

The LA will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require said information.

Parents will be able to obtain Information packs and IYCAFs from the LA's Admissions and Transport Office or from any local Kent school.

2.

The IYCAF will be used for the purpose of admitting pupils into the year group applied for in the specified year, and any successive year in which this scheme is still in force

3.

The IYCAF must be used as a means of expressing one or more preferences for the purposes of section 86 of the School Standards and Framework Act 1998, by parents resident in the LA area wishing to express a preference for their child:

- (a) to be admitted to a school within the LA area (including VA and Foundation schools and Academies)
- (b) to be admitted to a school located in another LA's area (including VA, foundation schools and Academies)

4.

The IYCAF will:

- (a) invite the parent to express school preferences including, where relevant, any schools outside the LA's area, and to rank each school according to their order of preference.

- (i) For admission to Year R – Year 6 parents can express **up to three** preferences
  - (ii) For Admission to Year 7 – 11 parents can express **up to four** preferences
- (b) invite parents to give their reasons for each preference and give details of any siblings that may be attending any one of the preferred schools.
- (c) explain that the parent will receive no more than one offer of a school place and that:
- (i) a place will be offered at the highest nominated school for which they are eligible for a place; and
  - (ii) if a place cannot be offered at a nominated school, a place will be offered at an alternative school.
- (d) specify where it must be returned to.

5.

The LA will make appropriate arrangements to ensure:

- that the IYCAF is available in paper form on request from the LA and from all maintained primary and secondary schools and Academies in the LA area; and
- that the IYCAF is accompanied by a written explanation of the In-Year admissions scheme in an easy to follow format.

6.

IYCAF's must be returned to the LA as soon as possible to enable the Admissions and Transport Office to process them expeditiously.

### **Supplementary Information Forms (SIF's)**

7.

All preferences expressed on an IYCAF are valid applications. A school can ask parents who wish to nominate it, or have nominated it, on the IYCAF, to provide additional information on a supplementary information form only where the additional information is required for the governing body to apply its over-subscription criteria to the application. Where a supplementary information form is required it must be requested from the school or the LA and returned to the school. All schools that use supplementary information forms must include the proposed form in their consultation with other admission authorities, including the LA, and in their published admission arrangements. Where a school fails clearly to define its oversubscription criteria in its determined arrangements, the criteria definitions as laid out by the Local Authority must be adopted.

8.

A supplementary information form is not a valid application by itself: this can be made only on the IYCAF or if the child is resident in another area, the home LA's Common Application Form must be used.

When supplementary forms are received the school must verify with the LA before consideration and ranking of applicants that a IYCAF or neighbouring LA's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. In these circumstances, the school should also send the LA a copy of the supplementary information form if so requested.

Under the requirements of the scheme, parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its over-subscription criteria.

9.

Parents wishing to apply for a Kent grammar school are required to name said school on their IYCAF and the LA will contact them further regarding relevant testing arrangements. For year groups beyond Yr 7 the schools below will set their own individual testing arrangements.

The Kent schools that require children to sit the Kent grammar school tests (as in paragraph 11) are listed below:

Barton Court Grammar School	Invicta Grammar School
Borden Grammar School	Judd School
Chatham House Grammar School	Maidstone Grammar School
Chaucer Technology School*	Maidstone Grammar School for Girls
Clarendon House Grammar School	Norton Knatchbull
Cranbrook School	Oakwood Park Grammar School
Dane Court Grammar School	Queen Elizabeth's Grammar School
Dartford Grammar School	Simon Langton Girls' Grammar School
Dartford Grammar School for Girls	Simon Langton Grammar School for Boys
Dover Grammar School for Boys	Sir Roger Manwood's School
Dover Grammar School for Girls	Skinner's School
Folkestone School for Girls	Tonbridge Grammar School
Gravesend Grammar School	Tunbridge Wells Girls' Grammar School
Gravesend Grammar School for Girls	Tunbridge Wells Grammar School for Boys
Harvey Grammar School	Weald of Kent Grammar School
Highsted Grammar School	Wilmington Grammar School for Boys
Highworth Grammar School for Girls	Wilmington Grammar School for Girls

Note some Academies also require children to sit a test for the purpose of Banding, where this is the case parents will be advised of the arrangements in place for those individual schools/academies

10.

a)

**Children with Statements of Special Educational Need (SEN) –**

Pupils with a Statement of Special Educational Need do not apply to the LA for a school place through the In Year Admissions processes.

Any application received by the LA for a child with a Statement of Special Educational Need will be referred directly to the SEN & R team who must have regard to Schedule 27 of the Education Act 1996 .....*"where the LA must name the maintained school that is preferred by parents providing that:*

*\* the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement*

*\* the child's attendance is not incompatible with the efficient education of other children in the school, and*

*\* the placement is an efficient use of the LEA's resources"*

Where a pupil is resident in another Local Authority, the home Authority must again comply with Schedule 27 of the Education Act 1996 which states:

*"A local education authority shall, before specifying the name of any maintained school in a statement, consult the governing body of the school, and if the school is maintained by another local education authority, that authority."*

Kent would therefore expect other Authorities when looking for Kent school places for statemented pupils to contact the SEN & R team in addition to the relevant school.

b)

### **Children in Local Authority Care (LAC)**

Where an in-year application is received from the corporate parent of a child in Local Authority Care, Kent Admissions team will expect that in line with Statutory Guidance \*, arrangements for appropriate education will have been made as part of the overall care planning, unless the placement has been made in an emergency.

When applications are made for young people in the care of other Local Authorities, Kent as receiving authority, will confirm an offer of a school place with the placing authority. Where the placement has been made in an emergency, and this is not the case, Kent, as the receiving authority will refer the matter to a school identified by the placing authority, to establish if an offer of a place can be provided, where appropriate treating the child as an 'Excepted Pupil'. If the school is full and such a provision is not considered appropriate, the LA will advise the home authority of alternative education provision that may be in the better interest of the child.

Where Kent is the corporate parent of the child in question, an appropriately appointed social worker, will liaise in the first instance with Admissions Placement Officers and in some cases other professionals, in order to agree the school or setting that would best meet the individual needs of the child (most appropriate provision for the child). The LA will then allocate a place where it is the admission authority for the school or contact the school directly and seek a place where it is not. Where a school refuses to admit the child the LA as corporate parent, will take a view in discussion with the Admissions Section as to whether to direct the school in question or consider if other education provision may be in the better interest of the child.

\* Statutory Guidance on the duty of local authorities to promote the educational achievement of looked after children under section 52 of the Children Act 2004 (S35.1-37)

c)

Exceptional provision is made for the families of UK Service Personnel, Crown Servants and British Council employees, as required by the School Admissions Code. A confirmed address, or, in the absence of this, a Unit or "quartering area" address, will be accepted as the home address from which home to school distance will be calculated. This must be confirmed by a letter from the Commanding Officer or the Foreign Office.

11.

Children who are not successful in gaining any place they want will be allocated an available place at the nearest school of an appropriate type to their given address, and will have the same access to a waiting list and rights to appeal as other applicants.

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### **Determining Offers in Response to the IYCAF**

12.

The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to IYCAFs received. The LA will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the IYCAF where:

(a) it is acting in its separate capacity as an admission authority, or

(b) an applicant is eligible for a place at more than one school, or



(c) an applicant is not eligible for a place at any school that the parent has nominated.

The LA will allocate places in accordance with the provisions set out in paragraph 21.

13.

Within 5 school days from receipt of a completed IYCAF, the LA will notify the admission authority for each of the schools named all relevant details from the IYCAF.

14.

Within 5 schools days from receipt of the above(point 13), the admission authority for each school will consider the application, apply the school's oversubscription criteria (if appropriate) and provide the LA with a decision whether or not they are able to offer a place at their school. If they are unable to offer a place at their school, they must inform the LA of the applicants position on the waiting list (including under which criterion) based on the school's over-subscription criteria.

15.

Withih 3 school days from receipt of the above (point 14), the LA will match the information provided by the admission authority and:

- where the child is eligible for a place at only one of the nominated schools, will allocate a place at that school to the child;
- where the child is eligible for a place at two or more of the nominated schools, will allocate a place to the child at whichever of these is the highest ranked preference;
- where the child is not eligible for a place at any of the nominated schools, will allocate a place to the child at the nearest appropriate school in the LA area with a vacancy.

16.

Where the parents of a Kent pupil have applied to a school outside Kent, the LA will have regard to information received from the relevant LA to ensure that Kent LA offers the parents a place at the highest ranked preference for which the child is eligible for a place.

17.

Where the LA receives notice from another LA ("the home authority") that the parents of a child from outside Kent have applied to a Kent school, the LA will forward the application to the relevant school, or, where the LA is the admission authority for the school, determine whether the child will be offered a place at the school. The LA will notify the home authority of the determination so that the home authority can make an offer of the highest ranked school.

18.

The LA will provide the relevant school with a copy of the offer letter sent to the parents and will inform other LAs of places that can be offered to their residents in its schools.

---

## Offers

19.

The LA will notify applicants resident in the LA area by letter that they are being offered a place at the allocated school. The letter will give the following information:

- the name of the school at which a place is offered;

- the reasons why the child is not being offered a place at each of the other schools nominated on the IYCAF
- information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
- how to apply for a place on the waiting list for any school named on the IYCAF. Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school;
- contact details for the school and LA and for the admission authorities of Foundation, VA schools and Academies where they were not offered a place, so that they can lodge an appeal with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer of a place within 10 days. It will not inform parents of places still available at other schools.

20.

Parents who reside in other LAs, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own 'home' LA.

21.

Kent pupils who have not been offered a place at any of the schools nominated on their IYCAF will be offered a place by Kent LA at the nearest appropriate school in the LA area with a place available, following consultation with individual schools. If no school in the local area has places available, the application may be referred to a local panel under the In Year Fair Access Protocol.

22.

Schools will send their welcome letters only after advice from the LA that the place has been accepted.

---

### **Acceptance/Refusal of Places**

23.

Parents will be advised, in their offer, letter that they must accept/refuse the school place offer in writing with the LA within 10 days of the date of the offer letter. If the LA has not obtained a response within the specified time, it **must** remind the parent of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after having exhausted all reasonable enquiries may it be assumed that a place is not required.

24.

The LA will notify all schools of places accepted/refused by e-mail/letter as soon as possible after receipt of the acceptance/refusal.

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### **Waiting Lists**

25.

The admission authority for each oversubscribed school will keep a waiting list. This will include details of all applicants who have named the school on the IYCAF but could not be offered a place and have asked to be placed on a waiting list (A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.)

26.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. Schools will advise the LA of who are to be offered places as vacancies arise. If a school has reached its Published Admission Number it may not admit applicants other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority care apply. To maintain the database, and to make any relevant offer of a place, admission authorities will advise the LA when a place is to be offered to a pupil on a waiting list. Waiting lists will be maintained until at least the start of the Spring term in the admission year. Parents with children who are refused admission must be offered a right of appeal (even if their child's name has been put on the waiting list) and must be given a contact in the LA to ensure that no pupil is left without an offer of a school place.

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## Appeals

27.

All parents have the statutory right to appeal against any decision refusing them a school place, regardless of where they ranked the school on a IYCAF.

28.

Where a school has places available, and parents have lodged an appeal against the refusal of a place, they must inform the LA who is to be offered a place without the need for the appeal to be heard, provided there are no other applicants at that time on the school's waiting list who rank higher through the application of the school's over-subscription criteria. *(Where the school is a grammar school, a place may only be offered if the child has been assessed as being suitable for a grammar school place and there are no other applicants at that time on the school's waiting list who rank higher through the application of the school's over-subscription criteria.)*

29.

The LA will record details of any pupils who apply for casual admission, and ensure that they are placed in a school without undue delay, where necessary employing the "In Year Fair Access Protocol"

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Section 2 –

## Glossary of terms used in the Scheme

Term	Definition
<b>The LA</b>	Kent County Council acting in their capacity as local authority
<b>The LA area</b>	the area in respect of which the LA is the local authority
<b>Primary education</b>	has the same meaning as in section 2(1) of the Education Act 1996
<b>Secondary education</b>	has the same meaning as in section 2(2) of the Education Act 1996
<b>Primary school</b>	has the same meaning as in section 5(1) of the Education Act 1996
<b>Secondary school</b>	has the same meaning as in section 5(2) of the Education Act 1996
<b>School</b>	a community, foundation or voluntary school (but not a special school) which is maintained by the LA, and Academies
<b>Foundation schools</b>	such of the schools as are foundation schools
<b>VA schools</b>	such of the schools as are voluntary-aided schools
<b>Academies</b>	such schools which have been established under section 482 of the Education Act 1996 (as amended by section 65 of the Education Act 2002)
<b>Admission authority</b>	in relation to a community or voluntary controlled school means the LA and, in relation to a trust, foundation or VA school and Academy, means

	the governing body of that school
<b>The specified year</b>	the school year beginning at or about the beginning of September 2010, and at the same time in any successive year in which this scheme is still in force
<b>Admission arrangements</b>	the arrangements for a particular school or schools which govern the procedures and making for the purposes of admitting pupils to the school
<b>Casual admission</b>	any application for a place in the first year of secondary education that is received after 31 March 2010, including those received during the academic year commencing in September 2010 (and in the September of any successive years in which this scheme is in force), and applications for a place in any other year group received at any time from the commencement of the scheme.
<b>PESE</b>	Kent's Procedure for Entrance to Secondary Education assessment processes including the Kent Test.
<b>Eligible for a place</b>	that a child has been placed on a school's ranked list at such a point as falls within the school's published admission number
<b>IYCAF</b>	In-Year Common Application Form to be completed



Dated: February 2010

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**Kent County Council**

**Co-ordinated Scheme for**

**Primary Admissions**

**Academic Year 2011/12**

**Incorporating Entry to Year R,  
Transfer from Infant School to Junior School  
(Year 2-3)  
And  
Primary In-Year Casual Admissions**

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Produced by:  
Admissions and Transport

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## Introduction / Background

---

Each year, the Local Authority is required to draw up, consult on and determine:

- Co-ordinated admissions arrangements (schemes) for all schools in the Local Authority area for entry at the normal time of admission (Year R for infant and primary schools, Year 3 for junior schools and Year 7 for secondary schools) and also for all year groups throughout the academic year (In-Year Admissions)
  - The over-subscription criteria / arrangements for entry to those schools for whom the Local Authority is the admission authority (Community and Voluntary Controlled schools).
-

## **Section 1 – Details of the Co-ordinated Scheme for Entry to Year R and Transfer from Infant School to Junior School (Year 2-3)**

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This section details the Co-ordinated Scheme for Entry to Year R and Transfer from Infant School to Junior School (Year 2-3) in September 2011.

Year R applications are for children born between 1 September 2006 and 31 August 2007.

Year 3 applications are for children born between 1 September 2003 and 31 August 2004.

**The Key Scheme dates are:**

<b>Key Action</b>	<b>Scheme Date</b>
<b>Closing date for Applications (Online and RCAF/JCAF)</b>	<b>Saturday 15 January 2011</b>
<b>Summary of applicant numbers sent to all Kent primary, infant and junior schools</b>	<b>By Wednesday 9 February 2011</b>
<b>Full applicant details sent to all Kent primary, infant and junior schools for ranking against their over-subscription criteria</b>	<b>By Friday 11 February 2011</b>
<b>Completed ranked lists returned to the LA by all Kent primary, infant and junior schools</b>	<b>By Friday 11 March 2011</b>
<b>LA to match all ranked lists in the admissions database</b>	<b>By Wednesday 16 March 2011</b>
<b>Details of pupils being offered sent to all Kent primary, infant and junior schools</b>	<b>By Friday 25 March 2011</b>
<b>Offer e-mails and letters sent to parents</b>	<b>Thursday 31 March 2011</b>
<b>Schools send out welcome letters</b>	<b>Not before Friday 8 April 2011</b>
<b>Places must be accepted or refused and requests to go on a waiting list must be submitted</b>	<b>By Thursday 21 April 2011</b>
<b>The LA/schools re-allocate any places that have become available to those who have asked to go on the waiting lists for each school</b>	<b>After Tuesday 3 May 2011</b>

In addition this scheme allows for:



- Supplementary Information Forms (SIFs) to be returned directly to schools to assist in the ranking of applicants against the schools over-subscription criteria.
- Confirms that after 3 May 2011, the LA/schools consider applicants through the normal waiting list / In-Year procedures.

The LA expects that all schools and Admissions Authorities engaged in the sharing of admissions data will manage personal information in accordance with the Data Protection principles.

1.

Kent resident parents will have the opportunity to apply for their child's school place either online at [www.kent.gov.uk/ola](http://www.kent.gov.uk/ola) or by using a standard paper form known as the Reception Common Application Form (RCAF) and Junior Common Application Form (JCAF).

The LA cannot accept multiple applications for the same child. A parent must use either of the above methods, but not both.

2.

The RCAF will be used for the purpose of admitting pupils into Year R (the first year of primary education) and the JCAF for Year 3 of junior schools. Online applications cover both of the above.

3.

The online application or RCAF/JCAF will be used by parents as a means of expressing between 1 and 3 preferences for their child to be admitted to a school within the LA area (including Voluntary Aided (VA) and Foundation schools).

4.

Online applications, RCAFs/JCAFs and supporting publications will:

- (a) Invite parents to express up to three preferences in priority order. Preferences can be expressed for Kent and non-Kent schools. Parents **must** complete the application for their home Local Authority (e.g. Kent residents complete Kent applications, Medway residents complete Medway applications, etc)
- (b) Invite parents to give reasons for each preference, including details of any siblings that will still be on roll at the preferred school at the time of the applicant child's admission.
- (c) Explain that parents will receive the offer of one school place only and that:
  - (i) a place will be offered at the highest available ranked preference for which they are eligible,
  - (ii) if a place cannot be offered at a school named on the form, a place will be offered at an alternative school.
- (d) Specify the closing date for applications and where paper RCAFs/JCAFs must be returned to, in accordance with paragraph 9.

5.

The LA will appropriate arrangements to ensure:

- (a) That the online admissions website is readily accessible to all who wish to apply using this method. To this end it is not mandatory for an applicant to have an e-mail address to apply, therefore parents can use, library and/or internet café facilities or through organised school.
- (b) The paper RCAF/JCAF are readily available on request from the LA, Kent maintained primary, infant and junior schools and is also available on the Kent County Council website to print, complete and return.
- (c) A composite prospectus of all Kent maintained primary, infant and junior schools and written explanation of the co-ordinated admissions scheme is readily available on request from the LA, Kent maintained primary, infant and junior schools and is also available on the Kent County Council website to read/print.

6.

Only preferences expressed on a submitted online application (via [www.kent.gov.uk/ola](http://www.kent.gov.uk/ola)) or on a paper RCAF/JCAF are valid applications. Completion of a schools' Supplementary Information Form only does not constitute a valid application.

7.

A Foundation or Voluntary Aided school can ask parents, who wish to express it as a preference on their online application or RCAF/JCAF, to provide additional information on a Supplementary Information Form (SIF) only where the additional information is required for the governing body to apply its over-subscription criteria to the application. Where a SIF is required it must be requested direct from the school or via the LA's website and must be returned to the school by the closing date for applications as defined within the LA co-ordinated admissions scheme. All schools that use SIFs must include the proposed form in their consultation document with other admissions authorities, including the LA, and in their published admission arrangements. Where a school fails clearly to define its over-subscription criteria in its determined arrangements, the criteria definitions as laid out by the LA must be adopted.

8.

Where a school receives a supplementary information form it will not be regarded as a valid application unless the parent has also completed an online application or paper RCAF/JCAF for their home Local Authority, and the school is named on said application.

9.

Completed applications must be submitted online and paper RCAF/JCAF returned to the LA or any Kent Primary School by **15 January 2011**.

10.

The LA will act as a clearing house for the allocation of places.

The LA will only make any decision about the offer or refusal of a place in response to any preference expressed on the online application or RCAF/JCAF where:

- (a) it is acting in its separate capacity as an admission authority;
- (b) an applicant is eligible for a place at more than one school;

- (c) an applicant is not eligible for a place at any school that the parent has named.

The LA will allocate places in accordance with paragraph 14.

11.

**By 9 February 2011** – The LA will advise all Kent primary, infant and junior schools of the number of preferences expressed for them. Where there are preferences expressed for non-Kent schools, or where a non-Kent resident has expressed a preference for a Kent school, the LA will have also completed any data exchange with other LAs by this date.

12.

**By 11 February 2011** – The LA will advise all Kent primary, infant and junior schools of the full details of all valid applications for their schools to enable them to apply their over-subscription criteria. Only children who appear on the LA list can be considered for places on the relevant offer day.

13.

**By 11 March 2011** – All Kent primary, infant and junior schools **must** return completed lists, ranked in priority order in accordance with their over-subscription criteria, to the LA for consideration in the allocation process.

14.

**By 16 March 2011** - The LA will match this ranked list against the ranked list of the other schools named on the form and:

- Where the child is eligible for a place at only one of the named schools, that school will be offered.
- Where the child is eligible for a place at two or more of the named schools, they will be allocated a place at whichever of these is the highest ranked preference.
- Where the child is not eligible for a place at any of the named schools, the child will be allocated a place at the nearest appropriate school with a vacancy.

By this date Kent LA will have completed any data exchange with other LAs to cover situations where a resident in Kent LA's area has named a school outside Kent, or a parent living outside Kent LA has named a Kent school.

15.

**By 25 March 2011** - The LA will inform schools of the pupils to be offered places at their school.

16.

On offer day, **31 March 2011** – The LA will:

(a) send an offer e-mail after 4pm to those parents who have applied online and provided an e-mail address.

(b) send ALL Parents decision letters. The letter will give the following information:

- The name of the school at which a place is offered.

- The reasons why the child is not being offered a place at any school named on the RCAF/JCAF as a higher preference than the school offered.
- Information about the right of appeal against the decisions to refuse places at other named schools.
- Information on how to request a place on a waiting list for schools originally named as a preference, if they want their child to be considered for any places that might become available.

Schools will send out their welcome letters no earlier than 6 April 2011.

17.

**By 21 April 2011** – parents must inform the LA whether they wish to accept or refuse the place offered on offer day. Acceptance/refusals must be made in writing or via e-mail (an e-mail address will be provided in the offer letter).

18.

**By 3 May 2011** – The LA/schools will re-allocate any places that have become available since offer day, giving priority to applicants who originally named it as preference on the online applications or RCAF/JCAF and have requested to be placed on the waiting list, according to the individual schools' over-subscription criteria.

19.

**Waiting Lists** - Parents may ask for their child's name to be kept on a waiting list should places become available after 3 May 2011. Applicants will be ranked in the same order as the published oversubscription criteria. Waiting lists will be held by the relevant admissions authority at least until the first day of the Spring Term 2012.

### **Late Applications**

20.

The closing date for applications in the normal admissions round (as above) is 15 January 2011.

As far as reasonably practicable, applications for places in the normal admissions round that are received late for a good reason will be accepted, provided they are received by the LA **before Friday 28 January 2011**.

**Please note** – late applications cannot be made online. Late applicants must complete a paper RCAF/JCAF and return it direct to the LA.

21.

Applications received after 28 January 2011 will not be considered for places on 31 March 2011, but will be included in the re-allocation of places on 3 May 2011 as defined above.

Details of these applications will be forwarded to each school expressed as a preference for them to apply their over-subscription criteria.

## Section 2 – Details of the Co-ordinated Scheme for Primary In-Year Admissions

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### In-Year Common Application Form.

1.  
There will be a standard form, known as the **In-Year Common Application Form (IYCAF)**, which residents of the LA area must complete to apply for school places in any year group outside of the normal admissions round. Enquiries can also be made via e-mail ([kent.admissions@kent.gov.uk](mailto:kent.admissions@kent.gov.uk)).

The LA will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require said information.

Parents will be able to obtain Information about the process and IYCAFs from the LA's Admissions and Transport Office or from any local Kent school.

2.  
The IYCAF will be used for the purpose of admitting pupils into the year group applied for in the specified year, and any successive year in which this scheme is still in force

3.  
The IYCAF must be used as a means of expressing one or more preferences for the purposes of section 86 of the School Standards and Framework Act 1998, by parents resident in the LA area wishing to express a preference for their child:

(a) to be admitted to a school within the LA area (including VA and Foundation schools and Academies)

(b) to be admitted to a school located in another LA's area (including VA, foundation schools and Academies)

4.  
The IYCAF will:

(a) invite the parent to express school preferences including, where relevant, any schools outside the LA's area, and to rank each school according to their order of preference.

For admission to Year R – Year 6 parents can express **up to three** preferences

(b) invite parents to give their reasons for each preference and give details of any siblings that may be attending any one of the preferred schools.

(c) explain that the parent will receive no more than one offer of a school place and that:

(i) a place will be offered at the highest nominated school for which they are eligible for a place; and

(ii) if a place cannot be offered at a nominated school, a place will be offered at an alternative school.

(d) specify where it must be returned to.

5.

The LA will make appropriate arrangements to ensure:

- that the IYCAF is available in paper form on request from the LA and from all maintained primary and secondary schools and Academies in the LA area; and
- that the IYCAF is accompanied by a written explanation of the In-Year admissions process.

6.

IYCAF's must be returned to the LA as soon as possible to enable the Admissions and Transport Office to process them expeditiously.

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### **Supplementary Information Forms (SIF's)**

7.

All preferences expressed on an IYCAF are valid applications. A school can ask parents who wish to nominate it, or have nominated it, on the IYCAF, to provide additional information on a Supplementary Information Form only where the additional information is required for the governing body to apply its over-subscription criteria to the application. Where a supplementary information form is required it must be requested from the school or the LA and returned to the school. All schools that use supplementary information forms must include the proposed form in their consultation with other admission authorities, including the LA, and in their published admission arrangements. Where a school fails clearly to define its oversubscription criteria in its determined arrangements, the criteria definitions as laid out by the Local Authority must be adopted.

8.

A supplementary information form is not a valid application by itself: this can be made only on the IYCAF or if the child is resident in another area, the home LA's Common Application Form must be used.

When supplementary forms are received the school must verify with the LA before consideration and ranking of applicants that a IYCAF or neighbouring LA's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. In these circumstances, the school should also send the LA a copy of the supplementary information form if so requested.

Under the requirements of the scheme, parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its over-subscription criteria.

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9.

a)

### **Children with Statements of Special Educational Need (SEN) –**

Pupils with a Statement of Special Educational Need do not apply to the LA for a school place through the In Year Admissions processes.

Any application received by the LA for a child with a Statement of Special Educational Need will be referred directly to the SEN & R team who must have regard to Schedule 27 of the Education Act 1996 .....*"where the LA must name the maintained school that is preferred by parents providing that:*

*\* the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement*

*\* the child's attendance is not incompatible with the efficient education of other children in the school, and*

*\* the placement is an efficient use of the LEA's resources"*

Where a pupil is resident in another Local Authority, the home Authority must again comply with Schedule 27 of the Education Act 1996 which states:

*"A local education authority shall, before specifying the name of any maintained school in a statement, consult the governing body of the school, and if the school is maintained by another local education authority, that authority."*

Kent would therefore expect other Authorities when looking for Kent school places for statemented pupils to contact the SEN & R team in addition to the relevant school.

b)

#### **Children in Local Authority Care (LAC)**

Where an in-year application is received from the corporate parent of a child in Local Authority Care, Kent Admissions team will expect that in line with Statutory Guidance \*, arrangements for appropriate education will have been made as part of the overall care planning, unless the placement has been made in an emergency. When applications are made for young people in the care of other Local Authorities, Kent as receiving authority, will confirm an offer of a school place with the placing authority. Where the placement has been made in an emergency, and this is not the case, Kent, as the receiving authority will refer the matter to a school identified by the placing authority, to establish if an offer of a place can be provided, where appropriate treating the child as an 'Excepted Pupil'. If the school is full and such a provision is not considered appropriate, the LA will advise the home authority of alternative education provision that may be in the better interest of the child.

Where Kent is the corporate parent of the child in question, an appropriately appointed social worker, will liaise in the first instance with Admissions Placement Officers and in some cases other professionals, in order to agree the school or setting that would best meet the individual needs of the child (most appropriate provision for the child). The LA will then allocate a place where it is the admission authority for the school or contact the school directly and seek a place where it is not. Where a school refuses to admit the child the LA as corporate parent, will take a view in discussion with the Admissions Section as to whether to direct the school in question or consider if other education provision may be in the better interest of the child.

\* Statutory Guidance on the duty of local authorities to promote the educational achievement of looked after children under section 52 of the Children Act 2004 (S35.1-37)

c)

Exceptional provision is made for the families of UK Service Personnel, Crown Servants and British Council employees, as required by the School Admissions Code. A confirmed address, or, in the absence of this, a Unit or “quartering area” address, will be accepted as the home address from which home-school distance will be calculated. This must be confirmed by a letter from the Commanding Officer or the Foreign Office.

10.

Children who are not successful in gaining any place they want will be allocated an available place at the nearest school of an appropriate type to their given address, and will have the same access to a waiting list / rights to appeal as other applicants.

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### **Determining Offers in Response to the IYCAF**

11.

The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to IYCAFs received. The LA will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the IYCAF where:

- (a) it is acting in its separate capacity as an admission authority, or
- (b) an applicant is eligible for a place at more than one school, or
- (c) an applicant is not eligible for a place at any school that the parent has nominated.

The LA will allocate places in accordance with the provisions set out in paragraph 21.

12.

Within 5 school days from receipt of a completed IYCAF, the LA will notify the admission authority for each of the schools named all relevant details from the IYCAF.

13.

Within 5 school days from receipt of the above (point 12), the admission authority for each school will consider the application, apply the school’s oversubscription criteria (if appropriate) and provide the LA with a decision whether or not they are able to offer a place at their school. If they are unable to offer a place at their school, they must inform the LA of the applicants position on the waiting list (including under which criterion) based on the school’s over-subscription criteria.

14.

Within 3 school days from receipt of the above (point 14), the LA will match the information provided by the admission authority and:

- where the child is eligible for a place at only one of the nominated schools, will allocate a place at that school to the child;
- where the child is eligible for a place at two or more of the nominated schools,



will allocate a place to the child at whichever of these is the highest ranked preference;

- where the child is not eligible for a place at any of the nominated schools, will allocate a place to the child at the nearest appropriate school in the LA area with a vacancy.

15.

Where the parents of a Kent pupil have applied to a school outside Kent, the LA will have regard to information received from the relevant LA to ensure that Kent LA offers the parents a place at the highest ranked preference for which the child is eligible for a place.

16.

Where the LA receives notice from another LA (“the home authority”) that the parents of a child from outside Kent have applied to a Kent school, the LA will forward the application to the relevant school, or, where the LA is the admission authority for the school, determine whether the child will be offered a place at the school. The LA will notify the home authority of the determination so that the home authority can make an offer of the highest ranked school.

17.

The LA will provide the relevant school with a copy of the offer letter sent to the parents and will inform other LAs of places that can be offered to their residents in its schools.

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## Offers

18.

The LA will notify applicants resident in the LA area by letter that they are being offered a place at the allocated school. The letter will give the following information:

- the name of the school at which a place is offered;
- the reasons why the child is not being offered a place at each of the other schools nominated on the IYCAF;
- information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
- how to apply for a place on the waiting list for any school named on the IYCAF.
- contact details for the school and LA and for the admission authorities of Foundation, VA schools and Academies where they were not offered a place, so that they can lodge an appeal with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer. It will not inform parents of places still available at other schools.

19.

Parents who reside in other LAs, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own LA.

20.

Kent pupils who have not been offered a place at any of the schools nominated on their IYCAF will be offered a place by Kent LA at the nearest appropriate school in the LA area with a place available, following consultation with individual schools. If no school in the local area has places available, the application may be referred to a local panel under the In Year Fair Access Protocol.

21.

Schools will send their welcome letters only after advice from the LA that the place has been accepted.

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### **Acceptance/Refusal of Places**

22.

Parents will be advised, in their offer, letter that they must accept/refuse the school place offer in writing with the LA within 10 days of the date of the offer letter. If the LA has not obtained a response within the specified time, it **must** remind the parent of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after having exhausted all reasonable enquiries may it be assumed that a place is not required.

23.

The LA will notify all schools of places accepted/refused by e-mail/letter as soon as possible after receipt of the acceptance/refusal.

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### **Waiting Lists**

24.

The admission authority for each oversubscribed school will keep a waiting list. This will include details of all applicants who have named the school on the IYCAF but could not be offered a place and have asked to be placed on a waiting list.

25.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. Schools will advise the LA of who are to be offered places as vacancies arise. If a school has reached its Published Admission Number it may not admit applicants other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority care apply. To maintain the database, and to make any relevant offer of a place, admission authorities will advise the LA when a place becomes available so that the LA can offer the place to the pupil highest on the waiting list. Waiting lists will be maintained until at least the start of the Spring term in the admission year. Parents with children who are refused admission must be offered a right of appeal (even if their child's name has been put on the waiting list) and must be given a contact in the LA to ensure that no pupil is left without an offer of a school place.

## Appeals

26.

All parents have the statutory right to appeal against any decision refusing them a school place, regardless of where they ranked the school on a IYCAF.

27.

Where a school has places available, and parents have lodged an appeal against the refusal of a place, they must inform the LA who is to be offered a place without the need for the appeal to be heard, provided there are no other applicants at that time on the school's waiting list who rank higher through the application of the school's over-subscription criteria.

28.

The LA will record details of any pupils who apply for casual admission, and ensure that they are placed in a school without undue delay, where necessary employing the "In Year Fair Access Protocol"

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## Section 3 – Glossary of Terms

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<b>Term</b>	<b>Definition</b>
<b>LA</b>	A Local Authority
<b>The LA</b>	Kent County Council
<b>The LA area</b>	The area in respect of which Kent County Council is the Local Authority
<b>Primary Education</b>	Has the same meaning as in section 2(1) of the Education Act 1996
<b>Primary School</b>	Has the same meaning as in section 5(1) of the Education Act 1996
<b>School</b>	A Community, Foundation, Voluntary Aided or Voluntary Controlled school and Academy (but not a special school) which is maintained by the LA
<b>Foundation school</b>	Such of the schools as are Foundation schools
<b>VA schools</b>	Such of the schools as are Voluntary Aided schools

<b>VC schools</b>	Such of the schools as are Voluntary Controlled schools
<b>Admission authority</b>	In relation to a Community or VC school means the LA and, in relation to a Foundation or VA school, means the governing body of that school.

29. The scheme shall apply to every maintained secondary school and Academy in the LA area (except special schools), which are required to comply with its terms, and it shall take effect from the point of formal KCC Cabinet Determination.

30. In any years subsequent to 2011, any or all of the dates specified in this scheme (including those set out in Section 1) may be changed to take account of any bank holidays and weekends that may fall on the specified dates.

## 2. Proposed Over-subscription Criteria

The over-subscription criteria for all Community and Voluntary Controlled primary schools are:

- **Children in Local Authority Care** – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who is the subject of a care order under Part IV of the Act.
- **Attendance at a linked school** – where admission links have been established between the infant and junior school concerned, children attending the infant school are given priority for admission to the junior school. In the same way, children with a sibling in the junior school are given priority for admission to the infant school.
- **Current Family Association** - a brother or sister in the same school at the time of entry where the family continue to live at the same address as when the sibling was admitted – or – if they have moved – live within 2 miles of the school, or have moved to a property that is nearer to the school than the previous property as defined by the ‘Nearness’ criterion’ (below). Linked infant and junior schools are considered to be the same school for this criterion. In this context brother or sister means children who live as brother and sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters, foster brothers or sisters.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN. If the admissions are to Year R, and so result in a breach of class size legislation, the additional pupil(s) will be treated as “excepted” for a period of one year, in line with the School Admission Code.

- **Denominational preference (for Voluntary Controlled Church schools only)** – if a parent has applied for their child to be admitted to a Church of England or Methodist controlled school on denominational grounds by ticking the box on the application form, preference will be given to these over those who have not. Evidence of church membership or attendance is not required.
- **Health and Special Access Reasons** - Medical, health, social and special access reasons will be applied in accordance with the school's legal obligations, in particular those under the Disability Discrimination Act 1995. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or mental health or social needs means that they have a demonstrable and significant need to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.

- **Nearness of children's homes to school** - we use the distance between the child's permanent home address and the school, measured in a straight line using Ordnance Survey address point data. Distances are measured from a defined point within the child's home to a defined point within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for an oversubscribed Community or Voluntary Controlled school, these straight line measurements are used to determine how close each applicant's address is to the school.
- Where new build housing development requires a new school or the significant enlargement of an existing school the 'Nearness' criterion will allow for a catchment area (defined by a map) to be created for the relevant school. This will be included in the Statutory Public Notice and admissions determination and will be valid for a period not exceeding three rounds of admissions.

Appendix B (3) Consultation Area

### **3. Proposed Statutory Consultation Area**

The LA is required to define "relevant areas" within which the admissions authorities of all maintained schools must conduct their annual statutory consultation. The relevant statutory consultation areas are those included within a 3 mile radius of the primary school. However because the consultation is distributed across all Kent Admissions authorities via Kent Trust Web schools outside of the relevant areas are also able to view arrangements.

Appendix B (4) Published Admissions Numbers

**4. Proposed Published Admissions Numbers (PAN) for Community and Voluntary Controlled Primary Schools:** *Note where numbers proposed have changed for 2011 these are in bold and 2010 PAN's are in brackets.*

Schools in Dartford West	2011 PAN
Fleetdown Primary School	60
Joydens Wood Infants School	70
Joydens Wood Junior School	70
Maypole Primary School	60
The Bridge School - Dartford	30
Oakfield Community Primary School	90
St Alban's Infant School	90
Temple Hill Community School	75
The Brent Primary School	60
The Gateway Community Primary	30
Wentworth Primary School	70
West Hill Primary School	70
Westgate Primary School	30
York Road Junior School & Language Unit	90

Schools in Dartford East	2011 PAN
Bean Primary School	30
<b>Darenth Community Primary School</b>	(15) <b>25</b>
Fawkham CEP School	15
Hartley Primary School	60
Knockhall Community Primary	60
Langafel CEP School	45
New Ash Green Primary School	60
Sedley's CEP School	15
Stone, St Mary's CEP School	60
<b>Manor Community Primary School</b>	(60) <b>90</b>
The Craylands School	30

Schools in Gravesham	2011 PAN
Cecil Road Primary & Nursery	54
Chantry Primary School	30
Cobham Primary School	30
Culverstone Green Primary School	30
Dover Road Community Primary	60
Higham Primary School	30
Istead Rise Primary School	30
<b>Kings Farm Primary School</b>	(45) <b>60</b>
Lawn Primary School	20
Meopham Community Primary	60
Painters Ash Primary School	60
Raynehurst Primary School	60
Riverview Infants School	120
Riverview Junior School	120
Rosherville CEP School	18
Shears Green Infant School	120
Shears Green Junior School	120
Shorne CEP School	30
Singlewell Primary School	30
Vigo Village School	30
Westcourt School	30
Whitehill Primary School	90
Wrotham Road Primary School	60

Schools in Cranbrook and Paddock Wood	2011 PAN
Benenden CEP School	25
Cranbrook CEP School	30
Frittenden CEP School	15
Goudhurst & Kilndown CEP	30
Hawkhurst CEP School	30
Horsmonden Primary School	40
Lamberhurst St Mary's CEP	20
Paddock Wood Primary School	90
Sandhurst Primary School	25

Schools in Swanley & District	2011 PAN
Crockenhill Primary School	30
Downsview Primary School	30
Hextable Primary School	60
High Firs Primary School	30
Horizon School	30
St Paul's CEP School, Swanley	15
West Kingsdown CE Primary School	45

Schools in Tunbridge Wells	2011 PAN
Bidborough CEP School	30
Bishops Down Primary School	30
Broadwater Primary School	30
Claremont Primary School	60
Langton Green Primary School	30
Pembury School	60
Sherwood Park Community Primary	60
<b>Southborough CEP School</b>	(55) <b>60</b>
St James' CEJ School	70
St John's CEP School	90
St Marks CEP School	30
St Matthew's High Brooms CEP School	60
St Peter's CEP School	20

Schools in Sevenoaks South	2011 PAN
Amherst School	90
<b>Chiddingstone CEP School</b>	(20) <b>25</b>
<b>Churchill CEP School</b>	(40) <b>45</b>
Crockham Hill CEP School	20
Dunton Green Primary School	30
Edenbridge Primary School	60
Four Elms Primary School	16
Halstead Community Primary School	25
Kemsing Primary School	30
Leigh Primary School	20
Otford Primary School	50
Riverhead Infant School	90
Seal CEP School	30
Sevenoaks Primary School	60
Shoreham Village School	15
<b>St John's CEP School, Sevenoaks</b>	(15) <b>30</b>
St Lawrence CEP School	10
Sundridge & Brasted CEP School	15
Weald Community Primary School.	(30) <b>20</b>



Schools in Maidstone 1	2011 PAN
Barming Primary School	60
Boughton Monchelsea Primary School	30
Brunswick House Primary School	60
<b>Coxheath Primary School</b>	(30) <b>60</b>
East Farleigh Primary School	30
Laddingford, St Mary's CEP School	13
Marden Primary School	40
Palace Wood Primary School	60
St Margaret's C of E , Collier Street	17
St Michael's Infant School	40
St Michael's Junior School	45
Staplehurst School	75
Sutton Valence Primary School	30
Wateringbury CEP School	36
West Borough Primary School	60
Yalding, St Peter & St Paul CEP School	20

Schools in Malling	2011 PAN
Aylesford Primary School	45
<b>Brookfield Infant School</b>	(60) <b>90</b>
Brookfield Junior School	64
Burham CEP School	28
The Discovery School	60
Ightham Primary School	28
Kings Hill School	60
Lunsford Primary School	30
Mereworth Community Primary School	30
Offham Primary School	30
Plaxtol Primary School	16
Ryarsh Primary School	22
<b>St George's CEP School</b>	(25) <b>30</b>
St James the Great Primary & Nursery	30
St Katherine's School	90
St Mark's CEP School, Eccles	20
St Peter's CEP School	20
Stansted CEP School	12
Trottiscliffe CEP School	12
Tunbury Primary School	80
West Malling CEP School	28
Wouldham, All Saints CE School	20

Schools in Maidstone 2	2011 PAN
Bell Wood Community School	45
Bredhurst CEP School	15
East Borough Primary School	60
Greenfields Community Primary School	45
Harrietsham CEP School	20
Headcorn Primary School	30
Hollingbourne Primary School	15
Kingswood Primary School	20
Leeds & Broomfield Primary School	12
Lenham Primary School	30
Loose Infant School	90
Loose Junior School	90
Madginford Park Infant School	90
Madginford Park Junior School	90
<b>Molehill Copse Primary School</b>	(40) <b>45</b>
North Borough Junior School	75
Oak Trees Community School	27
Park Way Primary School	45
Platts Heath Primary School	13
Sandling Primary School	60
Senacre Wood Primary School	30
South Borough Primary School	30
St Paul's Infant School	90
Thurnham CEI School	90
Ulcombe CEP School	13

Schools in Tonbridge	2011 PAN
Cage Green Primary School	54
Capel Primary School	30
East Peckham Primary School	30
Hadlow School	25
Hildenborough CEP School	30
Long Mead Community Primary School	20
<b>Shipbourne School</b>	(8) <b>10</b>
Slade Primary School	45
St Stephen's (Tonbridge) Primary	30
Stocks Green Primary School	30
Sussex Road Community Primary School	60
Woodlands Infants School	90
Woodlands Junior School	96

Schools in Canterbury Coastal	2011 PAN
Briary Primary School	60
Hampton Primary School	75
Herne Bay Infant School	120
Herne CE Infant School	90
Joy Lane Community Primary School	60
Reculver CEP School	75
St Alphege CE Infant School	60
Swalecliffe Community Primary School	90
Westmeads Community Infant School	60
Whitstable Junior School	75

Schools in Rural Swale	2011 PAN
Boughton-under-Blean & Dunkirk Primary School	30
Bysing Wood Primary School	15
Canterbury Road Primary School	30
Davington Primary School	60
Eastling Primary School	15
Ethelbert Road	15
Graveney Primary School	15
Hernhill CE Primary School	30
Lansdowne Primary School	30
Luddenham Primary School	30
Lynsted & Norton Primary School	15
Milstead & Frinsted CE Primary School	10
Murston Infant School	45
Murston Junior School	45
Ospringe Primary School	30
Rodmersham Primary School	10
<b>Selling CE Primary School</b>	(20) <b>23</b>
Sheldwich Primary School	30
South Avenue Infant School	60
South Avenue Junior School	60
Teynham Parochial CEP School	30

Schools in Canterbury City and Country	2011 PAN
Adisham CEP School	20
Barham CEP School	30
Blean Primary School	67
Bridge & Patixbourne CEP School	56
Canterbury, St Peter's Methodist	30
Chartham Primary School	45
Chislet CEP School	10
Hersden Community Primary School	15
Hoath Primary School	8
Kingsmead Primary School	30
Littlebourne CEP School	15
Parkside Community Primary School	30
<b>Petham Primary School</b>	(17) <b>15</b>
Pilgrims Way Primary School	45
St Stephens Infant School	90
St Stephens Junior School	90
Sturry CEP School	60
Wickhambreaux CEP School	15

Schools in Swale Urban	2011 PAN
Bobbing Village School	30
Eastchurch CEP School	60
Grove Park Community School	60
Holywell Primary School (Upchurch)	30
Iwade Community Primary School	60
Kemsley Primary School	30
Lower Halstow School	20
Milton Court Primary School	30
Minster in Sheppey Primary School	60
Minterne Community Junior School	90
Newington C E Primary School	30
Queenborough School & Nursery	45
Regis Manor Community School	60
Richmond Primary School	60
Rose Street School	30
The Oaks Community Infant School	90
West Minster Primary School	60
Woodgrove School	60

Ashford 1	2011 PAN
Aldington Primary School	20
Ashford Oaks Primary School	60
Beaver Green Community Primary School	60
Brabourne CEP School	15
Brook Community Primary School	12
Challock Primary School	20
Chilham, St Mary's CEP School	15
Downs View Infant School	90
East Stour Primary School	60
Kennington CEJSchool	90
Lady J Thornhill (Endowed) Primary School	60
Linden Grove Primary School	60
Mersham Primary School	28
Phoenix Community Primary School	30
Smeeth Community Primary School	20
Victoria Road Primary School	30
Willesborough Infant School	120

Ashford Rural	2011 PAN
Bethersden Primary School	20
Egerton CEP School	30
Furley Park Primary School	60
Godinton Primary School	60
Great Chart Primary School	60
Hamstreet Primary School	45
High Halden CEP School	15
John Mayne CEP School	20
Kingsnorth Primary School	60
Pluckley CEP School	17
Rolvenden Primary School	14
Smarden Primary School	15
St Michael's CEP School, Tenterden	30
Tenterden Infants School	60
Tenterden Junior School	75
Woodchurch CEP School	20

Schools in Shepway 1	2011 PAN
Castle Hill Community Primary School	58
Cheriton Primary School	58
Christ Church CEP School	60
Hawkinge Primary School	45
Morehall Primary School	30
Mundella Primary School	30
Sandgate Primary School	60
Seabrook CEP School	15
Selsted CEP School	15
St Martin's CEP School	30
St Peter's CEP School	15
The Churchill School	60

Schools in Shepway Rural	2011 PAN
Bodsham CEP School	10
Brenzett CEP School	20
Brookland CEP School	15
<b>Dymchurch Primary School</b>	(45) <b>30</b>
Hythe Bay CEP School	56
Lydd Primary School	40
Lyminge CEP School	30
Lympne CEP School	30
Palmarsh Primary School	15
Sellindge Primary School	15
St Nicholas CEP School	54
Stelling Minnis CEP School	15
Stowting CEP School	15

Schools in Thanet 1	2011 PAN
Birchington CEP School	60
Cliftonville Primary School	90
Drapers Mill Primary School	60
Garlinge Community Primary School and Nursery	60
Holy Trinity & St John's CEP, Margate	60
Minster CEP School	60
Monkton Primary School	15
Northdown Primary School	45
Palm Bay Primary School	45
Salmestone Primary School	60
St Crispin's Community Infant Primary	90
St Nicholas-at-Wade CEP School	28
St Saviour's CEP Junior	90

Schools in Thanet 2	2011 PAN
Bromstone Primary School	45
Callis Grange Nursery & Infant	90
Chilton Primary School	60
Christ Church CEJ School	60
Dame Janet Community Infant School	90
Dame Janet Community Junior School	90
Ellington Infant School	90
Newington Primary School and Nursery	60
Newlands Primary School	60
Priory Infant School	60
St Mildred's Primary Infant School	90
Upton Junior School	128

Schools in Deal and Sandwich	2011 PAN
Eastry CE Primary School	30
Goodnestone CEP School	10
Hornbeam Primary School	30
Kingsdown & Ringwoud CEP School	28
Nonington Primary School	12
Northbourne CofE Primary School	20
Preston Primary School	20
Sandown School	60
Sandwich Infant School	56
Sandwich Junior School	60
St Margaret's-at-Cliffe Primary	30
The Downs CEP School	60
Warden House Primary School	60
Wingham Primary School	30
Worth Primary School	10

Schools in Dover	2011 PAN
Aycliffe Community Primary School	20
Aylesham Community Primary	60
Barton Junior School	60
Capel-le-Ferne Primary School	30
Eythorne Elvington Community Primary	20
Green Park Community Primary School	45
Guston CE Primary School	22
Langdon Primary School	10
Lydden Primary School	12
Priory Fields School	60
River Primary School	60
<b>Shatterlocks Infant School</b>	(45) <b>55</b>
Sibertswold CE Primary School	30
St Martin's School	30
Temple Ewell CEP School	20
Vale View Community School	30
White Cliffs Primary College for the Arts	30
Whitfield School & Aspen Special Unit (PAN Includes 6 SEN places)	57

**Please note** – The above schools are the community and voluntary controlled schools for which the LA is responsible for setting the Published Admission Number. All other Primary Schools in Kent are own admission authority schools. The governing body for those schools set the admission number and admissions arrangements, and these are consulted upon separately by the individual schools.



Dated: February 2010

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**Kent County Council**

**Co-ordinated Scheme for**

**Secondary Admissions**

**Academic Year 2011/12**

**Incorporating Transfer to Year 7  
and  
Secondary In-Year Admissions**

Produced by:  
Admissions and Transport

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## Introduction / Background

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Each year, the Local Authority is required to draw up, consult on and determine:

- Co-ordinated admissions arrangements (schemes) for all schools in the Local Authority area for entry at the normal time of admission (Year 7 for secondary schools, Year R for infant and primary schools and Year 3 for junior schools) and also for all year groups throughout the academic year (In-Year Admissions)
  - The over-subscription criteria / arrangements for entry to those schools for whom the Local Authority is the admission authority (Community and Voluntary Controlled schools).
-

## Section 1 – Details of the Co-ordinated Scheme for Transfer to Year 7

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This section details the Co-ordinated Scheme for Transfer to Year 7 in Secondary Schools in September 2011.

Year 7 applications are for children born between 1 September 1999 and 31 August 2000.

### The Key Scheme dates are:

<b>Key Action</b>	<b>Scheme Date</b>
<b>Registration for testing opens</b>	<b>Tuesday 1 June 2010</b>
<b>Closing date for registration</b>	<b>Friday 2 July 2010</b>
<b>Test date for pupils in Kent primary schools</b>	<b>Tuesday 14 &amp; Wednesday 15 September 2010</b>
<b>Test date for out of county pupils</b>	<b>Saturday 18 September 2010</b>
<b>Assessment decision sent to parents</b>	<b>Monday 18 October 2010</b>
<b>National Closing Date for Secondary Common Application Forms (SCAF)</b>	<b>Sunday 31 October 2010</b>
<b>Final closing date for exceptional late applications.</b>	<b>Friday 5 November 2010</b>
<b>First data exchange with neighbouring Authorities</b>	<b>By Friday 3 December 2010</b>
<b>Applicant numbers to schools (plus info for those needing to arrange additional testing)</b>	<b>By Friday 10 December 2010</b>
<b>Applicant details sent to schools to apply oversubscription criteria – ranking lists sent</b>	<b>By Tuesday 4 January 2011 (note – first day of term)</b>
<b>Ranked lists returned to LA by all schools</b>	<b>No later than Friday 21 January 2011</b>
<b>Secondary schools sent lists of allocated pupils - primary schools informed of destination of their pupils</b>	<b>By Tuesday 22 February 2011 (note – during half term)</b>
<b>National Offer Day: e-mails sent after 4pm and letters sent 1<sup>st</sup> class post</b>	<b>Tuesday 1 March 2010</b>
<b>Schools send out welcome letters</b>	<b>Not before Friday 4 March 2011</b>
<b>Date by which places should be accepted or declined</b>	<b>Tuesday 22 March 2011</b>
<b>LA / Schools re-allocate places that have become available from the schools' waiting lists</b>	<b>Monday 4 April 2011 Friday 6 May 2011 Friday 10 June 2011 Friday 8 July 2011</b>

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In addition this scheme:

- allows for Supplementary Information Forms (SIFs) to be returned directly to schools to assist in the ranking of applicants against their over-subscription criteria.
- Confirms that after 4 April 2011, the LA/schools consider applicants through the normal waiting list / In-Year procedures.

The LA expects that all schools and Admissions Authorities engaged in the sharing of admissions data will manage personal information in accordance with Data Protection principles.

1.

Kent resident parents will be able to apply for their child's school place either online at [www.kent.gov.uk/ola](http://www.kent.gov.uk/ola) or by using a standard paper form known as the Secondary Common Application Form (SCAF). The LA cannot accept multiple applications for the same child: a parent may use either of the above methods, but not both. The LA will take all reasonable steps to ensure that every parent resident in the LA area who has a child in their last year of primary education knows how to apply for a school place online at [www.kent.gov.uk/ola](http://www.kent.gov.uk/ola) or by completing a paper SCAF, and receives a written explanation of the co-ordinated admissions scheme.

2.

The SCAF will be used for the purpose of admitting pupils to the first year of secondary education in the specified year, and any successive year in which this scheme is still in force

3.

The SCAF must be used as a means of expressing one or more preferences for the purposes of section 86 of the School Standards and Framework Act 1998, by parents resident in the LA area wishing to express a preference for their child:

- (a) to be admitted to a school within the LA area (including VA and Foundation schools and Academies)
- (b) to be admitted to a school located in another LA's area (including VA, Foundation schools and Academies)

4.

The SCAF will:

- invite the parent to express **four** preferences including, where relevant, any schools outside the LA's area, and to rank each school according to their order of preference.
- invite parents to give their reasons for each preference.
- explain that the parent will receive no more than one offer of a school place and that:

- (i) a place will be offered at the highest ranked preference for which they are eligible for a place; and
  - (ii) if a place cannot be offered at a school named on the form, a place will be offered at an alternative school.
- specify the closing date for applications and where paper SCAFs must be returned to.

5.

The LA will make appropriate arrangements to ensure:

- That the online admissions website is readily accessible to all who wish to apply using this method.
- That the paper SCAF is readily available on request from the LA, from all Kent maintained primary and secondary schools and is also available on the Kent County Council website to print, complete and return.
- That a composite prospectus of all Kent secondary schools and a written explanation of the co-ordinated admissions scheme is readily available on request from the LA, from all Kent maintained primary schools and is also available on the Kent County Council website to read/print.

6.

Completed applications must be submitted online and paper SCAFs returned to the LA or any Kent primary school by **31 October 2010**. This is a National Closing Date set by DCSF, which falls at the end of Kent's half term. Some parents will not have been able to discuss the outcome of the 11+ assessment process with the primary school headteacher before this date, and in these exceptional circumstances applications will be accepted by the LA as 'on time' as long as they are received **no later than 5 November 2010**.

7.

To help the LA ensure that everyone who needs to make an application has done so, primary schools may ask parents for a note of their online application reference, or – if they have concerns – may ask the online admissions team to check that an online application has been submitted.

### **Supplementary Information Forms (SIFs)**

8.

Only applications submitted on a SCAF (online or paper) are valid. Completion of a school's Supplementary Information Form alone does not constitute a valid application.

9.

A school can ask parents who wish to name it, or have named it, on their SCAF, to provide additional information on a Supplementary Information Form (SIF) only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or the LA and returned to the school. All schools that use SIFs must include the proposed form in their consultation document and in their published admission arrangements. Where a school fails clearly to define its oversubscription criteria in its determined

arrangements, the definitions laid out by the Local Authority must be adopted.

10.

If a child is resident in another area, the home area's online or paper SCAF must be used. When supplementary forms are received the school must verify with the LA before consideration and ranking of applicants that a SCAF or neighbouring area's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. In these circumstances, the school should also send the LA a copy of the SIF if so requested. Parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its oversubscription criteria.

## Testing

11.

The Kent schools that require children to sit the Kent grammar school tests are listed below:

Barton Court Grammar School	Judd School
Borden Grammar School	Maidstone Grammar School
Chatham House Grammar School	Maidstone Grammar School for Girls
*Chaucer Technology School	Norton Knatchbull
Clarendon House Grammar School	Oakwood Park Grammar School
Dane Court Grammar School	Queen Elizabeth's Grammar School
Dartford Grammar School	Simon Langton Girls' Grammar School
Dartford Grammar School for Girls	Simon Langton Grammar School for Boys
**Dover Grammar School for Boys	Sir Roger Manwood's School
**Dover Grammar School for Girls	Skinner's School
Folkestone School for Girls	Tonbridge Grammar School
Gravesend Grammar School	Tunbridge Wells Girls' Grammar School
Gravesend Grammar School for Girls	Tunbridge Wells Grammar School for Boys
Harvey Grammar School	Weald of Kent Grammar School
Highsted Grammar School	Wilmington Grammar School for Boys
Highworth Grammar School for Girls	Wilmington Grammar School for Girls
Invicta Grammar School	

\* Chaucer Technology School has a grammar stream and may admit up to 35 children (15% of their Published Admission Number) who are assessed as suitable for a grammar school through Kent's PESE.

\*\* Dover Grammar School for Boys and Dover Grammar School for Girls also accept pupils who have reached the required standard through the "Dover Test".

12.

Registration for the Kent grammar school tests will open on **1 June 2010**. Parents wishing their children to sit the Kent grammar school tests are required to register with the Kent Admissions Team (either online or using a paper registration form) no later than **2 July 2010**.

13.

Children who are not registered for the Kent grammar school tests by the closing date for registration will not be entered into the Kent test taking place:

for in-County pupils on **14 and 15 September 2010**

for out-County pupils on **18 September 2010**

Registration is open to parents of children resident in the UK, and the children of UK service personnel and other Crown Servants returning to the UK, who will transfer to secondary school in September 2011.

A child's place of residence is where the child normally sleeps, not a temporary address (such as for holiday or educational purposes) before returning overseas. For UK service personnel and other Crown Servants, if the fixed UK residence is not known at the time of registration, then a unit postal address, or, if appropriate, a "quartering area" address may be used.

If the parent chooses to name a Kent grammar school (which uses the Kent Procedure for Entrance to Secondary Education) on the SCAF for a child who has not taken the test, this preference will be treated as invalid because the child will not have met the entry criteria. In these circumstances a child will not have an opportunity to sit the Kent test until after 4 April 2011.

14.

In the following exceptional circumstances, where a child is unable to sit the Kent grammar school tests on the specified dates, arrangements will be made for testing to take place by the end of January 2011:

- illness on one or both test dates, confirmed by a doctor's certificate;
- a move into the Kent LA area after the closing date for test registration. (NB: This can only be arranged if parents return the late paper SCAF before 10 December 2010.)

Outside these specific circumstances, children who have not registered for testing but want a grammar school place will not have an opportunity to sit the test until after 4 April 2011. Parents would need to submit a late application SCAF to the LA.

Parents will need to follow the late applications process set out in the LA's booklet "Admission to Secondary School in Kent 2011"

15.

Following the marking and the application of the Head Teacher assessment stage\* the LA will write to parents of all registered children advising them of the assessment decision. Letters will be sent by 1<sup>st</sup> class post on **18 October 2010**, to arrive on 19 October 2010. Where a parent has registered for the Kent Test online, and provided a valid e-mail address, assessment decision e-mails will be sent after 4pm on 18 October 2010.

*\* a stage in the assessment process in which a child's primary school may if necessary submit additional evidence and a written statement to a head teacher panel to enable a final assessment of suitability for grammar school to be made.*

16.

Parents will have until **31 October 2010** to complete their online application or return their paper SCAF to the LA. Applications from parents of children who sat the Kent Test but could not discuss their preference options with the primary school headteacher when they received their assessment decision will be accepted by the LA as 'on time' as long as they are received **no later than 5 November 2010**.

There will be no right of appeal against the assessment decision, but after 1 March 2010 parents may make an admission appeal to an independent appeal panel if their child is refused admission to any school, including a grammar school.

### **Late applications received after the SCAF closing date but before 10 December 2010**

17.

The closing date for applications in the normal admissions round is **31 October 2010**. As far as is reasonably practicable applications for places in the normal admissions round that are received after that date but before 10 December 2010 will be accepted, provided there is a good reason for the delay. Examples of what will be considered as good reason include: when a single parent has been ill for some time, or has been dealing with the death of a close relative; a family has just moved into the area or is returning from abroad (proof of ownership or tenancy of a Kent property will normally be required in these cases).

18.

Exceptional provision is made for the families of UK Service Personnel, Crown Servants and British Council employees, as required by the School Admissions Code.

Applications will be accepted up until 10 December 2010, where it is confirmed by the appropriate authority that the family will be resident in Kent by 1 September 2011.

A confirmed address, or, in the absence of this, a Unit or "quartering area" address, will be accepted as the home address from which home-school distance will be calculated.

Children who are not successful in gaining any place they want will be allocated an available place at an alternative school, and will have the same access to a waiting list / rights to appeal as other applicants.

### **Late applications received on or after 10 December 2010 but before 4 April 2011**

19.

The LA will hold these late applications until they are processed on 4 April 2011.

Applications made after 4 April 2011 will be processed in accordance with the LA's reallocation processes as published in the booklet 'Admission to Secondary School in Kent 2011'. Reallocation of places means that the LA will offer any vacant places to pupils on a school's waiting list (please refer to paragraphs 35 and 36 below) on the dates specified in the timetable above.

### **Applications Made Direct to Schools**

20.

Applications made on the SCAF and returned direct to any school must be forwarded to the LA immediately. Where only the Supplementary Information Form (SIF) is received the school must inform the LA immediately so it can verify whether an application has

been received from the parent and, if not, contact the parent and ask them to complete a SCAF.

### **Determining Offers in Response to the SCAF**

21.

The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to SCAs completed online or on paper. The LA will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the SCAF where:

- (a) it is acting in its separate capacity as an admission authority, or
- (b) an applicant is eligible for a place at more than one school, or
- (c) an applicant is not eligible for a place at any school that the parent has nominated.

The LA will allocate places in accordance with the provisions set out in paragraph 25.

22.

**By 10 December 2010** the LA will:

1. notify all schools of the number of applications received for their school;
2. send parent and pupil details to those schools which have not made arrangements to test earlier and which require details to arrange testing by the same date;
3. send parent and pupil details to those schools requesting such details to match against supplementary forms;
4. notify and forward details of applications to the relevant authority/authorities where parents have nominated a school outside the LA area.

23.

**By 4 January 2011** the LA will notify the admission authority for each of the schools of every nomination that has been made for that school, forwarding them all relevant details from the online application or paper SCAF.

24.

**No later than 21 January 2011** the admission authority for each school will consider all applications for their school, apply the school's oversubscription criteria and provide the LA with a list of all applicants ranked according to the school's oversubscription criteria.

25.

**By 18 February 2011** the LA will match this ranked list against the ranked lists of the other schools named and:

- where the child is eligible for a place at only one of the named schools, will allocate a place at that school to the child;
- where the child is eligible for a place at two or more of the named schools, will allocate a place to the child at whichever of these is the highest ranked

preference;

- where the child is not eligible for a place at any of the named schools, will allocate a place to the child at an alternative school.

26.

Where the parents of a Kent pupil have applied to a school outside Kent, the LA will have regard to information received from the relevant LA to ensure that Kent LA offers the parents a place at the highest ranked preference for which the child is eligible for a place.

27.

Where Kent LA receives notice from another LA (“the home authority”) that the parents of a child from outside Kent have applied to a Kent school, the LA will forward the application to the relevant school, or, where the LA is the admission authority for the school, determine whether the child will be offered a place at the school. Kent LA will notify the home authority of the determination so that the home authority can make an offer of the highest ranked school.

28.

**By 22 February 2011** the LA will inform its secondary schools and Academies of the pupils to be offered places at their establishments, and will inform other LAs of places to be offered to their residents in its schools and Academies. The LA will also inform all Kent primary schools of offers made to their Kent pupils.

#### **Offers – 1 March 2011**

29.

**On 1 March 2011** the LA will

- send an offer e-mail after 4pm to those parents who have applied online and provided a valid e-mail address.
- Send ALL parents decision letters. The letter will give the following information:
  - the name of the school at which a place is offered;
  - the reasons why the child is not being offered a place at each of the other schools named on the SCAF;
  - information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
  - advice on how to apply for a place on the waiting list for any school named on the SCAF. *Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school;*
  - contact details for the school and LA and for the admission authorities of Foundation, VA schools and Academies where they were not offered a place, so that they can lodge an appeal with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer. *It will not inform parents of places still available at other schools.*

30.

Parents who reside in other LAs, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own LA on 1 March 2011.

31.

Kent pupils who have not been offered a place at any of the schools nominated on their SCAF will be offered a place by Kent LA at an alternative school in the LA area, following consultation with individual schools. This place will be offered on **1 March 2011**.

32.

Secondary schools and Academies will send their welcome letters **no earlier than Friday 4 March 2011**.

### **Acceptance/Refusal of Places - 22 March 2011**

33.

On 22 March 2011 the LA will check to see whether a response from each pupil who was offered a place on 1 March 2011 has been received. If a response has not been received by 22 March 2011, it will remind the parent of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after having exhausted all reasonable enquiries will it be assumed that a place is not required.

34.

After 4 April 2011 the LA will reallocate any vacant places that have become available at all schools on the dates specified within this scheme.

### **Waiting Lists**

35.

The admission authority for each oversubscribed school will keep a waiting list. This will include details of the following:

- a. all applicants who named the school on the SCAF and were not offered a place on 1 March 2011 and who have asked to be included on the school's waiting list;
- b. late applicants whose applications were/are sent to the school by the LA.

*(A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.)*

36.

Applicants will be listed in order of priority, in accordance with the school's oversubscription criteria. The LA will initially reallocate vacant places on 4 April 2011 and subsequently on the dates specified in this scheme. If a school has reached its Published Admission Number an applicant cannot be admitted other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care or with SEN apply. The Authority will maintain a database from March to September 2011. To maintain the database, admission authorities must advise the LA when a place becomes available in order that the LA can offer it to the highest ranked pupil on the waiting list, and advise whether the parent has accepted or declined the offer. Waiting lists will be maintained until at least the start of the Spring term in the admission year. Parents whose children are refused admission



must be offered a right of appeal (even if their child's name has been put on the waiting list) and must be given a contact in the LA to ensure that no pupil is left without an offer of a school place.

### **Appeals**

37.

All parents have the statutory right to appeal against any decision refusing them a school place, regardless of where they ranked the school on a SCAF.

38.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school after 4 April 2011 the school will inform the LA. The place can then be offered in the next reallocation without the appeal being heard, provided there are no other applicants at that time ranked higher on the school's waiting list. *(Where the school is a grammar school, a place may only be offered if the child has been assessed as being suitable for a grammar school place and there are no other applicants at that time ranked higher on the school's waiting list.)*

### **Applications after 4 April 2011 for Year 7 places**

39.

New applicants for Year 7 places who apply after 4 April 2011 and before 1 September 2011 must apply to the LA by completing the paper SCAF. The offer will be made by the LA and recorded on the pupil database. If the new applicant cannot be allocated a place at any school requested by the parent, the LA will make an alternative offer and advise the parent of their right to appeal.

## Section 2 – Details of the Co-ordinated Scheme for Secondary In-Year Admissions

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### In-Year Common Application Form.

1.

There will be a standard form, known as the **In-Year Common Application Form (IYCAF)**, which residents of the LA area must complete to apply for school places in any year group outside the normal admissions round. Enquiries can also be made via e-mail ([kent.admissions@kent.gov.uk](mailto:kent.admissions@kent.gov.uk)).

The LA will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require it.

Parents will be able to obtain information packs and IYCAFs from the LA's Admissions and Transport Office or from any local Kent school.

2.

The IYCAF will be used for the purpose of admitting pupils to the year group applied for.

3.

The IYCAF must be used as a means of expressing one or more preferences for the purposes of section 86 of the School Standards and Framework Act 1998, by parents resident in the LA area wishing to express a preference for their child:

- (a) to be admitted to a school within the LA area (including VA and Foundation schools and Academies)
- (b) to be admitted to a school located in another LA's area (including VA, foundation schools and Academies)

4.

The IYCAF will:

- (a) invite the parent to express school preferences including, where relevant, any schools outside the LA's area, and to rank each school according to their order of preference. For Admission to any year from Year 7 to Year 11 parents can express **up to four** preferences.
- (b) invite parents to give their reasons for each preference and give details of any siblings that may be attending any one of the preferred schools.
- (c) explain that the parent will receive no more than one offer of a school place and that:
  - (i) a place will be offered at the highest nominated school for which they are eligible for a place; and
  - (ii) if a place cannot be offered at a nominated school, a place will be offered at an alternative school.
- (d) specify where it must be returned to.

5.

The LA will make appropriate arrangements to ensure:

- that the IYCAF is available in paper form on request from the LA and from all maintained primary and secondary schools and Academies in the LA area; and
- that the IYCAF is accompanied by a written explanation of the In-Year admissions process.

6.

IYCAF's must be returned to the LA as soon as possible to enable the Admissions and Transport Office to process them quickly.

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### **Supplementary Information Forms (SIFs)**

7.

All preferences expressed on an IYCAF are valid applications. A school can ask parents who wish to nominate it, or have nominated it, on the IYCAF, to provide additional information on a Supplementary Information Form (SIF) only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or the LA and returned to the school. All schools that use SIFs they must include the proposed form in their consultation document, and in their published admission arrangements. Where a school fails to clearly define its oversubscription criteria in its determined arrangements, the definitions laid out by the Local Authority must be adopted.

8.

A SIF is not a valid application by itself: this can be made only on the IYCAF (or if the child is resident in another area, the home LA's Common Application Form). When SIFs are received the school must verify with the LA before consideration and ranking of applicants that a IYCAF or neighbouring LA's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. The school should also send the LA a copy of the Supplementary Information Form if so requested. Parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its oversubscription criteria.

### **Schools which have entrance tests**

9.

Parents wishing to apply for a Kent maintained school that tests pupils before admission are required to name the school on their IYCAF and the LA will contact them further regarding testing arrangements. In most circumstances schools will; set their own entry tests other than during normal points of entry.

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10.

a)

**Children with Statements of Special Educational Need (SSEN) –**

Pupils with a Statement of Special Educational Need do not apply to the LA for a school place through the In Year Admissions processes.

Any application received by the LA for a child with a Statement of Special Educational Need will be referred directly to the Special Educational Needs & Resources team, who must have regard to Schedule 27 of the Education Act 1996 ..... " *the LA must name the maintained school that is preferred by parents providing that:*

*\* the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement*

*\* the child's attendance is not incompatible with the efficient education of other children in the school, and*

*\* the placement is an efficient use of the LEA's resources"*

Where a pupil is resident in another Local Authority, the home Authority must again comply with Schedule 27 of the Education Act 1996 which states:

*"A local education authority shall, before specifying the name of any maintained school in a statement, consult the governing body of the school, and if the school is maintained by another local education authority, that authority."*

Other Authorities looking for Kent school places for statemented pupils will need to contact the SEN & R team in addition to the relevant school.

b)

#### **Children in Local Authority Care (LAC)**

When applications are made for young people in the care of other Local Authorities, Kent as receiving authority, will confirm an offer of a school place with the placing authority.

Where an in-year application is received from the corporate parent of a child in Local Authority Care, Kent Admissions team will expect that in line with Statutory Guidance \*, arrangements for appropriate education will have been made as part of the overall care planning, unless the placement has been made in an emergency.

Where the placement has been made in an emergency, and this is not the case, Kent, as the receiving authority will refer the matter to a school identified by the placing authority, to establish if an offer of a place can be provided. If the school is full and such a provision is not considered appropriate, the LA will advise the home authority of alternative education provision that may be in the better interest of the child.

Where Kent is the corporate parent of the child in question, an appropriately appointed social worker will liaise in the first instance with Admissions Placement Officers and other professionals as necessary, in order to agree the school or setting that would best meet the individual needs of the child (most appropriate provision for the child). The LA will then allocate a place where it is the admission authority for the school or contact the school directly and seek a place where it is not. Where a school refuses to admit the child the LA as corporate parent will decide whether to direct the school in question or consider if other education provision may be in the better interest of the child.

*\* Statutory Guidance on the duty of local authorities to promote the educational achievement of looked after children under section 52 of the Children Act 2004 (S35.1-37)*

c)

Exceptional provision is made for the families of UK Service Personnel, Crown Servants

and British Council employees, as required by the School Admissions Code. A confirmed address, or, in the absence of this, a Unit or “quartering area” address, will be accepted as the home address from which home-school distance will be calculated. This must be confirmed by a letter from the Commanding Officer or the Foreign Office.

11.

Children who are not successful in gaining any place they want will be allocated an available place at an alternative school, and will have the same access to a waiting list / rights to appeal as other applicants.

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### **Determining Offers in Response to the IYCAF**

12.

The LA will act as a clearing house for the allocation of places by the relevant admission authorities in response to IYCAFs received. The LA will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the IYCAF where:

- (a) it is acting in its separate capacity as an admission authority, or
- (b) an applicant is eligible for a place at more than one school, or
- (c) an applicant is not eligible for a place at any school that the parent has nominated.

The LA will allocate places in accordance with the provisions set out in paragraph 21.

13.

Within 5 school days from receipt of a completed IYCAF, the LA will notify the admission authority for each of the schools named of all relevant details from the IYCAF.

14.

Within 5 schools days from receipt of details, the admission authority for each school will consider the application, apply the school’s oversubscription criteria (if appropriate) and let the LA know whether or not they are able to offer a place at their school. Even if they cannot offer a place, they must still rank the applicant according to their oversubscription criteria and let the LA know what the applicant’s position would be on the waiting list, and under which criterion. (where a school requires an entry test it must inform the LA when the child will be next able to sit their entry test)

15.

Within 3 school days from receipt of information from the schools named, the LA will match the information provided by the admission authority and:

- where the child is eligible for a place at only one of the named schools, will allocate a place at that school to the child;
- where the child is eligible for a place at two or more of the named schools, will allocate a place to the child at whichever of these is the highest ranked preference;
- where the child is not eligible for a place at any of the named schools, will

allocate a place to the child at the nearest appropriate school in the LA area with a vacancy.

16.

Where the parents of a Kent pupil have applied to a school outside Kent, the LA will have regard to information received from the relevant LA to ensure that Kent LA offers the parents a place at the highest ranked preference for which the child is eligible for a place.

17.

Where the LA receives notice from another LA (“the home authority”) that the parents of a child from outside Kent have applied to a Kent school, the LA will forward the application to the relevant school, or, where the LA is the admission authority for the school, determine whether the child will be offered a place at the school. The LA will notify the home authority of the determination so that the home authority can make an offer of the highest ranked school.

18.

The LA will provide the relevant school with a copy of the offer letter sent to the parents and will inform other LAs of places that can be offered to their residents in its schools.

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## Offers

19.

The LA will notify applicants resident in the LA area by letter that they are being offered a place at the allocated school. The letter will give:

- the name of the school at which a place is offered;
- the reasons why the child is not being offered a place at each of the other schools nominated on the IYCAF;
- information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
- information on how to apply for a place on the waiting list for any school named on the IYCAF. (Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school);
- contact details for the school and LA and for the admission authorities of Foundation, VA schools and Academies where they were not offered a place, so that they can lodge an appeal with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer. It will not inform parents of places still available at other schools.

20.

Parents who reside in other LAs, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own LA.

21.

Kent pupils who have not been offered a place at any of the schools nominated on their IYCAF will be offered a place by Kent LA at an alternative school, following consultation with individual schools. If no school in the local area has places available, the application may be referred to a local panel under the In Year Fair Access Protocol.

22.

Schools will send their welcome letters only after confirmation from the LA that the place has been accepted.

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### **Acceptance/Refusal of Places**

23.

Parents will be advised in their offer letter that they must accept/refuse the school place offer in writing with the LA within 10 days of the date of the offer letter. If the LA has not obtained a response within the specified time, it will remind the parent of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after having exhausted all reasonable enquiries will it be assumed that a place is not required.

24.

The LA will notify all schools of places accepted/refused by e-mail/letter as soon as possible after receipt of the acceptance/refusal.

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### **Waiting Lists**

25.

The admission authority for each oversubscribed school will keep a waiting list. This will include details of all applicants who have named the school on the IYCAF but could not be offered a place and have asked to be placed on a waiting list (*A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.*)

26.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. Schools will advise the LA of who is to be offered a place as vacancies arise. If a school has reached its Published Admission Number it may not admit applicants other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care apply. To maintain the database, and to make any relevant offer of a place, admission authorities will advise the LA when a place can be offered to a pupil on a waiting list. Waiting lists will be maintained until at least the start of the Spring term in the admission year. A school wishing to maintain a waiting list beyond the end of the spring term must provide the LA with current lists in rank order. Parents whose children are refused admission will be offered a right of appeal (even if their child's name has been put on the waiting list).

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## Appeals

27.

All parents have the statutory right to appeal against any decision refusing them a school place, regardless of where they ranked the school on the IYCAF.

28.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, the school will inform the LA. The place can then be offered without an appeal being heard, provided there are no other applicants at that time ranked higher on the school's waiting list. *(Where the school is a grammar school, a place may only be offered if the child has been assessed as being suitable for a grammar school place and there are no other applicants at that time on the school's waiting list who rank higher through the application of the school's over-subscription criteria.)*

29.

The LA will record details of any pupils who apply for casual admission, and ensure that they are placed in a school without undue delay, where necessary employing the "In Year Fair Access Protocol"

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## Section 3 – Glossary of Terms

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Term	Definition
<b>The LA</b>	means Kent County Council acting in its capacity as local authority
<b>The LA area</b>	means the area in respect of which the LA is the local authority
<b>Primary education</b>	has the same meaning as in section 2(1) of the Education Act 1996
<b>Secondary education</b>	has the same meaning as in section 2(2) of the Education Act 1996
<b>Primary school</b>	has the same meaning as in section 5(1) of the Education Act 1996
<b>Secondary school</b>	has the same meaning as in section 5(2) of the Education Act 1996
<b>School</b>	means a community, foundation or voluntary school (but not a special school) which is maintained by the LA, and Academies
<b>Foundation schools</b>	means such of the schools as are foundation schools
<b>VA schools</b>	means such of the schools as are voluntary-aided schools
<b>Academies</b>	means such schools which have been established under section 482 of the Education Act 1996 (as amended by section 65 of the Education Act 2002)
<b>Admission</b>	in relation to a community or voluntary controlled school means the



<b>authority</b>	LA and, in relation to a trust, foundation or VA school and Academy, means the governing body of that school
<b>The specified year</b>	means the school year beginning at or about the beginning of September 2011, and at the same time in any successive year in which this scheme is still in force
<b>Admission arrangements</b>	means the arrangements for a particular school or schools which govern the procedures and decision making for the purposes of admitting pupils to the school
<b>Casual admission</b>	means any application for a place in the first year of secondary education that is received after 31 March 2010, including those received during the academic year commencing in September 2011 (and in the September of any successive years in which this scheme is in force), and applications for a place in any other year group received at any time from the commencement of the scheme.
<b>Eligible for a place</b>	means that a child has been placed on a school's ranked list at such a point as falls within the school's published admission number.
<b>SCAF</b>	refers to the Secondary Common Application Form, completed online or on paper
<b>Head teacher assessment</b>	a stage in the assessment process in which a child's primary school may if necessary submit additional evidence and a written statement to a head teacher panel to enable a final assessment of suitability for grammar school to be made
<b>The Kent grammar school tests</b>	tests in Verbal reasoning, Non-Verbal reasoning and Mathematics devised by an external body (GL Assessment) for admission to Kent grammar schools
<b>The Kent Procedure for Entrance to Secondary Education (PESE)</b>	the system for determining entry to Kent Grammar Schools

30. The scheme shall apply to every maintained secondary school and Academy in the LA area (except special schools), which are required to comply with its terms, and it shall take effect from the point of formal KCC Cabinet Determination.

31. In any years subsequent to 2011, any or all of the dates specified in this scheme (including those set out in Section 1) may be changed to take account of any bank holidays and weekends that may fall on the specified dates.

## **2. Proposed oversubscription criteria for Community and Voluntary controlled secondary schools**

In 2011 the LA does not propose any major change to the oversubscription criteria for community and voluntary controlled secondary schools.

Following the Schools Adjudicator's decision in 2007 the Dover Grammar School for Boys will continue to use a dual testing arrangement to determine eligibility for admission in 2011 (the "Dover test" as well as Kent's PESE), provision was made for the same arrangements to apply to the Dover Grammar School for Girls at the time – consequently Dover Grammar School for Girls will continue to include in its oversubscription criteria that: "Entry is through the Kent age 11 assessment procedure or the Dover test."

### **It is proposed the oversubscription criteria for Community and Voluntary Controlled Schools should be:**

- **Children in Local Authority Care** – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who is the subject of a care order under Part IV of the Act.
- **Current Family Association** - a brother or sister attending the school when the child starts. In this context brother or sister means children who live as brother or sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters and foster brothers and sisters.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN.

- **Health and Special Access Reasons** - Medical / Health and special Access Reasons will be applied in accordance with the school's legal obligations, in particular those under the Disability Discrimination Act 1995. Priority will be given to children under this criterion whose health or physical impairment means they have a demonstrable and significant need to attend a particular school. Medical/Health and Special Access Reasons must be supported with written evidence from an appropriately qualified medical practitioner. The evidence must demonstrate a special connection between the child's needs and the particular school.
- **Residence within a particular scheme of education.** – Kent has both comprehensive and selective areas of education. Priority is given to pupils resident in the same scheme of education as the school as defined in the 'Admission to Secondary School in Kent' booklet.
- **Nearness of children's homes to school** - The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a defined point within the child's home to a defined point within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for

an oversubscribed Community or Voluntary Controlled school these straight line measurements are used to determine how close each applicant's address is to the school. Further information on how distances are calculated, including what is defined as permanent or main residence, is available in the "Admission to Secondary School in Kent" booklet provided by the LA.

**It is proposed the oversubscription criteria for Astor College for the Arts should be:**

- **Children in Local Authority Care** –a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who is the subject of a care order under Part IV of the Act.
- **Current Family Association** - a brother or sister attending the school when the child starts. In this context brother or sister means children who live as brother or sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters and foster brothers and sisters.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN.

- **Health and Special Access Reasons** - Medical, health ,social and special access reasons will be applied in accordance with the school's legal obligations, in particular those under the Disability Discrimination Act 1995. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or mental health or social needs means that they have a demonstrable and significant need to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.
- **Residence within a particular scheme of education.** – Kent has both comprehensive and selective areas of education. Priority is given to pupils resident in the same scheme of education as the school as defined in the 'Admission to Secondary School in Kent Booklet'.
- **Nearness of children's homes to school** - The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a central point within the child's home to a similarly defined point within the school as specified by Ordnance Survey. The school uses measurements provided by the LA and further information on how distances are calculated, including what is defined as permanent or main residence, is available in the "Admission to Secondary School in Kent" booklet provided by the LA.
- Up to 10% of places will be admitted on ability in the visual arts. Please note that children applying for these places will need to spend a session at the college working on a set of creative tasks which will be assessed on merit.

### 3. Proposed statutory consultation area

The LA is required to define “relevant areas” within which the admissions authorities of all maintained schools must conduct their statutory consultation. Admission authorities for all maintained secondary schools within the relevant area must consult the admission authorities for all maintained primary, middle and secondary schools in the area. An academy must consult in the way that other admission authorities do, but cannot alter its admission arrangements without the approval of the Secretary of State. Consultations must take place at least every three years and in any year that changes are proposed.

We propose that the relevant statutory consultation areas continue to be the designated districts and adjoining parishes detailed below.

<b>Thanet</b>	Thanet District plus Herne Bay, Chislet, Preston, Ash, Sandwich and Worth parishes.
<b>Dover</b>	Dover District plus Folkestone, Hawkinge, Swingfield, Elham, Barham, Adisham Wickhambreaux, Chislet, Monkton, Minster, Ramsgate.
<b>Canterbury</b>	Canterbury City plus St Nicholas at Wade, Preston, Ash, Wingham, Goodnestone, Aylesham, Nonington, Sheperdswell with Coldred, Lydden, Elham, Stelling Minnis, Stowting, Elmsted, Chilham, Dunkirk, Boughton under Blean, Selling, Sheldwich, Hernhill, Graveney with Goodnestone, Faversham, Ospringe, Luddenham.
<b>Swale</b>	Swale Borough plus St Cosmas and St Damian in the Blean, Whitstable.
<b>Shepway</b>	Shepway District plus Capel-le-Ferne, Lydden, Barham, Bradbourne, Smeeth, Aldington, Orlestone.
<b>Ashford</b>	Ashford Borough plus Brenzett, Lympne, Sellindge, Stowting, Elmsted, Petham, Chartham, Dunkirk, Selling, Sheldwich, Lenham, Headcorn, Frittenden, Cranbrook, Benenden, Sandhurst.
<b>Maidstone</b>	Maidstone Borough plus Hartlip, Newington, Borden, Bredgar, Doddington, Milsted, Kingsdown, Eastling, Charing, Egerton, Smarden, Biddenden, Frittenden, Cranbrook, Goudhurst, Horsmonden, Capel, Wateringbury, Paddock Wood, East Peckham, East Malling, Larkfield, Ditton, Aylesford, Burham, Wouldham, Snodland, Leybourne, Ryarsh, Kings Hill, West Malling, Trottiscliffe, Offham, Mereworth, Platt, Plaxtol, Borough Green, Ightham, Wrotham, Stansted & Fairseat.
<b>Gravesham</b>	Gravesham Borough plus Dartford Borough, Snodland, Ryarsh, Trottiscliffe, Stansted & Fairseat, Ash-cum-Ridley, Hartley, Fawkham, West Kingsdown, Horton Kirby, Farningham, Eynsford, Swanley, Crockenhill.
<b>Dartford</b>	Dartford Borough plus Ash-cum-Ridley, Hartley, West Kingsdown, Fawkham, Eynsford Swanley, Crockenhill.
<b>Sevenoaks</b>	Sevenoaks District plus Dartford Borough, Stansted & Fairseat, Wrotham, Ightham, Southborough, Borough Green, Tunbridge Wells, Plaxtol, Pembury, Shipbourne, Speldhurst.
<b>Tonbridge</b>	Tonbridge and Malling Borough plus Sevenoaks District (excluding Swanley, Farningham, Horton Kirby, Fawkham and Hartley), Tunbridge Wells Borough, Yalding.
<b>Malling</b>	Tonbridge and Malling Borough plus, Boxley, Maidstone, Barming, Meopham, Ash-cum-Ridley, West Kingsdown, Kemsing.
<b>Tunbridge Wells</b>	Tunbridge Wells plus Sevenoaks District (excluding Swanley, Farningham, Horton Kirby, Fawkham and Hartley), Tonbridge, Hildenborough, Hadlow, East Peckham, Shipbourne, Ightham, Plaxtol, Borough Green, Mereworth, Wateringbury, Yalding.
<b>Cranbrook</b>	Tunbridge Wells plus Marden, Staplehurst, Headcorn, Biddenden, Tenterden, Rolvenden.

#### 4. Proposed Published Admissions Numbers (PANs)

It is proposed the Published Admission Numbers for Community and Voluntary Controlled secondary schools for 2011 should be as detailed below. *Where these have changed from 2010 they are bold with the previous PAN in brackets).*

##### Community & VC Schools - All Areas

SCHOOLS	2011 Published Admission Numbers
<b>The Abbey School</b>	(235) <b>210</b>
Archers Court School	180
Astor College for the Arts	240
The Astor of Hever Community School	150
Castle Community College	120
Clarendon House Grammar School	90
The Community College , Whitstable	210
Dartford Technology College	145
Dover Grammar School for Girls	120
The Harvey Grammar School	150
Hartsdown Technology College	180
Hextable School	150
Highworth Grammar School for Girls	174
King Ethelbert School	150
Maidstone Grammar School for Girls	175
The North School	215
Northfleet School for Girls	175
The Norton Knatchbull School	149
Oakwood Park Grammar School	150
Simon Langton Girls Grammar School	155
The Sittingbourne Community College	210
<b>Swadelands School</b>	(180) <b>150</b>
Swan Valley Community School	150
Swanley Technology School	120
Towers School	243
Tunbridge Wells Grammar School for Boys	180
Valley Park Community School	180
Walmer Science College	143
Wilmington Enterprise College	150

**Please note** – The above schools are the community and voluntary controlled schools for which the LA is responsible for setting the Published Admission Number. All other Secondary Schools in Kent are own admission authority schools. The governing body for those schools set the admission number and admissions arrangements, and these are consulted upon separately by the individual schools.

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To: (i) Cabinet, 29 March 2010;  
(ii) Vulnerable Children Policy Overview & Scrutiny Committee - 31 March 2010;  
(iii) County Council, 1 April 2010

By: The Chief Executive

Subject: Safeguarding children in Kent: Defending and Developing the Service

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Summary: the report marks the final stage of the review commissioned by the County Council in December 2008, to be undertaken by the Chief Executive, of the arrangements in Kent for protecting vulnerable children. It gives an overview of the Review Team's assessment of arrangements in their local and national contexts and sets out a number of recommendations for consideration by the County Council.

#### FOR DECISION

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1. This report marks the final stage of the review commissioned by the County Council in December 2008. Previous written reports have been presented to the Children's Champions Board in February and July 2009 and these have been supplemented by verbal reports to that Board in May 2009 and March 2010. The Chief Executive and his Review Team thank the Children's Champions Board, and the Chairman, Ann Allen in particular, for their continued keen interest and their enthusiasm and support for taking this forward over the last 16 months.

2. Protecting vulnerable children is a critical responsibility for the County Council with its 'corporate parent' responsibilities and so the Chief Executive and his Review Team are pleased to be able to present their report to Cabinet and the Vulnerable Children Policy Overview & Scrutiny Committee for discussion and comment, en route to full Council, who initially commissioned it.

#### Recommendations to the County Council

3. The County Council is asked to:
- (a) note the contents of the report;
  - (b) consider its response to the recommendations set out in the report; and
  - (c) decide how it would wish to take forward its responses to the report and the recommendations.

Martyn Ayre  
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01622 694355 [martyn.ayre@kent.gov.uk](mailto:martyn.ayre@kent.gov.uk)

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Previous committee references – Children's Champions Board, 12 February 2009; 20 May 2009; 21 July 2009, 10 March 2010.

Background documents – relevant reports are cited and referenced throughout the main body of the report.



**Safeguarding children in Kent: defending and developing the service**  
**Foreword by the Chief Executive, Peter Gilroy OBE**

*It is hard to imagine a service provided by public services more critical than that of protecting vulnerable children. In Kent, the County Council plays an absolutely pivotal role and I think that, despite the high stakes of the very occasional – and virtually inevitable - failure, we should be proud of the responsibility we have and the competent way we go about meeting that responsibility.*

*Most of all, we should give our whole-hearted support to those professional practitioners, their supervisors and support staff, who carry the burden of that responsibility day to day on our behalf. Being a Social worker with child protection responsibilities is without doubt one of the most difficult high risk occupations in the public sector. As we know from recent events, even when a single human error is made, it can have tragic consequences. It is at times like these we need to be most supportive as well as publicly standing up to be held to account where systemic failure or professional incompetence or negligence are the causes.*

*We – all of us - need to bear in mind that social workers are dealing with complex, dysfunctional and at times dangerous individuals and families. It is not a job for the faint-hearted – it requires a sound value base and personal resilience. It is not just about social workers. Fieldwork staff – and this must include police colleagues and health visitors – are best served by continuity and sound working personal relationships as it is this group who are needed 24/7 for this high risk work. It is not covered in detail in this report but over-regulation, rather than protect children, may well have the unintended consequences of diminishing individual and family responsibility and sound professional judgement.*

*I am pleased to commend my report and its recommendations to the County Council for its consideration. It portrays a service that is just about coping with some difficult pressures but with its morale intact. My recommendations about how arrangements might be improved, as befitting my professional background as a social worker, are offered as those offered by a critical friend. Preparing this report has, of course, relied on the assistance and goodwill of many colleagues and agencies including academic colleagues from Christ Church and Kent Universities, to whom I offer thanks on behalf of myself and my fellow reviewers, Peter Thomason and Martyn Ayre.*

*It is always invidious to single out individuals but in particular, our thanks go to Joanne Purvis in the Corporate Performance Management Team for her sterling work during the critical early stages of the review; to Ann Allen as Chairman of the Children's Champions Board for her support and sponsorship throughout; to Penny Davies, the Kent Safeguarding Children Board Manager and Kay Weiss and her team in Children, Families & Education for their unstinting efforts in providing information – and advice!*

**Safeguarding children in Kent: defending and developing the service.**

**Report to County Council, 1 April 2010**

**Executive Summary**

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*“.....the job social workers do is critical to the nation. They play an essential role in protecting children and young people from harm and supporting people of every age. The work they do can be difficult and very demanding, requiring careful professional judgements that can make all the difference to those they serve.”*

*(Extract from ‘Building a safe and confident future’, the final report of the Social Work Task Force, November 2009)*

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1. This is the final report of the review of child protection arrangements commissioned by the County Council in December 2008, following the publication of the urgent Joint Area Review in Haringey carried out in response to the death in 2007 of Baby Peter.
2. The quote with which this Executive Summary begins is not intended to diminish the role of other professionals and agencies in protecting vulnerable children from harm, abuse or neglect. Together with other key frontline professionals, particularly Police Officers and Health Visitors, Social Workers face the difficult daily task of protecting the most vulnerable in our society.
3. That said, the skills, expertise and professional training of Social Workers, together with their statutory obligations, give them a unique and pivotal role in child protection work. As the initial report in February 2009 concluded, *“....whilst systems and procedures play important roles, the protection of vulnerable children fundamentally relies on sound professional practice by social workers and others, armed with skills in assessing risk, skills in working directly with families and in a spirit of ‘respectful scepticism’, and skills (and confidence in those skills) to make inherently difficult judgements and who are supported to exercise those skills by sound professional supervision, training and management...”*

4. As this report will show – and the previous reports by the Review Team have shown - much has already been done in Kent to assess the robustness and integrity of child protection arrangements in Kent and where necessary, steps have already been taken by KCC and by the Kent Children Safeguarding Board to further strengthen those arrangements.
5. Although the death of Baby Peter was very tragic and its aftermath has perhaps seen a further erosion of public confidence, it is important to keep recent events in perspective and in their historical context. The rate of child deaths in the UK was more than halved between 1970 and 1995. Using Home Office statistics, the NSPCC states that “On average, 67 children in England and Wales are killed at the hands of another person every year” – whilst approximately 38,000 children are on child protection plans at any one time. As recent research indicates, the incidence of child homicide in the UK is the lowest in the English-speaking world and compares favourably with the majority of European countries. It is noteworthy, however, that in contrast to these data, public perceptions of risk and safety are also influenced by other factors such as, for example, the purpose and requirements of the Criminal Records Bureau. Despite its undoubted value, the existence of the CRB has been said by some commentators to have the unintended consequences of creating a ‘background’ climate of mistrust and undermining the personal, as opposed to state, responsibility for the protection of vulnerable people.
6. Notwithstanding the recent publicity surrounding the death in November 2008 of a very young baby in Kent and her father’s recent conviction for manslaughter, the position for children in Kent is one of much greater safety than the national picture. The national rate for violent child deaths in England and Wales in 2006 is reported in Professor Colin Pritchard’s most recent research as 17 per million. Using comparable data for violent child deaths in Kent between 1997 and 2009, the incidence is 6 per million – or two-thirds less than the national incidence.
7. That said, complacency is the enemy of the maintenance of high practice standards. Constant vigilance and the pursuit of improvement are essential – reliance on good practice standards, policies and procedures can only give solid assurance if compliance with them is diligently monitored. As this report indicates, referrals have continued to rise over the last year and recruitment and retention of Social Workers in Children’s Social Services has continued to be an ongoing challenge in Kent, just as elsewhere.
8. In this final stage of the review, the Review Team have sought to relate the assessment of local arrangements to the national developments that have flowed from Lord Laming’s Progress Report of March 2009 and the subsequent key policy and regulatory developments by which the Government has responded to his recommendations. With this in mind, this report commends some proposals for a strategy for defending and developing child protection services for the County Council and the Children, Families & Education Directorate to consider.

9. On 18 March 2010, a number of key national reports on safeguarding vulnerable children were published by the Government. These include:

- “The Government’s Response to Lord Laming – One Year On”, setting out the government’s view of progress;
- Sir Roger Singleton’s first annual report to Parliament in his capacity as the Government’s Chief Adviser on the Safety of Children, setting out his view of progress on implementation of Lord Laming’s 58 recommendations;
- the revised statutory guidance, “*Working Together to Safeguard Children*”.

10. As these important and highly relevant reports were published only the day before this report, it has not been possible to consider their findings and reflect them in this report. Accordingly, it is suggested that an analysis of the main messages and implications of these reports is incorporated into the detailed response and action plan that is recommended below..

11. In summary, the review recommends:

- The main elements of the proposed strategy should be the basis for further detailed review and refinement by the **Managing Director of Children, Families & Education Directorate, the Director of Specialist Children’s Services** and their staff, including an analysis of the national reports published on 18 March 2010.
- The **Kent Safeguarding Children Board** should give positive consideration to undertaking a multi-agency peer review of a sample of current child protection cases to assure itself about practice standards across agencies. (See Paragraph 20)
- The **Kent Safeguarding Children Board** should identify and report on steps taken to improve the culture of openness and exchange between member agencies and its actions to establish greater accountability to the KSCB for child protection standards within member agencies. (See Paragraph 21)
- The independent Chair of the **Kent Safeguarding Children Board** should present an annual report to the Kent County Council. It is also recommended that this report is also taken to all other relevant public bodies in Kent at Board level. (See Paragraph 22)
- **Kent Children’s Social Services** should make regular use of the Social Work Task Force’s organisational self-appraisal tool to ensure it is achieving high standards as a social work employer. (See Paragraph 43)

- The **Kent Safeguarding Children Board** should, as a standard practice deliver multi-agency seminars and targeted training following every serious case review to ensure that the lessons from the reviews are quickly and efficiently promulgated. (See Paragraph 52)
- **Kent Children's Social Services** should maintain a continuous review programme to ensure the adequacy of administrative support services and systems for social workers with a view to reducing professional social work time spent on administration and increasing the direct client contact time. (See Paragraph 57)
- **Kent Children's Social Services** should establish partnerships with other local authorities to share approaches aimed at minimising the administration workload of social workers and to seek shared solutions through the joint development of efficient, casework-oriented, and user-friendly information technology programmes. (See Paragraph 57)
- **Kent Children's Social Services** and the **Kent Safeguarding Children Board** should ensure a good standard of referral information through training programmes and quality assurance audits with partner agencies. (See Paragraph 58)
- Urgent action should be taken by **Kent Children's Social Services** to reduce the rate of abandoned calls to the Kent Contact and Assessment Service, based at Kroner House. (See Paragraph 60)
- **Kent Children's Social Services** should give high priority to the current review of their staff supervision policy with the objective of making professional social work supervision a guaranteed and protected element of the service with protected time for practitioners and supervisors. (See Paragraph 62)
- The **Kent Safeguarding Children Board** should develop in partnership with appropriate academic and other training institutions electronic and interactive training packages that can be used for workplace training and team development of skills necessary for child protection work across and specific to agencies. (See Paragraph 63)
- **Kent Children's Social Services** should establish a trainee scheme for suitable candidates for professional social work training and provide financial assistance through training professional training in return for a contractual commitment to remain in employment with the county for a minimum of two years after qualifying. (See Paragraph 66)

- **Kent Children's Social Services** should seek to establish a number of bursaries or sponsored places on suitable social work training courses. (See Paragraph 67)
- **Kent Children's Social Services** should establish close partnerships with suitable centres of academic excellence to develop training and research programmes that will meet the demands of child protection social work. (See Paragraph 70)
- The **Kent Safeguarding Children Board** and **Kent Children's Social Services** should develop training initiatives that will ensure that all professionals in the course of their qualifying training have joint training modules to increase the shared professional understanding of child protection work and to establish a core of inter-professional skills and knowledge. (See Paragraph 70)
- **Kent Safeguarding Children Board** and **Kent Children's Social Services** should seek to establish a multi-agency specialised training unit, ideally in partnership with all agencies, within the county aimed at developing the necessary skills for working with difficult uncooperative families. (See Paragraph 71)
- **Kent Children's Social Services** should establish robust mechanisms for providing advice and alerts to senior managers and to elected Members and which will also provide reassurance to social workers that their professional values and ethics are being promoted and safeguarded. (See Paragraphs 72 and 73).
- **The Leader and Chief Executive/Group Managing Director** should arrange with the Director of Children Services, the Director of Specialist Children's Services and the independent chair of the Kent Children's Safeguarding Board an annual programme of reporting to Cabinet and full Council to provide an open and systematic approach to quality assurance. This programme should be managed through the Managing Director for Children, Families & Education and the Director of Specialist Children Services and coordinated by Corporate Policy, supported with advice from a reference group comprising frontline practitioners. (See paragraphs 72 and 73)

## **SAFEGUARDING CHILDREN IN KENT: DEFENDING AND DEVELOPING THE SERVICE**

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This report concludes the review of Kent County Council's child protection services undertaken at the request of elected Members in December 2008. It provides an overview of the process and its findings and, within the context of national developments, recommends elements for a strategy for maintaining an effective standard for safeguarding children who may be at risk of abuse or neglect.

Previous reports have been presented to the Children's Champions Board on:

- 12 February 2009
  - 20 May 2009 (verbal report)
  - 21 July 2009
  - 10 March 2010 (verbal report)
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*"... the job social workers do is critical to the nation. They play an essential role in protecting children and young people from harm and supporting people of every age. The work they do can be difficult and very demanding, requiring careful professional judgements that can make all the difference to those they serve."*<sup>1</sup>

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### **Introduction**

1. In response to the national concern about standards of child protection raised by the reviews and inspections in the London Borough of Haringey following the death of baby Peter Connolly, Kent County Council resolved that an independent review of Kent Children's Social Services safeguarding practice should be undertaken by the Chief Executive<sup>2</sup>. In view of the important multi-agency responsibilities for protecting children, the review was extended to include three distinct components:

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<sup>1</sup> Introduction to *Building a safe and confident future*, the final report of the Social Work Task Force: November 2009, Department of Children, Schools and Families.

<sup>2</sup> Kent County Council meeting of 11.12.08

- Assessing if children are properly protected by Kent Children's Social Services
  - Assessing if other relevant agencies in Kent are discharging their child protection responsibilities effectively
  - Assessing the impact of national developments on the current and future protection of children in Kent
2. **Phase I** of the review concentrated on Kent Children's Social Services and reports presented to the Children's Champions Board during 2009<sup>3</sup> indicated that the child protection processes of Children's Social Services are operating effectively and that responses to new and existing referrals where a child may be at risk of abuse or neglect are timely and appropriate. In accordance with the request by the Secretary of State for Children Schools and Families to all local authorities in November 2008, the safeguarding review paid particular attention to the shortcomings identified in Haringey by formal inspections following the death of baby Peter Connolly. Although the review found some of the Haringey features could be identified as stress factors in Kent Children's Social Services (e.g. staff shortages, time-consuming requirements of the national Integrated Children's System of computerised recording and rising rates of child protection referrals), they did not represent an immediate and high level of risk in managing existing child protection cases and the response to new child protection referrals was timely and professional. In common with most local authorities, Kent is managing its service under considerable pressure and the commitment and dedication of practitioners, managers, and administrative staff is indispensable to the maintenance of an effective standard of service in the face of increasing referral rates. Due to the variety of pressures on social services departments, it is important that there is constant vigilance and that prompt management action is taken to resolve pressures that may impinge on the organisation's ability to respond in an appropriate and timely manner is monitored safe operation of the child protection process.
3. **Phase II** of the review concentrated on the inter-agency aspects of child protection and involved the Kent Safeguarding Children Board (KSCB) as "the key statutory mechanism for agreeing *how the relevant organisations in each local area will co-operate* to safeguard and promote the welfare of children in their locality, and for *ensuring the effectiveness of what they do*."<sup>4</sup>

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<sup>3</sup> See reports and minutes presented to the Children's Champions Board meetings of 12.02.09, 20.05.09, and 21.07.09.

<sup>4</sup> Children Act 2004 and statutory guidance contained in *Working Together to Safeguard Children* (2006), Paragraph 3.2 (the italics have been added for emphasis).



For a child protection system to be effective, all agencies<sup>5</sup> with responsibilities for the safe care of children must have robust and efficient child protection processes and there must be good inter-agency communication and co-operation in identifying and assessing children who may be at risk of significant harm and in working together to implement child protection plans.

4. This phase of the Safeguarding Review has involved working closely with the KSCB's Performance Sub Group in a programme of appraising its member agencies' own quality assurance reviews and in a further review of their inter-agency responsibilities.
5. The commitment of the KSCB has been very positive and the work of its Performance Sub Group has been useful in forming a view regarding the fitness of collective agency child protection processes. However, the complexity of member agencies' internal review processes and the understandable need to balance the nurturing of good relationships, with discretion, have meant that the review team has been unable to form a really detailed view of how the individual agencies operate.
6. Although member agencies of the KSCB will have complied with the Secretary of State's request that all agencies should undertake their own reviews of practice pending the completion of the national review by Lord Laming, only Kent Children's Social Services, through the process of this review, have decided to make their findings public. It is the review team's opinion that this may have been a missed opportunity for all agencies to increase transparency and the public understanding of the complexities and challenges that face all agencies engaged in child protection. The review team would strongly encourage partners to share the results of these internal reviews with their partner agencies on the KSCB. Although it is assumed that the management boards of individual agencies are satisfied the process has been completed to a satisfactory standard and that action has been taken where improvements are indicated, a greater sense of co-ordination could certainly have been achieved if a more open approach had been adopted. The function of the KSCB in monitoring and ensuring the effectiveness of child protection within and between agencies is constrained unless member agencies adopt a more open attitude.
7. The KSCB is actively considering measures aimed at improving this situation by seeking the agreement that all member agencies will formally notify the Performance Sub Group of any child protection audits they are conducting

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<sup>5</sup> Agencies with specified responsibilities for child protection and the duty to co-operate are defined by Section 11 of the Children Act 2004.

together with details of the methodology, results when completed, and where deficiencies are identified, further reports regarding remedial action. Agreement to this development will considerably enhance the effectiveness of the KSCB and will provide an additional and transparent element of accountability for its member agencies.

8. Despite the lack of detailed insights that can be given regarding other agencies' internal review processes, the KSCB has clearly started to make good progress in assessing three critical questions relating to child protection work:
  1. What works well in terms of inter-agency partnership practice in safeguarding children?
  2. What gets in the way in terms of multi-agency working partnership practice in safeguarding children?
  3. Are there any actions you would like the Board to take forward?

Response to these questions was varied and is the subject of continued appraisal. However, the following generalised opinions are evident and will form the basis of further action by the KSCB:

**What is working well in inter-agency child protection work?**

9. In response to the first question, much is working well already. Many respondents set great store on direct contact between referrers and those social workers – and police officers – involved in responding to allegations of child abuse or neglect. This is seen as a key means of improving mutual understanding. Such direct contact may be in connection with individual referrals or via MARAC meetings or other local forums for multi-agency case-discussion and learning. This has been reflected in the emphasis the Performance Monitoring Sub Group has placed on encouraging the development of local face-to-face mutual quality-assurance activity. The importance of front-line professionals from different agencies developing mutual awareness of and confidence in others' work is a repeated theme.

**What gets in the way of good inter-agency child protection work?**

10. The response to the second question indicated a general concern regarding a lack of awareness of respective roles and responsibilities which undermines good effective working between agencies. This is reported as a concern by some colleagues from, for instance, district councils, for whom dealing with child protection is a less frequent and non-core activity.
11. A further impediment to good inter-agency working was identified as the differential interpretation of thresholds for intervention, especially around the circumstances that deem a referral to be one of 'child protection' or a 'child in need'. Put at its simplest (and that has inherent difficulties), some agencies

who refer cases to CSS for assessment and investigation regard their referral as one of child protection but, from their viewpoint, CSS appears to underestimate the seriousness of their concerns by treating it as a 'child in need' referral. In the absence of hard data, it is not possible to put a figure on the frequency of differential interpretation – or professional difference of opinion, as some might term it – but it seems a sufficiently frequent occurrence for several respondents to remark upon this as an impediment to more effective joint working. This difficulty has also been identified as a factor in the review of serious case reviews undertaken by Edinburgh University (see Paragraphs 15 - 18).

12. This situation may be exacerbated by incidents of actual or perceived lack of feedback from CSS (as cited by some referring agencies), the poor quality of some referrals (as cited by comments from, primarily, CSS colleagues), and the apparent reluctance of all parties to utilise local escalation protocols to resolve differences of opinion. All of these factors can contribute to an area of potential and unresolved risk.
13. For important colleagues who are nevertheless working in 'non-core' agencies, the less clear relationship between safeguarding and protection is an issue which leaves some uncertain as to where they should be focussing their resources and activities. Also, some still feel unengaged in and confused about other "Every Child Matters" policy initiatives such as the Common Assessment Framework (CFA), Contact Point and Single Point of Access (SPA) or bemused by the sometimes off-putting associated plethora of jargon, acronyms, and mnemonics.
14. Issues about specifying, assuring and accessing training; the robustness with which policy and practice guidance is disseminated from the Board across all partner agencies in a timely and comprehensive manner and comments about confidentiality as inhibiting the exchange of referral information round off the kinds of concerns that agencies identify as inhibiting more effective work.

**Serious case reviews**

15. Another dimension by which the effectiveness of inter-agency work can be judged is the findings of Serious Case Reviews (SCRs). The KSCB is to be applauded for the research it commissioned in June 2009 from the University of Edinburgh and the NSPCC Centre for UK-wide Learning in Child Protection to analyse the 24 Serious Case Reviews that took place in Kent between 2000 and 2009. Members must remember that the 24 SCRs studied represent a very small and atypical sample of outcomes for the many thousands of vulnerable children and young people on child protection plans who have been protected and supported by social workers, the police, health professionals and other agencies in Kent over that period.
16. The findings of the overview of these reviews reflect many of the themes identified in national surveys of serious case reviews. Of particular interest is the reviewers' opinion that many of the cases were highly individualised and although some involving long-term neglect could be considered as fairly

typical of this type of case, “others contained unique and complex factors which are far less likely to be familiar to professionals”. Further, they found “There was also a distinct absence of risk factors in some cases.”

17. From this small, but important, sample of serious child protection cases, the review drew attention to the prevalence of the following factors:
- Mental health problems in parents
  - Housing problems
  - Volatile family relationships
  - Professional differences in interpretation of procedures and thresholds
  - Difficulties in working with parents (problems of maintaining focus on the needs of the child; over-optimism regarding parental capabilities or sustained improvements; accepting parental explanations without question; dealing with intimidating, hostile and manipulative parents)
  - Ensuring an adequate tracking system for adults who may pose a risk to future children (e.g. fathers who have abused children, then leave the family and establish new relationships and produce new children)
18. With the exception of the need to establish reliable tracking and alerting systems for adults who pose risks to future children, awareness of many of the above factors can be raised through focused multi-disciplinary training programmes.

### **Conclusion to Phase II**

19. Despite the factors identified, the review team member co-opted to the Performance Monitoring Sub Group found there was no evidence to suggest significant risk or clearly dysfunctional working in the inter-agency child protection processes. Those items that do need attention are not matters which are, of themselves, unique to 2009 but nevertheless have been highlighted by the reactions to the Baby Peter case. What these commentaries indicate is, perhaps, that the greatest enemy of consistently good safeguarding practice is complacency. Like painting the Forth Bridge, the Board’s work can never be completed.
20. Nevertheless, the advice of the review team is that the Performance Monitoring Sub Group consider again the quality assurance benefits of a multi-agency peer-review of a sample of current cases of children who are subject to child protection plans to assure themselves about practice standards across agencies, in addition to the actions it has already taken and continues to take to implement the learning from the 2009 Section 11 review.
21. Furthermore, the KSCB should continue to develop a culture of openness and exchange between its member agencies and it should be active in encouraging greater sharing. If necessary, this should include both self- and mutual criticism with regard to joint child protection work.
22. Transparency and public trust in the functioning of good child protection services in Kent will be considerably enhanced by comprehensive annual

reports by the Safeguarding Board to the County Council and other public bodies

23. **Phase III** of the review is intended to place the findings of Phase I and II in the context of national factors and developments influencing the child protection functions of local authorities and other agencies. In formulating strategies to preserve the current standard of service in Kent and to develop and improve it where necessary, it is essential that account is taken of circumstances and influences, some of which are beyond the direct control of the local authority, that will influence its ability to provide an effective child protection service and the manner in which it is delivered. These are discussed in the following paragraphs.

### **National factors influencing local authority child protection services**

24. In order to defend and develop the current standard of service, it is necessary to take account of the wider context within which the local authority discharges its statutory child protection duties. This involves an understanding of the historical context, the need for proportionate responses, current developments in the social work profession, and current and anticipated financial constraints. The implications of each will need to be taken into account in formulating a strategy for maintaining and improving child protection services.

#### **The historical context**

25. Current child protection processes have been shaped significantly by the experience of previous child abuse tragedies. Most current child protection processes (e.g. the establishment of measures to co-ordinate the work of different agencies, the child protection conference, and identifying individual children as being specifically in need of protection) have their origins in a sequence of formal inquiries commencing with the death of Maria Colwell in 1974.<sup>6</sup> In recent years, the inquiry into the death of Victoria Climbié<sup>7</sup> chaired by Lord Laming and his recent review of national child protection services<sup>8</sup> have had extensive implications for children's services in general, as well as being the precursors of this review. The Victoria Climbié Inquiry concluded there was a gross failure of the system of public agencies responsible for protecting vulnerable children from deliberate harm and made 108 recommendations for amending and improving child protection services. The subsequent progress report made a further 58 recommendations for improving child protection services. These and the previous

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<sup>6</sup> Report of the Committee of Inquiry into the care and supervision provided in relation to Maria Colwell. HMSO, 1974.

<sup>7</sup> The Victoria Climbié Inquiry report by Lord Laming. HMSO, 2003.

<sup>8</sup> The Protection of Children in England: A Progress Report by Lord Laming. HMSO, 2009.

recommendations arising from over 70 major inquiries held since Maria Colwell have led to the construction of a child protection process whose purpose is not only to ensure an adequate response where children are at risk of abuse but which also aims to avoid the systemic failures which led to previous tragedies. In this sense recommendations from inquiries may be considered reactive and corrective to previous failures.

26. Concurrent with the developments arising from child death inquiries, research and initiatives aimed at improving the service to children in the public care system and in wider society have also influenced national policy and legislation. For example, the publication of *Child Protection: Messages from Research* in 1995<sup>9</sup> drew attention to the relatively poor outcomes for children taken into local authority care and proposed that family support should be the preferred option to protect the majority of children from abuse and neglect. More recently, government policy initiatives have significantly affected the nature of children's services. The *Every Child Matters: Change for Children* programme and the associated Children Act 2004 have expanded all agencies' responsibilities. All children's services are being more closely integrated in order to improve the outcomes for all children and there is a general requirement that not only should children be protected from deliberate harm (i.e. part of the outcome of "staying safe") but *all* children should also achieve the four additional outcomes of being healthy, enjoying and achieving, making a positive contribution, and achieving economic well-being. Although many initiatives have included elements of child protection, their scope has often had the global objective of aiming to improve outcomes for all children *in addition* to those considered to be at risk of significant harm. This broadening of objectives, unless properly resourced, can have the unintended consequence of diminishing the resources and focus necessary for the effective protection of children.
27. The developments arising from research and these comprehensive child welfare policies are to be welcomed and services aimed at preventing family breakdown and the stresses that may lead to abuse or neglect are preferable to intervening after abuse has occurred. However, the commendable emphasis on improving outcomes for all children and narrowing the gap between disadvantaged and normally achieving children has placed considerable demands on children's social services departments and their partner agencies: demands that are *additional* to the statutory requirement to protect children at risk of significant harm.<sup>10</sup>
28. Both strands of policy and service development (i.e. the "corrective" arising from identified shortcomings and the "prospective" arising from research and

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<sup>9</sup> Compiled by the Dartington Social Research Unit. HMSO 1995.

<sup>10</sup> Children Act 1989, Section 47.

policy aspirations) are necessary for the improvement of child protection practice and for improving outcomes for children whose life chances are affected by abuse or other disadvantage. However, expanding child welfare aspirations and the introduction of new procedures and policies carry the risk of monopolising organisational and professional attention to an understandable but risky degree.

29. Such a preoccupation can diffuse the focus on existing child protection fundamentals. For example, the publication of *Messages from Research* in 1995 (see Paragraph 26) prompted an appropriate examination of practice to ensure that children should remain in the care of their families of origin wherever possible and emphasised the importance of family support. Whilst inappropriate removal of a child is damaging, the simplistic implementation of policies to keep children at home can have the unintended consequence of engendering an organisational and professional resistance to removal, making it an action of last resort only justified by incontrovertible proof of serious harm. In attempting to conform to this new emphasis in practice development, it is possible that children were left in risky home environments when there was little potential for improvement. There is evidence that the numbers of children registered as being at risk of abuse declined dramatically following the publication of *Messages from Research* which in turn, influenced the guidance issued in the first edition of *Working Together to Safeguard Children* in 1999. In 1991, 49,000 children were recorded on English child protection registers. By 2000, the new guidance and effect of the family support emphasis of the Children Act 1989 had resulted in the total dropping to 35,000, a reduction of nearly 30%.<sup>11</sup> It is unlikely that the actual incidence of child abuse and neglect had achieved a similar reduction in the same period.
30. Although it could be argued that too many children had been placed on child protection registers before the change of emphasis engendered by the above publications, the marked change in registrations can also be seen as evidence of a pendulum effect where responses to high profile cases or research results in an unintended over-correction. This view is supported by the fact that the number of children, nationally, who are the subjects of child protection plans<sup>12</sup> subsequently increased from 25,700 in 2002 to 37,900 in 2009.<sup>13</sup> This increase of 48% suggests a compensatory adjustment to a previously over-enthusiastic application of the guidance of 1999. A similar example is suggested by the changing pattern of the primary category of

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<sup>11</sup> Office for National Statistics: "Children on child protection registers: by gender and category of abuse, 2000". Social Trends 32.

<sup>12</sup> Child protection registers were discontinued in 2008 but a child with a formal child protection plan is the equivalent to a child who would previously been placed on a child protection register.

<sup>13</sup> "Referrals, assessment and children and young people who are the subject of a child protection plan, England – Year ending 31 March 2009, DCSF.

registration which has shifted over the years from the majority of cases being registered for physical abuse, to a subsequent majority of registrations for sexual abuse, to the current predominance of registrations for neglect. These changes appear to reflect public and media preoccupations which may often influence policy initiatives. Again, it is unlikely that the *actual* incidence of each of the categories of abuse has changed in proportion to each other; the fluctuations are more likely to be the result of professional over-reaction as, for example, in the high profile given to the so-called “satanic abuse” of children in the 1980’s.<sup>14</sup>

31. Changes in the reactions to child protection concerns illustrate the inherent problems of achieving a proportionate response that achieves the objective of protecting children from abuse and neglect but which also avoids unwarranted interventions. Although concerns must be investigated and assessed, a disproportionate response is damaging in its effect on the children and families concerned and wastes resources. Despite advances in knowledge and skills in this difficult area of social work practice, a significant element of child protection work is dependent on professional judgements and a balance of risk factors. These judgements are inevitably influenced by the media presentation of the very small percentage of child protection failures which in turn affect the thresholds which trigger referrals to social services. Evidence of this is apparent in the tensions regarding thresholds and interpretation of “risk” and “need” revealed by the recent work of the Kent Safeguarding Children Board (see Paragraphs 11 and 17).
  
32. In order to ensure that children are properly protected and that interventions are appropriate and proportionate, it is important that new policies and their objectives are thoroughly understood throughout all levels of organisations. Assessment and interventions must be based on comprehensive and professionally objective criteria rather than any unintended bias that may be projected onto new initiatives. It is also important that the focus and energy absorbed by new initiatives does not diminish the sustained and careful application of established policies and practice necessary for safe and effective child protection. The achievement of this level of understanding and balance is largely dependent on organisations having the capacity to understand thoroughly the intention behind new initiatives and procedures and not merely the mechanical processes involved in their implementation. Managers may require expert advice (from within or external to their agency) to fully appraise the implications of new national initiatives and practitioners will require the time to complete the necessary training. In social work, professional supervision is an essential safeguard to ensure that new initiatives are applied appropriately in individual cases.

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<sup>14</sup> “Extent and Nature of Organised and Ritual Abuse”, J.S. La Fontaine. HMSO, 1994.



33. To avoid responses being skewed by an over-emphasis on the latest research or inquiry findings, the question is not only to assess how we are doing in relation to the latest tragedy (as in the current emphasis on ensuring we do not have similar shortcomings to those identified in Haringey) but whether we have a robust system capable of protecting all children where there is concern about abuse or neglect. A searchlight that illuminates only selected areas of the whole terrain of the child protection process can leave other areas dangerously in the dark! The strategy which is recommended for defending and developing child protection services in Kent includes measures that are intended to maintain a balanced response to the demands of new developments and initiatives.

**The wider concept of “safeguarding”**

34. Reference has been made to the *Every Child Matters* initiatives aimed at improving a broad range of outcomes for children. These included the concepts of staying safe and “safeguarding” and the replacement of Local Child Protection Committees by Local Safeguarding Children Boards.<sup>15</sup> The concept of safeguarding includes protecting children from physical abuse, sexual abuse, emotional abuse, and physical neglect. However, local authorities and partner agencies are also required under the Staying Safe Action Plan<sup>16</sup> and its associated Public Service Agreement<sup>17</sup> to take action to safeguard children from harm arising from bullying, Internet use, crime, road traffic accidents, and a number of other sources of potential risk.
35. The aim of improving the safety of all children cannot be criticised and there is evidence that progress has been made in meeting the goals established in this broadening of objectives. The Government’s “Staying Safe Action Plan” aimed to “help all children and young people to stay safe” and responses to the consultation process associated with this strategy indicated “The majority of respondents of all ages felt that children and young people in general are currently safe, secure, and well looked after, although there was still concern about some specific issues.”<sup>18</sup>
36. This broadening of concept from child protection to safeguarding has placed increased demands on social service departments and partner agencies. It is creditable that advances have been made in the general safeguarding of children but it is important that attention and organisational energy is not

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<sup>15</sup> Children Act 2004, Section 13 and Working Together to Safeguard Children (2006 Edition), Ch 3.

<sup>16</sup> Published by the Department of Children, Education and Families in 2007.

<sup>17</sup> PSA No 13, July 2009.

<sup>18</sup> Responses from the *Staying Safe* consultation, 2007.

spread too thinly over a broad range of objectives. Current policy directives suggest the need for three levels of safeguarding<sup>19</sup>:

1. Universal
2. Targeted
3. Responsive

For the effective protection of children who are at risk of significant harm from abuse or neglect, it is essential that social services and other organisations directly responsible for identifying and protecting this group should place a high priority on the targeted and responsive elements of safeguarding, i.e. child protection.

### **Themes from serious case reviews and inquiries**

37. Overview reports collating common themes in child protection failures have been published by the Department of Health and subsequently, the Department of Children, Schools and Families.<sup>20</sup> In the national inquiries and in serious case reviews, there is a marked correspondence of themes that have contributed to failures to provide adequate protection. Although caution should be exercised in generalising these findings (only half of the children subject of 189 serious case reviews conducted between 2005 and 2007 were known to their local social services department) and not all of them featured in the recent survey of Kent serious case reviews (see Paragraphs 15 -18), it is depressing that these themes do not appear to alter over the years. Broadly, they are:

- Factors indicating risk of abuse or neglect were evident in most cases but not necessarily shared amongst agencies to give a more compelling case for intervention
- Associated with the above: poor inter-agency communication
- Failure to comply with agreed child protection procedures
- Problems presented by non-compliant families or those who disguise their non-compliance and the need for “respectful uncertainty” on the part of professionals

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<sup>19</sup> Staying Safe Action Plan

<sup>20</sup> The most recent being *Understanding Serious Case Reviews and their Impact – A Biennial Analysis of Serious Case Reviews 2005-07*, DCSF, June 2009.

- Fixed thinking on the part of professionals (reluctance to change assessments in the light of new information)
- Poor record keeping

38. If these factors are to be guarded against, agencies must have the processes to keep practice under constant review and to ensure practitioners and managers have the time for good reflective supervision and training. Agencies need to focus on what Lord Laming describes as “doing the relatively straightforward things well”.<sup>21</sup>

### **Proportionality**

39. Intervening in the lives of families where children are at risk of abuse demands a high level of professional skill and experience. It places emotional demands on practitioners who, on occasion, may also face physical risk. The work patterns are unpredictable and require flexibility from individual workers and from the agency. It involves a high level of professional responsibility to ensure that interventions are appropriate; that children are not removed unnecessarily from families; that their lives are not disrupted and at the same time, are not placed at risk. All this has to be achieved in the face of increasing referrals. In the year ending 31 March 2009, local authorities in England recorded a total of 547,000 referrals for children who were in need (including those possibly at risk of abuse or neglect). Of these, 349,000 (64% of the original referrals) received an initial assessment and of those that had an initial assessment, 120,600 went on to be subject to a comprehensive or “core” assessment. This resulted in 37,900 children and young people being made the subject of a child protection plan (i.e. only 7% of the original 547,000 referrals).<sup>22</sup> Many of the children who were not made subject to child protection plans had other needs identified which would have required the allocation of a social worker and often required additional services from other agencies. The high risk cases have to be managed as part of the total and increasing demands on social work departments. It is to their credit that most children and families receive an appropriate service and that most children who are known to social services as being at risk of abuse are protected.

40. Although only one child death is a tragedy, it is important to place child abuse fatalities in the context of the successes of the current system. The rate of child injury deaths in the UK more than halved over the 25 years between 1970 and 1995.<sup>23</sup> Statutory reviews of *all* deaths of children under

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<sup>21</sup> The Victoria Climbié Inquiry report by Lord Laming. HMSO, 2003

<sup>22</sup> DCSF: *Referrals, assessment and children and young people who are the subject of a child protection plan, England – Year ending 31 March 2009*.

<sup>23</sup> Research review by ADSS in briefing notes on issues relating to the Victoria Climbié Inquiry.

the age of 18 conducted by Local Safeguarding Children Boards in 2009 indicate that only 5% were considered to be preventable.<sup>24</sup> Of the 110 deaths that were judged to be “preventable” in 2008-09, only a small number were due to abuse or neglect and of these, not all would have been known to local social services departments. Based on Home Office statistics, the NSPCC proposes that “On average, 67 children in England and Wales are killed at the hands of another person every year”.<sup>25</sup> Due to the complexity of gathering and recording relevant information, these assertions may only be considered as estimates which are probably conservative. However, 67 fatalities compared to 37,900 children being protected would suggest that, for most of the time, our child protection system is operating effectively. The incidence of child homicide in the United Kingdom is low compared with other countries. The USA recorded 1,800 juveniles as the victims of homicide in 1999<sup>26</sup> and more recently Australia indicated that school-age children were twice as likely to be killed and pre-school children 1.5 times as often as in Britain.<sup>27</sup> Attempts at improving the child protection system in England should guard against any potential diminishing of the current level of success.

#### **Current developments in the social work profession**

41. There are significant developments affecting the future of the social work profession which will have major implications for local authorities and their child protection responsibilities. These arise from the recommendations of the recently published final report of the Social Work Task Force<sup>28</sup> which have been accepted in total by government and which are intended to be implemented over the coming years. (Details of the implementation timetable and strategy will be published by the Social Work Reform Board early in 2010.) Of the 15 core recommendations, the following will have particular implications for local authorities in their roles as employers of social workers and providers of child protection services:

- Recommendation 6 – Establishing a national standard for the support social workers should expect from their employers in order to do their jobs effectively
- Recommendation 7 – Establishing clear requirements for employers to ensure regular,

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<sup>24</sup> *Preventable Child Deaths in England: Year Ending 31 March 2009*, statistical release by DCSF

<sup>25</sup> Child homicides – Key child protection statistics

<sup>26</sup> David Finkelhor & Richard Ormrod, Office of Juvenile Justice and Delinquency Prevention Bulletin, October 2001.

<sup>27</sup> Medical Journal of Australia as reported in *The Australian*, 5 January 2009.

<sup>28</sup> *Building a safe, confident future* – The final report of the Social Work Task Force: November 2009, DCSF

supportive and reflective casework supervision for social workers

- Recommendation 8 – Providing training and support for frontline social-work managers
- Recommendation 9 – Providing continuing professional development training for social workers
- Recommendation 10 – Providing a national career structure for social workers

42. It is relevant to note that the recommendations apply to *all* fields of social work, i.e. adult care and the whole range of child care responsibilities, of which child protection is but one aspect. The resource implications for local authorities are therefore considerable and extend beyond the boundaries of child protection social work. It is also important to note that due to their very recent acceptance, the resource requirements of these recommendations and their associated cost implications have yet to be estimated at national and local level. It is possible that the newly constituted Social Work Reform Board will address this aspect of implementing the reform programme. However, there is little doubt there will be substantial costs associated with the reforms and many of these will have implications for local authorities. In the current economic climate, where major constraints on public finances are inevitable, local authorities will face difficult decisions regarding the allocation of resources between and within their whole range of services. These decisions will need to be informed by sound professional and managerial information and advice backed by the political will to make what may be unpopular decisions to prioritise spending in order to defend and develop effective child protection services that do not hover at the margins of safety.

43. Whilst awaiting the deliberations of the Social Work Reform Board, local authorities are encouraged to review the operation of their own social services departments to help them move towards the aspirations of the Task Force recommendations. A framework for organisational self-appraisal is included in the Task Force report<sup>29</sup> and is commended to all organisations providing social work services. (A copy is appended to this report.) Whilst the regular management review and quality assurance programme currently operated by Kent Children's Social Services includes many of the review items in the Task Force framework and Phase I of this safeguarding review also addressed some of the items, the regular use of this tool will provide a

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<sup>29</sup> The final report of the Social Work Task Force: November 2009, Annex A: Organisations and workloads.

valuable indicator of how well the department is functioning as a facilitator and supporter of good social work practice.

44. In addition to the implications of the Social Work Task Force recommendations, the government acceptance of all of the recommendations made in Lord Laming's progress report of March 2009 also has profound implications for social work and the authorities responsible for its delivery. There is little doubt that implementing these recommendations will have both practice and cost implications. Recent research completed on behalf of the Local Government Association by Loughborough University<sup>30</sup> outlines the potential costs involved if *all* referrals to children's social services by another professional receive an initial assessment. The research also draws attention to the steep rise in referral rates to social services and the national shortage of qualified social workers necessary to meet this demand.

### **KENT'S ACHIEVEMENTS AND CHALLENGES**

45. Kent has an established record of responding quickly to national developments in social services. Examples of past achievements in the field of children's services and child protection serve to illustrate this:
- Establishment of sound finances for the Kent Child Protection Committee (now the Kent Safeguarding Children Board) long before the majority of similar committees in other local authorities
  - The development of joint training initiatives for social workers and police officers
  - Establishing close training and research links with centres of academic excellence
  - Establishing a career structure to enable experienced social workers to remain in practice with enhanced remuneration
46. These and other innovations have often been introduced at times of change and challenge and have contributed to the consistently favourable inspection results achieved by the county. The same level of application and adaptability will be necessary if child protection services are to be maintained at a safe standard in times of increasing demand, professional change, and financial constraint. Although the implications of the current changes in the

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<sup>30</sup> "Calculating the Cost and Capacity Implications for Local Authorities Implementing the Laming (2009) Recommendations" – Lisa Holmes, Emily Munro, Jean Soper: Centre for Child & Family Research, Department of Social Science, Loughborough University. March 2010.

structure of the social work profession have yet to be calculated in detail and the medium and long-term impact of financial constraints on local authorities may be unclear for some time, it is certain that all local authorities will have to confront the dilemma of meeting increasing demand with restricted or diminishing resources. Previous reference has been made to the national situation regarding child protection. It is relevant to place Kent's situation in comparison with this.

47. **Incidence rates** – Compared with the national rate for violent child deaths of 17 per million of the child population in England and Wales in 2006<sup>31</sup>, Kent Police statistics indicate that between 1997 and 2009 there was a total of 27 murders and attempted murders of children in the county. This averages at two a year and if related to the under 18 year-old child population of the county, gives an incidence of 6 per million; nearly two thirds less than the national incidence.
48. **Referral rates** – In common with national trends, Kent has experienced a substantial rise in referrals to children's social services.

<u>Year</u>	<u>Number of c&amp;f referrals</u>	<u>% Increase on previous year</u>
2006/07	10,515	-
2007/08	12,005	+14%
2008/09	17,360	+22%*

[\* N.B. Prior to 2008/09 a family of children was counted as a single referral, from 2008/09 onwards, each child in a family has been recorded as an individual referral. This accounts for a proportion of the apparent increase in referrals and the percentage increase has been adjusted by Kent CSS to allow a fair comparison with the previous means of recording.]

49. Of all the children and families referrals received by Kent Children's Social Services in 2008/09, 47 per cent received an initial assessment. Of the 8,240 referrals that received an initial assessment, 51 per cent went on to have a comprehensive "core" assessment. At the year end, there were 1000 children who were assessed as being at continued risk of significant harm and were therefore subject to a child protection plan.
50. **Staffing and vacancy rates** – The national shortage of qualified social workers creates difficulties for all social services authorities in recruiting and retaining professional staff. The added pressures of child protection work make this specialism one of the less attractive areas of social work thus

<sup>31</sup> Quoted by Professor Colin Pritchard in British Journal of Social Work, Vol 40, No 2, March 2010.

compounding the problem. Despite active and imaginative recruitment initiatives, Kent experiences similar problems to other authorities in filling its children's social work establishment and in retaining staff in the highly demanding area of intake and assessment work. Illustrative of these difficulties is the variable vacancy rates in individual social work teams in the county. For example, at the end of January 2010, a number of teams (including some Intake and Assessment Teams) had 40 percent vacancy rates and there was a 29 per cent vacancy rate for all social worker posts. Through active recruitment measures, including the employment of social workers from the USA and northern Europe, the overall vacancy rate will drop to 21 per cent as soon as the new workers have completed their induction programmes. Despite the recruitment of overseas social workers and a continued programme of recruitment from social work training courses, the peaks in vacancy rates in individual teams coupled with the marked increase in referral rates places serious burdens on remaining staff which can present a potential risk to maintaining a safe child protection system.

51. **Lessons from Serious Case Reviews** – A recent review of 24 serious case reviews conducted by the University of Edinburgh<sup>32</sup> on behalf of the Kent Safeguarding Children Board indicates that many of the lessons from these serious cases are similar to those identified in national inquiries (see Paragraphs 15 - 18). The review drew attention to the recurrence of some recommendations from the reviews and the common themes of the difficulties in maintaining focus on the needs of children when working with what are often manipulative, intimidating, and hostile parents. The need for adequate resources and training was stressed for all agencies.
52. The lessons and recommendations identified by the serious case reviews undertaken by the Kent Safeguarding Children Board are of vital importance to the delivery of a sound child protection system. It is essential that all agencies should give the highest priority to any recommendations concerning their service and should ensure that individual professionals and their organisation as a whole learns the lessons from these reviews. The presence of repeated recommendations suggests there is room for improving the implementation and accountability processes. Although the Kent Safeguarding Children Board is responsible for monitoring the responses to serious case reviews, wider communication of the agency responses and actions will assist in raising the understanding and engagement of professional practitioners, management boards, and elected Members, where they are involved. A significant benefit has been gained from conducting special seminars within agencies and on a multi-agency basis

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<sup>32</sup> "An Analysis of Serious Case Reviews Undertaken by Kent Safeguarding Children Board" September, 2009.



when previous reviews have revealed important lessons. Consideration should be given to the introduction of seminars after each review to ensure the lessons are properly disseminated. Consideration should also be given to presenting an annual report to the County Council which will summarise the year's reviews, their recommendations and actions taken in response by each agency

53. Whilst periods of change bring opportunities, they also bring the risk of losing focus on individual social work cases. It is for this reason that a strategy is necessary for the preservation and development of a sound level of child protection social work.

**A Kent strategy for defending and developing**

54. In seeking to ensure that children are properly protected, it is important to stress that in comparison with the majority of other nations, the United Kingdom is a relatively safe place for children. Furthermore, Kent has a child homicide rate which is substantially lower than the national average. Nevertheless, maintaining and improving that level of safety is not easily achieved and it is necessary to maintain constant review of the service. In the situation where details of the resource implications and the timetable for implementation of the Social Work Task Force recommendations have yet to be established, it is proposed that the main aspects of a strategy to defend and develop Kent's child protection service should concentrate on two elements:

1. Supporting social workers in performing their current responsibilities
2. Preparing Kent Children's Social Services for the future

55. The first element needs to take account of the findings of the earlier stages of this review and the universal factors identified earlier in this report. These three sets of findings can be aggregated and interpreted as the following main areas of pressure:

- Resources
- Demand
- Quality of assessment and intervention

56. **Resources** need to be adequate to meet demands. This entails having sufficient professional social work staff plus administrative and managerial support to meet the demands of current and new referrals to Children's Social Services and to have reliable systems for receiving and responding to referrals. This includes all forms of existing cases and referrals, not just where

children are at risk of abuse or neglect. This is necessary if cases of “need” are not to deteriorate and demand more complex, expensive, or traumatic interventions. In the current national shortage of qualified and experienced children’s social workers, monitoring vacancy rates (particularly in intake and assessment teams) and having effective staff recruitment and retention programmes is an essential element of the strategy. The current monitoring and reporting processes should be continued, kept under regular review, and action taken where shortfalls are identified.

57. The adequacy of administrative support should also be the subject of regular review in order to ensure that professional social work time is directed at core social work tasks rather than administration. Progress has been made locally and nationally by improvements to computerised data systems (the Integrated Children’s System which has been the subject of considerable national criticism) and delegating some input tasks to clerical staff. However, the percentage of professional social workers’ time spent on administrative tasks (e.g. completing forms and inputting and updating electronic records systems) continues to be high. Although precise measurements are not readily available, this is estimated to be as high as 80 per cent, leaving only 20 percent for direct client contact. Means of reducing administration and increasing client contact time should be the subject of continuing review and contact should be made with other local authorities to share experience in this field and, where appropriate, to seek shared solutions through the joint development of efficient, casework oriented, and user-friendly information technology programmes.
58. **Demand** from existing social-work caseloads and from new referrals requires monitoring and managing. Although the initial phase of this review indicated that nearly all active child protection cases are allocated to a social worker and the response to new referrals is appropriate and timely, attention was drawn to the effect that sudden and unpredictable staff absence or vacancies can have in individual teams. Temporary resource deficiencies may coincide with localised peaks in demand necessitating special measures, including prioritising and deferring the allocation of less urgent referrals. In order to ensure appropriate prioritisation and review of any changing circumstances affecting individual cases which may be pending allocation, it is essential that sufficient information is provided by referrers and where this is lacking, action is taken to gather it and to review it regularly. Management processes should be reviewed to ensure there are robust systems for prioritising, and for the frequent monitoring and review of all unallocated cases.
59. Safe and efficient prioritisation is considerably facilitated if referrals are clear and if referring agencies understand and are confident in the thresholds for referral established by Kent Children’s Social Services and the Kent

Safeguarding Children Board. This element of the strategy for the management of demand should be closely linked with the work of the Kent Safeguarding Children Board in the establishment of agreed thresholds, promoting the use of the Common Assessment Framework, and the improvement of referral standards through inter-agency training programmes.

60. **Ensuring prompt and adequate responses** to referrals and concerns from professionals and members of the public depends on robust intake systems that are readily accessible and engender confidence in the referrer and in the professional social workers engaged in first-line responses (including out of hours). Kent has been innovative in establishing a co-ordinated system for receiving referrals and directing them to appropriate duty and assessment teams both in normal office hours and out of hours periods. Inevitably, increasing referral rates for services to both adults and children have placed pressure on this process and continued monitoring and quality control is necessary to ensure the prompt, safe and appropriately prioritised response to all new referrals. The Kent Contact & Access Service (KCAS) is based at Kroner House in Ashford, operating between the hours of 8am and 6pm, taking referrals for Kent Adult Social Services (KASS) and Children's Social Services (CSS). Contact Kent is a 24/7 service, based at Invicta House in Maidstone, providing the initial contact point for all County Council services. The only other dedicated 24/7 public contact services in Kent are those operated by the Police and NHS Direct. Recent reviews of the two KCC call centres – KCAS for social services (both adult and children's services) in Kent and the Contact Kent service - have indicated a discrepancy between the two services in their response potential for new referrals. Concern has been expressed regarding the number of abandoned calls to KCAS (between 15-20 per cent, compared to a national benchmark of 2 – 5%) and occasional backlogs of referrals which may take up to five days to be processed and forwarded to the appropriate social work team. Both the KCAS and Contact Kent need to have a dependable and fast throughput of referral which has the confidence of the social work teams which will be responsible for undertaking assessments or emergency interventions. Continued review and action is required to reduce the abandoned call rate to the 5 per cent standard considered acceptable by most commercial and public call centre services. (Achieving a lower rate is probably impossible as a percentage of callers will change their minds in the process of telephoning.) Consideration is currently being given to further developments in the call centre services of all public agencies in Kent with a view to establishing an integrated system where fast and seamless transfer of calls can be established between agencies. As this is likely to further increase demands on response times, it will be essential for further review and action to minimise delays and abandoned calls. It is suggested that the abandoned call rate in KCAS may pose a potential risk and that this is an issue that can be best tackled through the post Total Place

activity examining the opportunities to move from separate and stand-alone to wholly integrated public access and contact systems. It needs to be appreciated that specialist services need to be better integrated into the multi-agency Gateway developments, exploiting multi-channel access as it is further rolled out.

61. **The quality of assessments and interventions** is a vital aspect of safe child protection practice. Good quality child protection assessments and decisions are dependent upon having suitably qualified and experienced social workers available to meet demands and their having the capacity to complete the often complex tasks involved in child protection work, including time-consuming court processes. However, the nature of child protection work is such that having sufficient professional resources to meet demand is, in itself, not a sufficient condition to guarantee high quality work. It must be acknowledged that social-work intervention is not welcomed in many of the families where there is the risk of child abuse or neglect. Professionals are met frequently with hostility, including threatened or actual physical assault. Parents may be reluctant to comply with child protection plans or they may disguise their non-compliance. Inevitably, there is the risk that the chaotic lifestyles of some families may be reflected in the management of the case and pressures from one difficult case on an individual social worker's caseload may impinge on the other cases. These factors have been recognised as contributing to the failure to protect many of the children that have been the subjects of serious case reviews or public inquiries.
62. The most effective means of ensuring good professional practice on individual cases is undoubtedly by means of "reflective practice" as described by Lord Laming.<sup>33</sup> His contention that "the tradition of deliberate, reflective social work practice is being put in danger because of an overemphasis on process and targets, resulting in a loss of confidence amongst social workers" has been accepted by government and is reflected in Recommendation 7 (see Paragraph 41) of the Social Work Task Force report which requires the provision of regular, high-quality, organised supervision which is "open, supportive, focusing on the quality of decisions, good risk analysis, and improving outcomes for children rather than meeting targets". Meeting this requirement demands that both supervisors and practitioners have the time and opportunity to devote to this very necessary activity. It is encouraging that Kent Children's Social Services has a robust supervision policy aimed at achieving Lord Laming's and the Task Force intentions. This policy was introduced in 2007 and is due for review in 2010. It is strongly recommended that the policy review is given high priority and a report of its effectiveness and

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<sup>33</sup> Lord Laming, "The Protection of Children in England: A Progress Report", HMSO, 2009

any identified needs for amendment or improvement are brought to the attention of senior management at an early date.

63. Due to the wide range of difficulties which may be present in child protection cases, it is also essential that the skills and knowledge of managers and practitioners should be kept up to date by means of personal professional development programmes and training. A child protection social worker may be required to respond to cases involving many complicating factors (e.g. organised abuse, Internet pornography, domestic violence, drug and alcohol abuse, fabricated or induced illness, etc.) and it is vital that their knowledge and skills should be maintained and developed through appropriate training mechanisms. Meeting the varied training needs of a large professional workforce will demand a flexible approach to training methods which should include the development of electronic and interactive programmes that can be used within the workplace for team development and learning. This too, will require adequate resources to finance the requisite training and to release staff to attend training.
64. An adjunct to supporting social workers in achieving good quality work through supervision and training is the quality assurance and audit programmes that maintain a regular appraisal of the overall standard of practice and performance. Kent Children's Social Services has an established and effective monitoring programme that is sufficiently flexible to respond to emergent factors which may be affecting the standards of child protection work. This has been amply demonstrated by the committed and efficient support given to this review by the quality assurance section of Kent Children's Social Services. The continued and robust appraisals undertaken by this section will be an important element of the strategy for defending and developing child protection work.
65. **Preparing Kent Children's Social Services for the future**  
Preparing for the future cannot be approached in isolation from steps that are necessary to preserving a good standard of service in the present. Many of the steps will be identical, only differing in the time needed for implementation. Foremost among actions that will be essential to maintaining the service will be achieving high levels of occupancy of professional social work posts coupled with stability in the workforce. The former will be dependent on a recruitment strategy that is able to present Kent as a professionally attractive employer with good career development opportunities and good staff support systems. Attention to the general elements of the proposed strategy for defending and developing the service, together with action on the specific recommendations of this report will go far in maintaining Kent's positive profile as an employer.

66. Due to the national shortage of qualified social workers and the relatively slow process of adding to the total number in the professional “pool”<sup>34</sup>, additional measures will be necessary to achieve the desired professional occupancy rate. Previously, the county has had considerable success in attracting and developing unqualified individuals with the appropriate potential through trainee schemes, including financial assistance through college courses. The experience of these schemes has been positive in that they have added to the numbers of qualified social workers in the county, many of whom have remained and achieved senior positions. Positive consideration should be given to re-establishing and developing trainee schemes.
67. The number of places available on social work training courses is a limiting factor in the availability of qualified social workers. If the national pool is to grow not only to match the service requirements but also to replace those who have reached retirement age or who have been promoted into senior management positions, the numbers of places on training courses will need to increase. Although this is a national problem, most appropriately met with national solutions, it is possible to gain local advantage through a system of bursaries or county sponsored places on training courses. An initiative of this nature would complement the trainee initiative (see Paragraph 66) to the advantage of training courses, individual students, and the county’s professional workforce.
68. Attracting and developing a professional workforce will only be successful if once engaged, individuals have sufficient job satisfaction and career prospects to induce them to stay. Although an element of staff turnover is inevitable and helps guard against organisational complacency, there are sound professional reasons for establishing stability in the professional workforce. The effectiveness of social work intervention with individuals and with families is considerably enhanced when there is continuity and stability in the professional relationship. High turnover of professional staff results in the regular and rapid change of social workers on individual cases: changes which may hinder progress and which are frustrating and time consuming with each new worker having to “start again” on the case. A stable workforce is more likely to be effective, efficient, and economical.
69. Important contributory factors in workforce stability include good professional support and development prospects. Attention has already been drawn to the vital role of good and regular professional supervision in supporting social workers (see Paragraph 62). It is essential this is maintained as the central pillar of the support given to social workers now and in the future. Complementary to the role of supervision, is the development of knowledge

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<sup>34</sup> It takes three years to complete a social work training course and there is the probability of the introduction of a year’s post-qualifying probationary work before being granted full professional status. There is also a limit to the number of places available on training courses.

and skills through training. Although the quality of social work training is kept under regular review, and the basic three-year course provides a foundation for social work in a wide range of settings, working with families where children are at risk of abuse requires a high level of skill and experience which cannot altogether be provided within the work setting. Specialist training courses are necessary to maintain and develop skills. Social workers will need to have the time available to attend appropriate courses and there needs to be the organisational capacity to enable the integration of new skills and knowledge within individual caseloads and within the wider operational and policy structure of children's social services.

70. A programme of professional training and development obviously needs to meet the needs of the service as well as contributing to individual development. In the past, the county has profited from close links with centres of academic excellence in developing specific training, development and research initiatives (e.g. Birmingham University and specialist training in mental health following the introduction of the 1989 Mental Health Act 1983, Dartington Social Research Unit and services for children in need and child protection). Within Kent, the authority has worked closely with the University of Kent and Christ Church University. Further afield, the authority has established training links with European counterparts and with Harvard in the USA. It is proposed that similar partnerships be established to meet the needs of the demands of child protection work. In acknowledgement of the importance of the need for close co-ordination of the various professions contributing to the safe care of children, training initiatives should not be restricted to social workers but should include other specialists and form a major element of the qualifying and post-qualifying training of professionals in the police service, teaching, health visiting, midwifery, and nurses and doctors in general practice and in accident and emergency units.
71. A particular demand of child protection work for all professionals is the ability to make good assessments and to implement effective child protection plans when dealing with difficult parents and carers who may be aggressive, manipulative, and devious in their attempts to conceal abuse or who give a misleading impression of co-operation. National child protection inquiries and serious case reviews have drawn attention to the need for "respectful uncertainty" (stressed by Lord Laming in his report and recommendations following the death of Victoria Climbié in 2003) however, developing the professional skills and resilience to maintain focus on a child's welfare in the face of obstructive and misleading parents or carers is one that takes time. However, it is such an important aspect of good child protection work that it should be given a very high priority. Consequently, among the training programmes that should be developed through links with academic institutions, it is proposed that emphasis be given to specialist training in

dealing with difficult families. To be effective, this needs to be skill based rather than purely theoretical and there is considerable merit in establishing a specialised training centre equipped with video technology where the whole range of professionals who may be involved with such families can develop skills through role-play with actors and review and appraise their attempted interventions (this model makes an important contribution to the development of skills for emergency workers dealing with major disasters and is likely to have similar advantages for skill development in child protection). The Chief Executive of Kent County Council has had exploratory discussions with the University of Kent and Christchurch College who have expressed their support for the establishment of this facility and Kent Police have indicated their willingness to explore the possibility of sharing their assets and the financial and practical responsibilities with social services. Further inquiry should be undertaken with other agencies with a view of establishing a truly multi-professional training centre.

72. Attracting and retaining qualified professional social workers is also dependent on how the county's practical commitment to professional social work values is perceived by existing and potential employees. Kent has a good record of commitment in this respect and many of the initiatives previously mentioned have contributed to a sense of sound social work values underpinning all levels of the service. However, delivering social services in the largest local authority in England involves a range of management responsibilities where economy, efficiency, and wider political considerations have to sit alongside professional social work values. In order to maintain an effective professional appraisal and input to both the management and the political governance affecting child protection and other aspects of social work in the county, there needs to be robust mechanisms for providing advice and alerts to senior managers and to elected Members and which will also provide reassurance to social workers that their professional values and ethics are being promoted and safeguarded.

*Such measures should be part of a series of checks and balances including those that are currently provided by monitoring and quality assurance measures within children's social services and the overview responsibilities of the Kent Safeguarding Children Board. It is recommended that the overall process should be clearly identified and should include professional advice to those senior executive members of the county council who are individually accountable for the effective delivery of social services (including child protection), i.e. the Leader and Chief Executive. It should also be a clear indicator to the professional social work force that their professional status is valued and is a major factor in the shaping and delivery of services.*



### Summary

73. The preceding sections of this report have outlined the factors which will be important in preserving and advancing good child protection practice within Kent Children's Social Services. A strategy for defending and developing child protection work will provide a sense of direction that will enable a balanced approach that will avoid the risks of over-reaction or over concentration on high profile aspects. The strategy should address the following strategy objectives:

STRATEGY OBJECTIVE	PARAGRAPH REFERENCE
Ensuring Kent Children's Social Services provides a prompt and effective response to all new referrals	2, 56, 60
Improving multi agency collaboration and understanding at agency management level and at practitioner level	9, 51, 59, 60
Ensuring lessons from serious case reviews and their recommendations are given the highest priority in all agencies	18, 52
Ensuring adequate resources to meet the needs of all children failing to meet the <i>Every Child Matters</i> outcomes as well as children who are at risk of significant harm	26, 27, 36, 56, 59
Ensuring the balanced introduction of new policies and initiatives	32, 36
Ensuring a high standard of reflective professional supervision for social workers and protecting the time available for this	38, 62, 69
Achieving a positive work environment which is conducive to good social work practice	43
Ensuring workers from all agencies have the skills to work with difficult, aggressive and manipulative parents and carers and to maintain focus on the needs of the children	51, 69, 71
Ensuring there are high levels of occupancy and stability in the professional social worker establishment	65

74. Although the above table contains the basic elements of a strategy for maintaining and developing child protection services, it should not be considered as definitive. Its individual elements and its total objectives should be the subject of regular review and it should be amended and adapted to meet changing circumstances. This review should take place annually and include a progress report on previously identified recommendations and objectives.

### **Recommendations**

75. The following specific recommendations are considered to be important steps to defending and developing child protection services in Kent. Members are recommended to approve:
- 75.1 The main elements of the proposed strategy should be the basis for further detailed review and refinement by the **Managing Director of Children, Families & Education, the Director of Specialist Children's Services** and their staff, including an analysis of the national reports published on 18 March 2010.
- 75.2 The **Kent Safeguarding Children Board** should give positive consideration to undertaking a multi-agency peer review of a sample of current child protection cases to assure itself about practice standards across agencies. (See Paragraph 20)
- 75.3 The **Kent Safeguarding Children Board** should identify and report on steps taken to improve the culture of openness and exchange between member agencies and its actions to establish greater accountability to the KSCB for child protection standards within member agencies. (See Paragraph 21)
- 75.4 The **Kent Safeguarding Children Board** should present an annual report to the Kent County Council and other relevant public bodies. (See Paragraph 22)
- 75.5 **Kent Children's Social Services** should make regular use of the Social Work Task Force's organisational self-appraisal tool to ensure it is achieving high standards as a social work employer. (See Paragraph 43)
- 75.6 The **Kent Safeguarding Children Board** should, as a standard practice, deliver multi-agency seminars and targeted training following every serious case review to ensure that the lessons from the reviews are quickly and efficiently promulgated. (See Paragraph 52)
- 75.7 **Kent Children's Social Services** should maintain a continuous review programme to ensure the adequacy of administrative support services and systems for social workers with a view to reducing professional social work time spent on administration and increasing the direct client contact time. (See Paragraph 57)

- 75.8 **Kent Children's Social Services** should establish partnerships with other local authorities to share approaches aimed at minimising the administration workload of social workers and to seek shared solutions through the joint development of efficient, casework-oriented, and user-friendly information technology programmes. (See Paragraph 57)
- 75.9 **Kent Children's Social Services** and the **Kent Safeguarding Children Board** should ensure a good standard of referral information through training programmes and quality assurance audits with partner agencies. (See Paragraph 58)
- 75.10 Urgent action should be taken by **Kent Children's Social Services** to reduce the rate of abandoned calls to the Kent Contact and Assessment Service. (See Paragraph 60)
- 75.11 **Kent Children's Social Services** should give high priority to the current review of their staff supervision policy with the objective of making professional social work supervision a guaranteed and protected element of the service with protected time for practitioners and supervisors. (See Paragraph 62)
- 75.12 The **Kent Safeguarding Children Board** should develop in partnership with appropriate academic and other training institutions electronic and interactive training packages that can be used for workplace training and team development of skills necessary for child protection work across and specific to agencies. (See Paragraph 63)
- 75.13 **Kent Children's Social Services** should establish a trainee scheme for suitable candidates for professional social work training and provide financial assistance through training professional training in return for a contractual commitment to remain in employment with the county for a minimum of two years after qualifying. (See Paragraph 66)
- 75.14 **Kent Children's Social Services** should seek to establish a number of bursaries or sponsored places on suitable social work training courses. (See Paragraph 67)
- 75.15 **Kent Children's Social Services** should establish close partnerships with suitable centres of academic excellence to develop training and research programmes that will meet the demands of child protection social work. (See Paragraph 70)
- 75.16 The **Kent Safeguarding Children Board** and **Kent Children's Social Services** should develop training initiatives that will ensure that all

professionals in the course of their qualifying training have joint training modules to increase the shared professional understanding of child protection work and to establish a core of inter-professional skills and knowledge. (See Paragraph 70)

75.17 **Kent Safeguarding Children Board** and **Kent Children's Social Services** should seek to establish a multi-agency specialised training unit within the county aimed at developing the necessary skills for working with difficult uncooperative families. (See Paragraph 71)

75.18 **Kent Children's Social Services** should establish robust mechanisms for providing advice and alerts to senior managers and to elected Members and which will also provide reassurance to social workers that their professional values and ethics are being promoted and safeguarded. (See Paragraphs 72 and 73)

75.19 **The Leader and Chief Executive/Group Managing Director** should arrange with the Director of Children Services, the Director of Specialist Children Services and the independent Chair of the Safeguarding Board an annual programme of reporting to Cabinet and full Council, to provide an open and systematic approach to quality assurance. This programme should be managed through Corporate Policy and supported with advice from a reference group comprising frontline practitioners. (See paragraphs 72 and 73).

# Annex A:

## Organisations and workloads

The Social Work Task Force believes that the people who organise, deliver and receive services are ultimately best placed to understand how local services should work. However, when seeking to make improvement, it can be difficult to find the best starting points for analysis and then action.

As discussed in Chapter 2 of this report, we are presenting an initial framework for helping employers and practitioners to take action now in assessing the “health” of their organisation on the range of issues affecting workload. This framework should be developed further in due course in support of the proposed standard for employers.

The framework looks at 5 key areas which we know all make a significant contribution to the development and delivery of excellent services.

The framework is to support organizations to undertake a self assessment against the 5 areas, identify current strengths and plan to tackle areas for improvement.

The framework is not designed to act as a check list, but as a mechanism to promote debate at all levels of the service.

It can be used at team, service and organisation level. It should be the basis for discussion at each of these levels, with a requirement in place that staff have been involved in the response at each level and a mechanism for recording areas of disagreement. Where this is identified, a mechanism for reviewing the assessment, usually by a manager of another team or at a higher level, should be included.

Each organisation should also clarify how frequently they will undertake a “health check” and what the process for audit and reporting should be, including at least an annual report to lead member for both adult and children’s services.

The framework is not designed to be prescriptive and can be adapted to meet the needs of each organisation. However, the following prompts may be of use in promoting analysis and debate:

### Effective workload management

Vacancy rates – including

- current unfilled posts
- posts covered by agency/temporary staff
- posts which are filled but where staff are absent (e.g. long term sick, maternity leave)
- turnover rates

Workload – including

- numbers of cases held by each full time equivalent
- average hours worked by staff on a weekly basis
- current levels of TOIL and leave to be taken by team members
- number of supervision sessions which have taken place – is this in line with organisational policy?
- staff attendance at CPD opportunities as planned in performance appraisal – how often is training cancelled/re arranged?
- additional responsibilities e.g. student on placement, acting as mentor to other team member, undertaking action research

### Pro active workflow management

- Number of unallocated cases
- Re-referral rates
- Changes in workflow over time (peaks and troughs)
- How unallocated cases are risk assessed
- The escalation process for unallocated cases and alerts to senior managers
- How many cases are allocated to the team/manager/duty
- Delays in transfer of cases between teams
- How often workers are required to cancel meetings with people who use services/other professionals in an average week due to re-prioritisation of work
- Specific blocks to work flow which need to be considered e.g. efficiency of commissioned services, relationships with other agencies, transfer between teams/services
- Is the most efficient use of skills being made within the team and wider service? Are social workers undertaking tasks for which their skills are primarily required or could they be done more effectively by someone with different skills e.g. an administrator, para professional or other professional group either within the service or via a commissioned arrangement?

### Having the right tools to do the job

- Access to equipment – mobile working, IT access including to the internet

- Access to professional services to support case work– translators, legal advice etc
- Access to resources e.g. research, library facilities
- Appropriate office space e.g. desk, office chair, access to quiet space.

### A healthy work place

- Is there a system in place to monitor frequency of supervision and quality of it in order to ensure effective practice is supported?
- Is 360 appraisal in place?
- Is there an employee welfare system in place and are staff aware of how they access it?
- How often do team meetings take place?
- Are staff able to contribute to the agenda?
- Are senior managers accessible/visible in the service?
- How are stress levels monitored on an individual and service basis?
- Is there a whistle blowing process and are staff aware of what this is?
- Are there processes in place to ensure staff welfare e.g. risk assessments of roles/activities, call back/monitoring processes to ensure safety whilst working away from the office base including out of hours?
- What are the sickness levels in the team/service and what is the pattern over time?

### Effective Service Delivery

- Findings from compliments, comments and complaints
- Feedback from service users
- Feedback from stakeholders/other professionals
- Staff survey results
- Exit interview analysis





Version 1.1

# **CHILDREN, FAMILIES AND EDUCATION CHILDREN'S SOCIAL SERVICES STAFF SUPERVISION POLICY**

**Document Owner:** Policy and Performance Manager Safeguarding CP & CHIN

**Authorised:** April 2007

**Review Date:** April 2010

**KENT COUNTY COUNCIL  
CHILDREN, FAMILIES & EDUCATION DIRECTORATE  
CHILDREN'S SOCIAL SERVICES  
STAFF SUPERVISION  
POLICY**

## **1. POLICY STATEMENT**

Kent County Council Children Families and Education Directorate and the Children's Social Services Division are committed to ensuring that every member of the social care work force receives good quality effective supervision on a regular basis. It recognises that delivering social care services is a complex and demanding task and that our staff are the key asset in delivering high quality services that make a real difference to our service users lives. In our view, supervision is an integral part of this delivery.

This policy aims to promote a positive, relevant and consistent approach to supervision and a clear framework within which to practice.

The following documents, policies and procedures underpin or connect with this policy and should be consulted as required:

1. KCC Business Plan – Towards 2010
2. Children and Young Persons Plan
3. Children's Social Services Annual Business Plan
4. CFE Recording and File Management
5. KCC Equal Opportunities Policy
6. KCC Policy regarding Bullying and Harassment
7. Staff Induction Procedures
8. Staff Authorisation Policy
9. Case sampling procedures
10. File recording Policy
11. Health and Safety Policy including Prevention and Management of violence to staff and the risk assessment process
12. People Management handbook
13. GSCC code of practice for social care workers and for employers of social care workers
14. DFES common core skills and knowledge for the children's workforce
15. Accountabilities and delegations policy and procedure.

## **2. DEFINITION OF SUPERVISION**

Supervision is defined as "a key place for decision making in social care". Hughes and Pengally 1997.

Within Kent Children's Social Services, the delegations and accountabilities policy outlines a clear structure of accountability for decision making within Children's social services and should be read alongside this document

Supervision will usually take place one to one, in a planned way but can also include group supervision, observation of practice and examination of records. It can also be a conversation between supervisor and supervisee in response to an unexpected task or event that cannot wait until the next planned supervision.

### **3. PURPOSES OF SUPERVISION**

The purposes of supervision include:

- To make and review clear and accountable decisions within casework.
- To ensure good quality case work that maintains a clear focus on the child and operates within agreed standards, timescales, policies and procedures.
- To offer direction, support, guidance and advice.
- To provide a protected space within which feedback is given, good work celebrated and mistakes recognised and rectified.
- To reflect on the personal impact of the work on the supervisee, recognising feelings engendered by casework can be an important tool for decision making, but also to take necessary action to alleviate stress and difficulty.
- To enable the supervisee to reflect and discuss any personal issues which may be impacting on their working life.
- To look at the overall workload to achieve a balance between various cases and the skills and abilities of the supervisee.
- To encourage learning and professional development, recognising the supervisee's learning style and training needs.
- To feed into the supervisee's personal development and action planning process through the Ways to Success and Total Contribution processes.
- To promote awareness of the wider social care agenda both nationally and within Kent County Council and ensure there is an understanding between the Business Plans and overall strategy and the supervisee's role and function.

### **4. OVERARCHING PRINCIPLES**

- The supervision of Children's Social Services staff will have high priority. Every member of staff has a right to regular planned, recorded supervision.
- Supervision will operate within the context of Kent County Council's Equal Opportunities policy. Every supervisee is entitled to fair and equal treatment and encouraged to develop and achieve their potential. Any disagreement between supervisor and supervisee in relation to any potential issues of discrimination regarding race, gender, faith, age or disability must be discussed by both parties with the supervisor's supervisor in the first instance.
- Similarly poor performance will be managed in an open and transparent way within the context of KCC's Performance Management procedures?
- The GSCC Code of Practice for social care workers and the DFES common core of skills and knowledge for the children's workforce will provide the explicit framework of core competencies against which the supervisee's performance will be measured.
- Supervision of qualified social workers must be undertaken by a suitably qualified practitioner at a senior level who is experienced in casework, including child protection, and who has undertaken some formal training in supervision.

- Supervision of differentially qualified staff, for example social work assistants, should also be undertaken by a suitably experienced and qualified practitioner, but this may be a less senior person within a district, for example, a social worker who is keen to develop supervisory skills and experience. In these circumstances it is for the district manager to approve the arrangement and ensure that the proposed supervisor has the necessary skills and support to undertake supervision.
- Supervisors are accountable for the appropriate level of decision making, for overseeing the quality of the casework and the achievement of organisational objectives.
- Within the supervision of staff who are undertaking additional pieces of work, rather than caseholding, the overall responsibility for case work decisions rests with the caseholder and their supervisor and arrangements must be put in place to ensure that communication between the workers and the supervisors takes place in the way outlined for co-working relationships later in this document.
- Every supervisee must take responsibility for their own performance and learning, ensuring it is integrated into their everyday practice.
- The extent and limits of confidentiality within the supervisory sessions will be discussed, agreed and recorded. Situations where there is an unmanageable risk to any person, issues of breaches of the law or contract will be reported. It is expected that the Line Manager will have access to the supervisory records and will review the supervision process within their own supervision with the supervisor.
- A process for handling complaints and disagreements within supervision will be discussed, agreed and recorded. This will usually involve an agreement to involve the supervisor's Line Manager in a 3-way discussion to resolve any issue that the worker and supervisor cannot resolve themselves
- Where a case is being co-worked, particularly if this is across teams, for example between the Disabled Children's Team and Children & Families Team, it is important that both workers and both supervisors meet together every 2-3 months as a minimum for joint supervision. This arrangement would be in addition to the normal communication that would take place between the workers

## **5. MANDATORY PROCEDURES**

- Every member of staff will have an individual supervision contract with their supervisor, subject to an annual review. A formal contract confers importance and status to supervision. The contract will detail frequency and duration of supervision, practical arrangements, agendas, content and dates for review. A suggested format is attached as appendix i.
- The frequency of supervision will be discussed and agreed between supervisor and supervisee and will take into account the skills, abilities and experience of the supervisee and the level and demand of the work for which they are responsible. Newly qualified staff should have weekly supervision for 6-8 weeks, moving to fortnightly thereafter until the end of their first year. Experienced staff should have supervision 3-4 weekly, with a minimum of 1 and a half hours every 4 weeks.
- Additional, unplanned supervision will be available to allow for emergencies or pieces of work that require immediate discussion. All decisions from the

discussions will be recorded on running record by the supervisor or supervisee and captured at the next formal supervision session recording

- Individual supervision should be private uninterrupted time, that is a priority for both supervisor and supervisee. Dates and times should be planned in advance and should not be changed or cancelled without an alternative time being made immediately.
- The supervisor is responsible for recording the content of the supervision. Case Work decisions should be recorded using the agreed format – see appendix ii – and signed by supervisor and supervisee. A copy should be placed on the service users' file. Supervision records in their entirety should be kept in a confidential place and passed to the next supervisor if supervision arrangements change within the district. Supervision records should be archived with the personnel records when a social worker leaves the district whether for a post within Kent or outside it.

The supervisor and supervisee are responsible for jointly drawing up an agenda for supervision and for ensuring this is adhered to within the session.

Both supervisor and supervisee have a responsibility to prepare for supervision. This may include drawing together current information on cases, reflecting on current progress and barriers to learning, identifying training needs, reading new policies or procedures, identifying new research or other material which may be relevant.

- Supervisors should ensure that running records are read and signed off and that every case file is subject to a minimum annual review by the supervisor and audited using the agreed tool – see appendix iii – which will then be placed within the file.
- Every member of staff will have a personal development and action plan in accordance with the CFE Directorate's Performance Management Scheme, Ways to Success and Total Contribution. This plan will be drawn up and reviewed within the timescales laid down.
- The content of supervision will cover each of the following topics on at least a quarterly basis, recognising that the emphasis on each will vary according to individual need.
- Review of case work, ensuring each open case is reviewed at least every two months.
- Review of the impact of the work on the supervisee
- Review of written files and records.
- Awareness and understanding of relevant research, policy, procedures and standards.
- Review of individual professional development.
- Feedback on training and learning opportunities.
- Review of supervisory relationship.

## **6. RESPONSIBILITIES OF SUPERVISOR, SUPERVISEE AND LINE MANAGER**

Supervisor and supervisee share a joint responsibility for the supervisory relationship which should be based on mutual respect and trust and where both feel able to question and challenge assumptions and decisions.

In addition the Line Manager – who may be the Team Leader or District Manager – is responsible for ensuring:

- That all members of staff are receiving good quality regular supervision.
- That training and development opportunities are identified, facilitated and evaluated.
- That supervision records and personal development and action plans are in place, are held confidentially but available, if required, for audit purposes.
- That all files have been audited by the supervisor on an annual basis, as a minimum.
- That policies, procedures and standards are effectively communicated.
- That an open culture of learning and development is promoted, where good practice is celebrated and mistakes are used to learn and develop.

## **7. USE AND REVIEW OF THIS POLICY**

- All newly appointed staff should receive this policy as part of their induction process.
- All newly appointed managers should have the opportunity to read and renew this policy as part of their induction.
- All in house training courses on supervision should use this policy as a basis for the standards and practice of supervision with Children's Social Services.

**AUTHOR Kathryn Lambourn**

**DATE APRIL 07**

**IMPACT ASSESSMENT SCREENING APRIL 07**

**REVIEW APRIL 2010**

**SUPERVISION AGREEMENT**  
**THIS AGREEMENT IS DRAWN UP BETWEEN \_\_\_\_\_**  
**AND \_\_\_\_\_**

1. Supervision will take place in private and be uninterrupted.
2. Supervision will take place – frequency and duration – and will be planned in advance. Every effort will be made not to cancel planned sessions but if this does happen, then an alternative date will be made immediately. Reasons for cancelling supervision should be recorded.
3. Supervision notes will be by the supervisor and a typed copy given to the supervisee. Both parties will sign supervision notes, which will be held in a secure place. Notes relating to specific cases will also be placed on the service user's file.
4. Formal supervision will not reduce opportunities for additional discussion on important matters that are between planned sessions. Any decisions taken in the meetings will also be recorded by the supervisor or supervisee on a running record and captured in the next formal supervision recording in the way outlined above.
5. Both supervisor and supervisee have a responsibility to come prepared for supervision with a clear picture of what they wish to discuss in the session.
6. An agenda will be drawn up at the beginning of each supervision session. Over a 3 month period, supervision will cover all of the following topics:
  - Review of case work
  - Review of the impact of the work on the supervisee
  - Feedback on review of written files and records seen as part of annual audit
  - Discussion of relevant research, policy, procedures and standards
  - Review of individual professional development
  - Feedback on training and learning opportunities
  - Review of supervisory relationship
7. In the event of any disagreement between supervisor and supervisee which they cannot resolve, the issue will be referred to the supervisors Line Manager and discussed in a 3 way meeting.
8. Supervision notes will be shared with the supervisors Line Manager and the supervision process discussed in the supervisor's own supervision. Within these boundaries, supervision is confidential between supervisor and supervisee unless there are implications for the personal safety of any person or breaches of the law or contract.
9. This contract will be renewed annually. The next date of review is

Signed \_\_\_\_\_

Date \_\_\_\_\_

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By: Sarah Hohler, Cabinet Member for Children, Families and Education  
 Rosalind Turner, Managing Director for Children, Families and Education

To: Cabinet - 29 March 2010

Subject: KENT CHILDREN'S TRUST (KCT) AND LOCAL PARTNERSHIP ARRANGEMENTS

Classification: Unrestricted

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Summary: This paper provides a progress report on the development of children's trust arrangements in Kent and seeks Cabinet agreement to further develop the Kent Children's Trust and local partnership arrangements.

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## Introduction

1. (1) The development of children's trust arrangements is a vital element of our strategy to improve outcomes for Kent children and young people in line with the Every Child Matters (ECM) framework. To make lasting improvements for children and young people, services must work in closer partnership at strategic and local levels. This approach is in line with the Kent Total Place methodology which seeks to maximise the impact of public services through integrated service planning and delivery. The Kent Children's Trust is a key mechanism to deliver KCC's priorities for children, young people and families and to help develop economic and community regeneration.

(2) The Kent agenda for children, young people and families is set out in The Vision for Kent (Kent's Community Strategy) and the current Children and Young Peoples Plan. This agenda is underpinned by legislation including The Children Act 2004 which sets out the requirement to build highly effective children's trust arrangements. These requirements are now further developed through the Apprenticeships, Skills, Children and Learning (ASCL) Act which received royal assent in November 2009. Draft Statutory Guidance on children's trust arrangements was also launched by the DCSF in November with final guidance expected in April 2010.

## Role of the Local Authority in children's trust arrangements

2. (1) The role of the Local Authority is to ensure the establishment and co-ordination of the Children's Trust Board, and each of the statutory partners is required to cooperate. As the authority with responsibility for education and children's social care, KCC has this lead role in Kent. Leadership is exercised through the statutory roles of the Director of Children's Services (DCS), Rosalind Turner, and the Lead Member (LM) for Children Services, Mrs Sarah Hohler. The DCS and LM engage partners and promote a shared sense of ownership and commitment to the broad aim of improving children's well being. They are also accountable for the effectiveness of the partnership arrangements in improving outcomes. In

Kent support for children, young people and families is managed across the County Council, therefore the Communities Directorate and Kent Adult Social Services are closely involved in the development of the Children's Trust at strategic, executive and operational levels. The ASCL Act reaffirms the lead role of Local Authority and introduces the following changes:

- The Children's Trust Board is placed on a statutory footing from April 2010. The Kent Children's Trust Board has been in place for 3 years and local partnership arrangements were introduced in September 2008. Kent will review the current KCT governance framework and a further paper will be brought to Cabinet in May 2010, when new regulations are published.
- The Kent Children's Trust has collective responsibility for developing, publishing and reviewing the CYPP from April 2010 and the first new style CYPP must be published by April 2011. Planning to achieve this deadline has already commenced.
- The plan becomes the joint strategy of children's trust partners to improve outcomes for local children and young people and must be resourced by partners of the Trust.
- Each partner agency retains its statutory accountabilities, but the Children's Trust will facilitate joint commissioning and delivery to improve outcomes for children, young people and families
- The new plan will be a key mechanism to deliver KCC's priorities for children, young people and families. The development of the new plan is also an opportunity to embed a Total Place approach to service planning and delivery.
- Schools (including Academies), FE and sixth form colleges and Jobcentre Plus become new statutory partners in the children's trust arrangements from January 2010. These partners are already engaged in Kent's arrangements.

### **Kent Children's Trust Review**

3. (1) In July 2009 the KCT Executive initiated a review of our children's trust arrangements. Working with the national Commissioning Support Programme (CSP) the Executive invited views from all partners to identify the strengths and development needs of our current arrangements. The main messages from the review are set out in the attached report and were considered by the Kent Children's Trust County Board on 16 December.

(2) Taking account of the KCT review and the new requirements of the ASCL Act the KCT Board agreed to develop a programme of '*change for children*' to strengthen our partnership arrangements over the next 3 years, key proposals are set out in the attached report. This programme will provide improved accountability and impact through a strengthened strategic Board, a focused Executive to drive joint commissioning, and 12 Local Children's Trust (LCT) Boards. The LCT Boards replace the current 23 Local Children's Services Partnerships, see key proposal four. They will work within the framework established by the KCT Executive and provide a local mechanism for implementing a Total Place approach for children and young people.

## **Working as part of the Kent Partnership**

4. (1) The Kent Children's Trust is one of the four thematic subgroups of the Kent Partnership. The relationship between the Kent Children's Trust County Board and the Kent Partnership is part of the integrated governance arrangements. This governance model is highlighted as good practice in Audit Commission guidance.

The relationship with the Kent Partnership is essential to enable the KCT to influence broader agendas that impact on outcomes for children and young people for example housing, environment and economic regeneration.

(2) Findings from the recent Kent Children's Trust Review were reported to the Kent Partnership in February 2010, which endorsed the key actions and reaffirmed support to improve services for children, young people and families.

(3) Further reports will be provided to Cabinet and the Kent Partnership on the development and generation of Kent's children's trust arrangements including:

- Report on KCT Governance, Framework and Partnership agreement
- Report on developing the new Children and Young Peoples Plan

### **Recommendations**

7. Members of the Cabinet are requested to:
- Agree the KCT Board decision to develop a '*Change for Children*' programme to strengthen our partnership arrangements including the seven key actions for implementation during 2010.
  - Agree to receive further reports on the KCT Governance framework and developing the new Children and Young Peoples Plan.
  - Note the legislative requirements of the ASCL Act 2009, with regard to children's trust development.

Joy Ackroyd  
Kent Children's Trust Partnership Manager  
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### **Background Documents**

Report of the Kent Children's Trust Review  
[http://www.kenttrustweb.org.uk/Children/kct\\_change\\_for\\_children.cfm](http://www.kenttrustweb.org.uk/Children/kct_change_for_children.cfm)

By: Joanna Wainwright, Director of Commissioning (Specialist Services)

To: Kent Children's Trust County Board

Date of Meeting: 16 December 2009

Subject: **Kent Children's Trust (KCT) Commissioning and Delivery Review**

Classification: Confidential to the KCT Board  Unrestricted

**Summary:** This report presents **proposals for change** arising from the findings of the KCT Commissioning and Delivery review and the requirements of the Apprenticeships, Skills, Children and Learning (ASCL) Act. These proposals are intended to strengthen our integrated commissioning and delivery arrangements to improve outcomes for children and young people in line with the Kent Children and Young People's Plan.

**The KCT Board is asked to:**

1. Note the findings from the review as set out in the attached report.
2. Consider seven key proposals to strengthen our integrated commissioning and delivery arrangements at county and local levels for implementation during 2010.
3. Commit to a long term programme of consultation, development and change across all partner agencies of the Kent Children's Trust.

**Appendices:**

- 1 - Seven key proposals for implementation during 2010.
- 2 - Potential partnership model.
- 3 - Summary of the ASCL Act and draft guidance.

**1. Introduction**

1.1 The background to the KCT commissioning and delivery review was set out in the interim report presented to the KCT Board on 7 October and is also outlined in the draft report - Appendix 4, to be tabled at the meeting.

1.2 The major drivers for the KCT review are:

- The need to improve outcomes for children and young people in cross cutting priority areas for example, teenage pregnancy and substance misuse.

These priorities were considered by the KCT Board in June and October as part of the first annual review of progress of the CYPP. The KCT Board agreed that we needed to build stronger commissioning arrangements that harness the ambition in our CYPP and shape new and improved integrated services that really make a positive difference.

- The Apprenticeships, Skills, Children and Learning (ASCL) Act 2009 and draft Children's Trust guidance.

All local authorities are being encouraged to evaluate the effectiveness of their local arrangements in light of the ASCL Act and a national [Commissioning Support Programme \(CSP\)](#) has been established to support this process. The CSP continues to support the KCT programme of review and development by providing independent advice, guidance and challenge.

## 2. Main messages from the Review

2.1 The main messages are detailed in appendix 4. Overall the review has highlighted good progress in the following areas:

- Strong partnership commitment to work together at strategic and local levels to improve outcomes,
- broad partnership agreement on the priority areas we need to improve through the CYPP,
- a well developed understanding of children's needs across the county; and
- increasing opportunities for the views of children and young people to be heard.

The review has also highlighted many examples of good work taking place at local levels through LCSPs.

2.2 The progress to date provides a solid foundation from which to address the development areas identified through the review which are:

- to clarify accountability and improve understanding across all partners and levels of the children's trust,
- to strengthen joint commissioning arrangements to deliver improvements in line with the CYPP,
- to share more resources across partners - finance, knowledge, expertise and skills,
- to streamline partnership groups and ensure a clear focus and function,
- to improve communications and connections between strategic and local levels of the Trust; and
- to build integrated delivery teams, including staff from all relevant partners, to work at the most local level to support universal and targeted services.

## 3. Proposals

3.1 The KCT Executive considered the main messages from the review and potential options for change at their meeting on 11 November. The main findings and potential options were also shared at a workshop for LCSP Chairs, Managers and KCT Board members on 26 November. The purpose of this workshop was to 'check out' potential options for change and to shape proposals for the KCT Board. Rosalind Turner presented a potential model for children's trust arrangements - see appendix 2 and national advisors from the Commissioning Support Programme led lively group discussions focussed on the benefits, risks and other considerations related to the model. A panel drawn from members of the KCT Executive were able to listen and respond to issues. A workshop report is available at [http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens\\_Services/Kent\\_Childrens\\_Trust/KCT\\_County\\_Board/Dec\\_09/Workshop\\_Report\\_26\\_11\\_09\\_Final.doc](http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/KCT_County_Board/Dec_09/Workshop_Report_26_11_09_Final.doc)

3.2 Seven key proposals to strengthen our children's trust arrangements during 2010 at county and local levels are set in Appendix 1. These proposals address the immediate development areas from the review and respond to the new requirements of the ASCL Act. A long term strategic 'Change for Children' plan, resourced by all partners of the KCT, will also be needed to fully address the areas of development highlighted through the review.

4. **What happens next?**

- 4.1 Subject to agreement by the Board the seven key proposals will be developed into an outline project plan to be agreed by the KCT Executive on 21 January 2010. More long term changes will be detailed in a children's trust strategic 'Change for Children' plan which will be prepared by the KCT Executive and presented to the KCT Board at its next meeting in March 2010.

**KCT Board is asked to:**

1. Note the findings from the review.
2. Agree the seven key proposals to strengthen our integrated commissioning and delivery arrangements at county and local levels for implementation during 2010.
3. Commit to a long term programme of consultation, development and change across all partner agencies of the Kent Children's Trust.

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<b>Key Proposal One</b>		
<p><b>Re-establish the KCT Board as the group with collective responsibility for setting vision, agreeing the CYPP and championing improved outcomes through partnership working. Streamline the KCT substructure and clarify purpose and accountability.</b></p>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 3: There is recognition that governance arrangements are in place but more work is needed to ensure they are fully understood.</li> <li>• Standard 10: There is a perception that more work is needed to ensure strategic leaders have a common understanding and approach.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• KCT members need to understand their role better and be clear of what is expected from them.</li> <li>• Greater connectivity needed between KCT and local groups.</li> <li>• A review of membership of all groups is needed.</li> <li>• The need to reduce complexity of KCT structuring subgroups.</li> <li>• Current volume of meetings is unworkable and a full review of membership of all groups is needed.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
<p>The CT guidance sets out detailed requirements for the CT Board which will be a statutory body from April 2010. The overriding purpose of the CT Board is to agree, prepare and monitor the CYPP.</p>		
<b>Supporting actions</b>		<b>Guide Implementation</b>
1.1	Revise the KCT Governance framework to ensure clear accountability, leadership and purpose. Strengthen connections with other major partnerships most notably the Kent Partnership and Kent Safeguarding Children Board.	by March 2010
1.2	Review KCT Board membership to include statutory and recommended non-statutory partners. Ensure partner commitment and understanding through a revised partnership agreement and leadership development programme.	by March 2010 (leadership development by Sept 2010)
1.3	Review the KCT substructure to reduce complexity, maximise flexibility and strengthen accountability.	by March 2010
1.4	Build understanding and commitment to the KCT Strategic Model across children’s services and particularly amongst elected members at county and district levels.	by Dec 2010

<b>Key Proposal Two</b>		
<b>Re-establish the KCT Executive Group as a strategic commissioning group with devolved responsibility to drive forward improving outcomes on behalf of the KCT Board.</b>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 3: More work is needed to achieve common agreed approaches to commissioning at a strategic level.</li> <li>• Standard 10: Joint commissioning at the strategic level is not being systematically driven by the Children’s Trust.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• There is a need for a strategic county commissioning plan.</li> <li>• There is a lack of decision making at Board level.</li> <li>• Need to make full use of staff and resources to cut costs and avoid duplication.</li> <li>• There is not a systematic approach to commissioning in place.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
<p>The guidance defines commissioning as ‘the overall process by which all relevant services should be planned, investment decisions agreed, delivery ensured and effectiveness reviewed’.</p> <p>The guidance advises that to keep the Board to a workable size that it should set up subgroups which could be thematic or based on particular groups of children.</p>		
<b>Supporting actions</b>		<b>Guide Implementation</b>
2.1	Review Terms of Reference and membership.	by February 2010
2.2	Introduce monthly meetings focused on decision making and agreement / implementation of CYPP priorities and through joint commissioning plans.	from January 2010
2.3	Revise the KCT performance management framework to ensure the Executive has the information they need to effectively commission.	by March 2010
2.4	Working with the national CSP to provide development opportunities for the Executive group to build knowledge and expertise in joint commissioning arrangements.	by Sept 2010
2.5	Clarify accountability and working arrangements with other groups in the KCT substructure.	by June 2010



<b>Key Proposal Three</b>		
<b>Develop and implement a children’s trust joint commissioning framework at strategic and local levels to ensure effective delivery of the CYPP priorities.</b>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 1: Common outcomes are not successfully driving commissioning and development for all partners.</li> <li>• Standard 3: More work is needed to achieve common agreed approaches to commissioning at a strategic level.</li> <li>• Standard 7: Work has been done to agree a joint commissioning framework but this is not yet working in practice.</li> <li>• Standard 8: A range of commissioning approaches are taken by different partners but these are not understood or shared.</li> <li>• Standard 10: The focus of commissioning is still unclear.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Too many single agency decisions.</li> <li>• Improvements are needed to strategic decommissioning arrangements.</li> <li>• Need to improve planning and pooling of budgets (supported by clear guidance).</li> <li>• More integrated working with children and young people needed.</li> <li>• An improved clarity about strategic priorities around commissioning.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
<p>The guidance identifies different levels of commissioning as follows -</p> <ul style="list-style-type: none"> <li>• Operational - Whole service commissioning by CT partners informed by the CYPP for a local area.</li> <li>• Regional - Collaboration for specialist services and 16-19 education and training.</li> <li>• Locality - A single unit operating as a commissioner, such as multi-agency teams.</li> </ul>		
<b>Supporting actions</b>		<b>Guide Implementation</b>
3.1	Review and re-launch the KCT Strategic Commissioning Framework and related guidance.	by June 2010
3.2	Working through the KCT Executive, develop joint commissioning plans for specific crosscutting priorities in the current CYPP.	by June 2010
3.3	Establish a network of commissioning champions across partner agencies to support and share joint commissioning expertise.	by March 2010
3.4	Working with the CSP provide development opportunities for all those involved in joint commissioning across the Children’s Trust.	by Sept 2010

<b>Key Proposal Four</b>	
<p><b>Reduce the number of LCSP Boards from 23 to 12 to ensure closer alignment with other partner agencies / groups. Strengthen accountability and clarify partnership resources to support the effective operation of the LCSP Boards.</b></p>	
<b>Supporting feedback from the Kent Children’s Trust Review</b>	
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 8: The focus of local commissioning is unclear and there is insufficient capacity to effectively commission at local levels within the current arrangements.</li> <li>• Standard 3: There is a perception of inconsistency between local partnerships and the availability of local partner resources.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Current volume of meetings is hard to manage for some partner agencies.</li> <li>• Expertise and skills across different LCSPs are not properly utilised.</li> <li>• Schools need to be working closer together with LCSPs and KCT.</li> <li>• Reduce in the number of LCSPs to align with districts.</li> </ul>	
<b>Relevant drivers from Children’s Trust Guidance</b>	
<p>The guidance states that the CT Board must ensure clear arrangements are in place for early intervention and sets out 3 levels of responsibility and organisation.</p> <ul style="list-style-type: none"> <li>• Governance and strategic organisation - Accountability</li> <li>• Operational organisation - Structures for delivery</li> <li>• Public face of early intervention - How it looks for the child, young person or family.</li> </ul>	
<b>Supporting actions</b>	<b>Guide Implementation</b>
4.1	Manage the transition from 23 to 12 LCSP Boards and change the name from LCSP Board to Local Children’s Trust Partnership. by April 2010
4.2	Review membership of statutory and non-statutory partners and ensure more strategic and consistent representation from partners. by April 2010
4.3	Review purpose and Terms of Reference as part of a new local partnership agreement. by April 2010
4.4	Provide clarity about partnership resources to support the effective operation of the LCSP Board. by April 2010
4.5	Secure closer alignment with other key partnership groups for example CDRP. by Dec 2010

<b>Key Proposal Five</b>		
<b>Work towards integrated local delivery teams to support universal and targeted services at the most local level.</b>		
<b>Supporting feedback from the Kent Children’s Trust Review</b>		
<p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 5: More consultation and participation work is needed locally to better understand the needs of C&amp;YP and families.</li> <li>• Standard 11: There is a sense that some services are ‘rich’ in skills and expertise, while there are significant capacity issues in other areas; more sharing is needed.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Integrate support services, administration and buildings.</li> <li>• Better engagement and use of voluntary sector in localities.</li> <li>• Barriers to joint appointments and co-location/joint management of staff.</li> <li>• Staff at local levels are unclear about how they fit into the wider KCT arrangements.</li> </ul>		
<b>Relevant drivers from Children’s Trust Guidance</b>		
Every Children’s Trust is required to ensure <u>all</u> partners consistently apply agreed integrated processes to promote integrated working in universal settings.		
<b>Supporting actions</b>		<b>Guide Implementation</b>
5.1	Strengthen and promote integrated processes to ensure swift and easy access to services for vulnerable families / communities.	by Sept 2010
5.2	Ensure partners review local delivery arrangements to promote integration and joined up working where this is appropriate.	by Dec 2010
5.3	Work with the voluntary and community sector to better understand their needs and to strengthen local connections and integrated delivery.	by October 2010
5.4	Maximise co-location opportunities across local children’s services - linking with the Total Place initiative.	By Dec 2010 and ongoing

<b>Key Proposal Six</b>		
<p><b>Develop the new CYPP 2011-2013 focused on crosscutting high priorities in areas that will secure improved outcomes across the ECM framework with a particular focus on vulnerable groups and communities.</b></p> <p>NB: The preparation of the new CYPP will extend beyond 2010 however much preparatory work will take place in 2010.</p>		
<b>Supporting feedback from the Kent Children's Trust Review</b>		
<p>The main driver for the new CYPP is the ASCL Act and CYPP regulations however this is some relevant feedback from the review to support the actions below.</p> <p><u>CSP Standards:</u></p> <ul style="list-style-type: none"> <li>• Standard 2: More work is needed to understand the needs within particular groups of the CYPP.</li> <li>• Standard 2: Outcome priorities in the CYPP are not systematically translated into commissioning plans.</li> </ul> <p><u>Kent Specific Questions:</u></p> <ul style="list-style-type: none"> <li>• Need to identify the underlying cross cutting causes which impact on improving outcomes.</li> <li>• More engagement is need with vulnerable groups and deprived areas.</li> </ul>		
<b>Relevant drivers from Children's Trust Guidance</b>		
The new CT guidance sets out specific and detailed requirements for the new CYPP which must be published by April 2011.		
<b>Supporting actions</b>		<b>Guide Implementation</b>
6.1	Secure partnership commitment and resources within an agreed approach to develop the new CYPP taking account of the new CYPP requirements in the ASCL Act.	By Jan 2010
6.2	Identify emerging priorities for new CYPP.	by March 2010
6.3	Using the principles of Total Place map partnership resources against the priorities of the new CYPP and explore opportunities for aligned and pooled budgets.	Initial assessment of resources by June 2010
6.4	Ensure extensive consultation across all stakeholders.	June - August 2010
6.5	Working through the Executive develop commissioning plans for each new CYPP priority to ensure effective delivery.	by Sept 2010
6.6	Develop lead partner arrangements for each new CYPP priority. The lead partner would ensure integrated delivery through commissioning plans agreed by the Executive.	by Sept 2010

## Key Proposal Seven

**Strengthen the KCT Communications Strategy to ensure consistent clear messages, to join up strategic and local levels and to ensure children's trust development is clearly understood and recognised.**

### Supporting feedback from the Kent Children's Trust Review

#### CSP Standards:

- Standard 8: Partners and stakeholders need more opportunities to understand the approaches taken by the Children's Trust.
- Standard 9: Information is not systematically maintained and used to inform decision making and market development.
- Standard 4: There is a strong sense of disconnect between strategic and local levels.

#### Kent Specific Questions:

- General communication and information sharing was raised as a real issue.
- Localities and strategic partners are not communicating effectively.
- Communication and sharing of best practice are not shared to allow for understanding of the bigger picture.
- Need to find the balance between too much information and effective information sharing and communication.

### Relevant drivers from Children's Trust Guidance

Every Children's Trust is required to ensure all partners consistently apply agreed integrated processes to promote integrated working in universal settings.

Supporting actions		Guide Implementation
7.1	Establish arrangements that involve all partners, to share learning and good practice across strategic and local levels of the Trust.	by June 2010
7.2	Provide a wide range of opportunities for strategic and local levels of the Trust to communicate and learn from each other.	from March 2010
7.3	Develop a children's trust communications network across and within all partner agencies.	by June 2010
7.4	Review and improve current communication channels including the KCT web pages and newsletter and explore innovative solutions to ensure effective communications.	By June 2010

# Kent Children's Trust Partnership Model



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**By:** Nick Chard, Cabinet Member Environment, Highways and Waste  
Mike Austerberry, Director Environment, Highways and Waste

**To:** Cabinet, March 29<sup>th</sup> 2010

**Subject:** Kent County Council *Strategy for the Implementation of the Biodiversity Duty*

**Classification:** Unrestricted

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**Summary:** This report describes the Natural Environment and Rural Communities Act 2006 Biodiversity Duty for local authorities and sets out Kent County Council's Strategy for the implementation of this Duty internally across the council and through its functions. It seeks approval for the adoption of this strategy.

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### **Introduction to the Biodiversity Duty**

1. Biodiversity is the variety of plants, animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity.
2. Biodiversity provides us with many services fundamental to our quality of life, including:
  - a) Maintaining life, e.g. regulating atmosphere; providing clean water and air and fertile soil; helps tackle climate change and flood management.
  - b) Maintaining economy, e.g. provides food, fuel and construction materials; contributes to the attractiveness of a place to live, work and visit.
  - c) Maintaining well-being, e.g. inspires outdoor exercise and recreation; provides a free commodity to be enjoyed by all.
3. In 2006, the Natural Environment and Rural Communities Act (NERC) introduced a new duty on local authorities that states that: "Every public body must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity"

### **The Kent County Council Strategy for the Implementation of the Biodiversity Duty**

4. Kent County Council has already made a commitment to the protection and enhancement of biodiversity through its Corporate Environment Policy 2008. The *Strategy for the Implementation of the Biodiversity Duty* has been prepared to assist the County Council in realising its obligations under the NERC Act and, as such, aims to: Page 277

- a) Clarify existing and new commitments with regard to biodiversity.
- b) Make biodiversity a natural and integral part of policy, decision making and action, not an additional burden.
- c) Make a significant contribution to the protection, conservation and enhancement of the county's biodiversity.
- d) Raise the profile and visibility of biodiversity across the authority.

**5.** The Strategy has been developed around four objectives, steered by the Biodiversity Duty:

- a) Protect, conserve and enhance biodiversity through policy, forward planning and development control
- b) Manage our estate to benefit biodiversity - apply best practice approach when managing and developing council land, buildings and grounds.
- c) Better understanding of the county's biodiversity resource - to enable well informed decisions and prioritise action.
- d) Be a community leader for biodiversity - through following best practice set an example to the rest of the county.

**6.** Further details of the targets to be delivered under these objectives are provided in Appendix 1. A set of indicators will be developed for monitoring purposes.

### **Implementing the Strategy**

**7.** In this, the first year of the three year strategy, Directorates will be asked to identify specific actions to help progress the achievement of the Strategy objectives. Where relevant these should feature in future business plans and strategies.

**9.** The Biodiversity Duty has to be embedded within the context of delivering other statutory duties and expectations and within limited budgets. The purpose of this strategy, and the resulting action planning, is to identify opportunities for biodiversity within these limits, and wherever appropriate external funding will be sought.

**10.** The Strategy will be reviewed after three years and refreshed in light of successes, areas for improvement and any new requirements under the Biodiversity Duty. DEFRA is expected to continue to monitor local authorities' responses to the Duty.

### **Implications**

**12.** The implementation of this Strategy will largely be undertaken within the constraints of existing budgets and staff resources. The majority of the targets will be achieved by assessing current practices and policies and altering these where appropriate for the protection and enhancement of biodiversity. There may be some additional cost associated with this, either financial or staff time, but this is anticipated to be minimal, following discussion with Directorates.

**13.** A more detailed analysis of implementing each of the four objectives is provided in Appendix 2.



## Consultations

14. During the Strategy's development, the objectives and broad targets have been discussed with all the Council's Directorate Management Teams to ensure they are realistic and achievable and the KCC Environment Board has endorsed the Strategy.

## Conclusion

15. Kent is one of the largest local authorities in England and has consistently been rated as among the very best. As such KCC must demonstrate it is implementing the NERC Act (2006) Biodiversity Duty in order to maintain its reputation. The Kent County Council *Strategy for the Implementation of the Biodiversity Duty* sets out how we will undertake this duty and clarifies to all Directorates across the Council what is required of them.

16. All Directorates have already committed to the Strategy's aims and objectives and Member support is now sought so that the Strategy can be taken forward this year.

## Recommendations

17. The following recommendation is made to Cabinet:

- a) That Kent County Council adopts the *Kent County Council Strategy for the Implementation of the Biodiversity Duty*, in fulfilment of its duty under the Natural Environment and Rural Communities Act 2006.

## Background documents

- a) Kent County Council – A Strategy for the implementation of the Biodiversity Duty 2010-13
- b) Kent County Council Environment Policy, 2008
- c) Natural Environment and Rural Communities Act, 2006
- d) Guidance for Local Authorities on Implementing the Biodiversity Duty, Defra, 2007

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## Objectives and targets of the *Kent County Council Strategy for the Implementation of the Biodiversity Duty*

**Objective 1: Protect, conserve and enhance biodiversity through forward planning and development control - *develop and apply policies within forward planning and development control that ensure consideration of biodiversity.***

- Integrate biodiversity conservation and enhancement into the wider regeneration agenda.
- Ensure delivery of biodiversity benefits from green infrastructure.
- Use strategic planning to identify locations where priority should be given to biodiversity and the establishment of ecological networks.
- Ensure strategic planning decisions do not restrict options for biodiversity adaptation to climate change.
- Realise and implement opportunities offered by Section 106 to provide biodiversity benefits.
- Ensure any planning applications submitted to KCC, or that KCC is consulted on, take full consideration of biodiversity and are accompanied by the relevant ecological information before determination.

**Objective 2: Manage our estate to benefit biodiversity - *apply best practice approach when managing and developing council land, buildings and grounds.***

Existing estate:

- Put in place management to conserve and enhance legally protected or UK Biodiversity Action Plan (BAP) priority species on KCC owned land.
- In addition to upholding statutory requirements to protect designated sites, habitats and species, conserve biodiversity and actively seek opportunities for its enhancement.
- Bring KCC owned Local Wildlife Sites and SSSIs into positive management.
- Recognise the biodiversity value of road verges and adopt appropriate management regimes to enhance this value.
- Identify opportunities within KCC estate to deliver Kent BAP targets and implement.
- Where appropriate, use native trees and plants in landscaping and, where possible, of local origin.
- Utilise KCC owned public spaces to educate and raise awareness of biodiversity.
- Enhance biodiversity within school grounds.

Development of KCC estate:

- Ensure all potential effects on biodiversity from development are considered at the outset, avoiding adverse impacts on biodiversity wherever possible and mitigating others.
- Design new sites and buildings to provide biodiversity benefits through the conservation and integration of existing habitats and the provision of biodiversity enhancement features.

**Objective 3: Better understanding of the county's biodiversity resource - *collate and make available a good evidence base for biodiversity to enable well informed decisions and prioritise action.***

- Support the county's biological record centre in the collation and maintenance of data on Kent's habitats and species.
- Support the Kent Biodiversity Partnership's ongoing work to monitor Kent's priority habitats.
- Monitor trends in biodiversity.
- Assess and monitor the biodiversity resource on KCC estate.
- Undertake projects, and contribute to partnerships, that improve our understanding of the county's biodiversity, its conservation and enhancement and measures for adaptation to climate change.

**Objective 4: Be a community leader for biodiversity - through following best practice and demonstrating a commitment to biodiversity set an example to the rest of the county.**

Internal:

- Stimulate a greater understanding and appreciation of biodiversity amongst staff and elected members, raising awareness of the impact they may have on biodiversity and the impact it may have on them.
- Ensure all staff and elected members consider biodiversity when making procurement decisions.
- Incorporate biodiversity conservation and enhancement into internal policy and corporate strategy.
- Include biodiversity in environmental management systems.

External:

- Support the co-ordination of Kent Biodiversity Partnership and Kent Biodiversity Action Plan and contribute to other partnership work that benefits biodiversity.
- Support and contribute to partnership work that allows biodiversity to adapt to climate change.
- Include biodiversity in the Kent Area Agreement or its successor.
- Be seen as a centre of excellence for advice and support to district authorities, businesses, land owners, general public on biodiversity conservation and enhancement.
- Undertake community engagement and awareness raising activities to provide informal education on biodiversity (provision of places and events to learn about biodiversity informally; better use of local media; engage children, young people and hard to reach communities).
- Encourage lifestyle changes that help to protect the natural environment.

### **Implications of implementing the Biodiversity Duty and the objectives set out in the Strategy**

Although the Duty is relatively new and could appear to be quite onerous, analysis has shown that it is unlikely to be overly burdensome or introduce new obstacles, for instance to the development of KCC land and buildings. It can be embraced by minor adjustment to existing processes within the council and existing legislation. Where this is not the case, the additional burden can be addressed by ensuring a proportionate response, innovation, securing external funding or using volunteers to enhance the resources available to benefit biodiversity.

The implications of achieving the strategy's aim are detailed below in relation to each objective.

#### *Objective 1: Protect, conserve and enhance biodiversity through forward planning and development control*

This work is largely already undertaken across the Council and therefore no additional costs are anticipated. There may be some, minimal, additional staff time required to fully implement this objective but costs are anticipated to be contained within existing budgets.

#### *Objective 2: Manage our estate to benefit biodiversity*

Actions relating to conserving habitats and species on KCC owned land will largely not place additional costs on the Council, it is simply a case of maintaining the natural environment in its current state and not undertaking any activities that will negatively impact on it. Additional costs will only apply where the habitat is in a poor state and restoration or enhancement is required.

Habitat enhancement can be done on varying scales, with proportionate expense. Simple measures, such as using old wood to create log piles or allowing a patch of grass to grow wild can be done at no expense. Bat and bird boxes are relatively inexpensive (a stone bat/bird box is around £25). More extensive habitat enhancement is not likely to be addressed within the first three years of the strategy – where such enhancement is identified as required, external funding will be sought to support this work.

Bringing Local Wildlife Sites (LWS) and SSSIs into positive management will contribute towards the achievement of this objective however it is unlikely to place additional financial burden on the Council. Through Kent Area Agreement 2 we are already committed to bringing Local Wildlife Sites into positive management and funding for this has been found within existing budgets and through external funding. For SSSIs, as owners we already have a duty to maintain favourable condition and manage the site positively.

Opportunities to support the delivery of the Kent BAP targets have largely already been discussed with the relevant directorates. Where additional work is identified on the KCC estate, the Kent BAP Coordinator will be able to assist with seeking funding to support this work.

The use of native species for planting can prove more expensive than traditional non-native. It is recognised that the use of such plants may not always be possible but the strategy commits those involved in landscape design to review the possibility of using native species.

Using KCC owned public spaces to educate and raise awareness of biodiversity could potentially be a costly action, in terms of installing dedicated education material such as interpretation panels. The first step in relation to this is to integrate biodiversity into other education material as it is developed for the site. Further on, funding/sponsorship can be sought to support more extensive education materials solely for biodiversity.

The cost of enhancing biodiversity in school grounds will be proportionate to the actions taken – as referred to above. The wider benefit of this improved biodiversity in school grounds, and its potential use as an educational resource, need to be considered alongside the cost of the action.

Consideration of biodiversity in new developments and avoiding/mitigating adverse impacts on protected species is already done (and is legislated for), therefore additional costs are not anticipated. However, avoiding/mitigating against impacts on wider biodiversity will be a further consideration and mitigation may result in additional costs.

Inclusion of bird/bat boxes into the design of a new build should not make a notable increase in the build costs. Features such as green roofs, walls and Sustainable Urban Drainage Systems will be more costly but the benefits of such systems are wider than just biodiversity and the installation of these are covered by other sustainability strategies for the Council. As before, enhancement of biodiversity can be as small or large scale as the budget will allow – but it is important to make a commitment to provide some form of enhancement and have a strategic approach for doing so.

### *Objective 3: Better understanding of the county's biodiversity resource*

This is the most, potentially, costly objective however it is intended that the majority of this objective will be achieved through external funding and partnerships.

It is not intended that the assessment and monitoring of the KCC biodiversity resource will be undertaken as a matter of course and a complete picture of the KCC estate will be compiled within the timescale of this strategy. Instead existing data will be collated and then, where possible and relevant, gaps will be filled (and monitoring undertaken) by users of the site, for example staff volunteer/wider contribution, activities for pupils/clients or through the use of existing volunteer programmes.

### *Objective 4: Be a community leader for biodiversity*

This objective will build on the work already undertaken and is not likely to increase costs, although it may require further staff time (to be accommodated within the existing staff resource).

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By: Paul Carter, Leader of the Council  
 To: Cabinet – 29 March 2010  
 Subject: WEATHER DAMAGED ROADS: Major Road Repair Blitz  
 Classification: Unrestricted

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Summary: Update to Cabinet on the progress and planned approach to delivering repairs to roads with externally tendered contractors.

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### **Background**

The extreme winter weather conditions of late 2009/early 2010 have caused high levels of damage to Kent's roads. Potholes and broken road surfaces are clear evidence of the coldest and wettest winter for thirty years.

But we have been preparing for action. At a meeting on 11 January 2010, Cabinet agreed to make an initial additional £1m available to Kent Highway Services to deliver extra, essential road surface repairs. This extra spend will be awarded through competitive tendering using Kent County Council's existing procedures, and as far as possible I hope it will be won competitively by local small and medium-sized contractors.

The objective is to deliver a high volume, rapid repair service for minor carriageway damage. Work will be undertaken on a "find and fix" traditional piece work basis to pre-determined quality standards, with real incentives for hard-working, properly equipped crews during this time of economic downturn.

This substantially enhanced road repair activity is planned to commence on 12 April 2010. I believe we should put additional funding into this project, if needed, to complete the job fully.

### **Process**

There has been widespread media coverage to ensure that local companies were aware of this business opportunity and the specifications and contracts were available on the South East Business Portal. Contractors were invited to apply for a pre-qualification pack and tender documents were sent to contractors on 12 March, for return by 26 March.

Upon receipt of the tender submissions, a formal report will be provided outlining the selection criteria and the assessment results. This report will be used as the basis for the formal decision, as approved and signed off by me as Leader of the County Council.

The contractors for the "find and fix" blitz will be flexibly deployed across all districts. The initial focus will be a concentrated attack on minor roads (including rural and estate roads) which make up 71% of the total (6,100km) and a higher proportion in terms of need. Work will continue in parallel, as appropriate, through the term maintenance contractor, Ringway.

Contractors will be appointed for each District Council area. The aim is to encourage local accountability and teamwork, with a “pride in your patch” quality-focused approach to the localised winter repairs. No contractor will be awarded a contract for more than 2 areas, and successful contractors will be tasked and managed to avoid potential local conflict of road works.

Whilst undertaking the works, gangs will be visited on a daily basis to build positive relationships and to monitor quality and progress. The rate of spend during the contract will be analysed on a daily basis and an audit regime established for checking on validity of claim, size and number of repairs.

### **Timescales**

○ Publish contract notice	12 Feb 10
○ Pre Qualification Questionnaire (PQQ) available	16 Feb - 1 Mar 10
○ Assessment of PQQs	2 Mar – 11 Mar 10
○ Issue Tenders to those passing PQQ	12 Mar 10
○ Tenders returned	26 Mar 10
○ Assess tenders	26 Mar – 31 Mar 10
○ Leader signs formal decision to award contracts	1 Apr 10
○ Mobilise contracts	2-11 April
○ Start work	w/c 12 Apr 10

### **Recommendations**

- That Cabinet endorses the progress of the project.
- Following the Leader of the Council taking the formal decision on successful contractors, and subject to him being satisfied as to the detailed terms and conditions, the Executive Director for Environment, Highways and Waste be authorised to sign the contracts on behalf of the County Council.

Background Documents: none

### **Contact**

Mike Austerberry  
Executive Director for Environment, Highways & Waste  
Invicta House  
County Hall  
Maidstone

01622 694130



By: Alex King, Deputy Leader

To: Cabinet – 29 March 2010

Subject: External Scrutiny

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## **Introduction**

1. (1) Increasingly the legislative framework for Overview and Scrutiny requires local authorities to make provisions to scrutinise partners/agencies e.g. Health, Crime and Disorder Reduction Partnerships partners etc.

(2) When the County Council reviewed its Overview and Scrutiny function in 2009 it was informed of the growing area of external scrutiny of partner bodies/agencies outside the local authority (building on the already well established overview and scrutiny of local health services which has been in operation since 1 January 2003). This includes the new requirement to overview and scrutinise the Crime and Disorder Reduction Partnerships (CDRP) which includes the responsible authorities i.e. Police, Primary Care Trusts, Kent Fire and Rescue (and will shortly be extended to include the Probation Service as part of these arrangements). The first meeting of the Committee to look at scrutiny of the CDRP takes place on 6 April 2010.

(3) There is also the provision to scrutinise the Local Area Agreement which the County Council will undertake through its existing Overview and Scrutiny structure.

## **Emerging Issues for the Cabinet/County Council**

2. (1) As an example the Health Overview and Scrutiny Committee has recently been involved in responding to a Councillor Call for Action from Maidstone Borough Council and local concern particularly in the greater Maidstone area to look at the reconfiguration of services for Women and Children's Services provided by the Maidstone and Tunbridge Wells NHS Trust who run the hospitals at Maidstone, Pembury and Tunbridge Wells.

(2) To take this Councillor Call for Action forward the Health Overview and Scrutiny Committee established a Task and Finish Group (cross party which included District Councillors who serve on the Health Overview and Scrutiny Committee). The report of the Task and Finish Group resulted in the Health Overview and Scrutiny Committee on 19 February 2010 unanimously agreeing to exercise the Committee's right to refer the matter to the Secretary of State for Health asking him to look at the decision on the reconfiguration of Women and Children's Services again as the Committee considered it was not in the best interests of the local residents and access to local health services.

(3) Attached for the Cabinet's information is a copy of the letter of referral to the Secretary of State for Health, a response from the Head of NHS Reconfiguration and a further response from the Chairman of the Health Overview and Scrutiny Committee.

**Recommendation**

3. The Cabinet is asked to note that regular reports will be submitted to the Cabinet on scrutiny activity relating to external partners and agencies which impacts on the County Council and our District Council partners.

Paul Wickenden  
Overview, Scrutiny and Localism Manager  
Ext 4486



To:  
The Right Honourable Andy Burnham MP,  
Secretary of State for Health,  
Department of Health,  
Richmond House  
79 Whitehall,  
London, SW1A 2NS

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Email: [paul.wickenden@kent.gov.uk](mailto:paul.wickenden@kent.gov.uk)  
Date: 24 February 2010

Dear Secretary of State,

**Re: Women's and Children's Services at Maidstone and Tunbridge Wells NHS Trust**

I am writing to you on behalf of the Kent Health Overview and Scrutiny Committee (HOSC) to advise you of our decision to exercise the Committee's power to refer NHS proposals for substantial change to local health services to you for independent review.

The Maidstone and Tunbridge Wells NHS Trust (MTW) currently operates from three acute sites – Maidstone, Kent and Sussex (in Tunbridge Wells) and Pembury. Pembury is the site of a new PFI hospital which is currently under construction. Once completed, the Trust will consolidate its services on two acute sites – Maidstone and Pembury. The Trust plans to remove consultant-led inpatient obstetric services (including elective and emergency caesarean sections) from Maidstone in order to centralise them at Pembury. A midwife-led birthing unit separate from the main hospital building will be provided at Maidstone.

In October 2004, the local NHS produced a consultation document entitled "*Excellence in care, closer to home. The future of services for women and children – a consultation document.*" A Joint Select Committee was established to produce a response to this consultation consisting of representatives from Kent County Council, East Sussex County Council, Kent District/Borough Councils, East Sussex District/Borough Councils, and the Patient and Public Involvement Forum. This response was produced in December 2004. Following this consultation, a Joint Board Meeting of Maidstone Weald PCT, South West Kent PCT, Sussex Downs and Weald PCT and Maidstone and Tunbridge Wells NHS Trust on 23 February 2005 agreed the plans for the reconfiguration of women's and children's services.

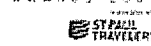
**Geoff Wild** LL.B, Dip.LG, Solicitor  
Director of Law & Governance

CHIEF EXECUTIVE'S DEPARTMENT



INVESTOR IN PEOPLE

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Since this time, there has been a growth in public concern about the proposals alongside doubts that some of the project planning assumptions made by the NHS in 2004 are no longer applicable. The HOSC had already agreed to receive an update on the progress of the broader service redesign at Maidstone and Tunbridge Wells NHS Trust on 27 November 2009, when a Councillor Call for Action at Maidstone Borough Council gave a particular focus to the women's and children's aspect of the service redesign plans. The Minutes of this meeting are enclosed.

At the November meeting, the HOSC agreed to establish a Task and Finish Group to examine the plans for women's and children's services at MTW. The report of the Task and Finish Group is enclosed. This report was presented to the HOSC at its meeting of 19 February 2010, during which evidence was also received from MTW, NHS West Kent, South East Coast Ambulance Service NHS Trust and a range of other stakeholders. Due to the Committee's ongoing concerns about the plans, and our inability to reach a local resolution, the HOSC voted to refer this issue to you. The Minutes of the meeting will be available in due course and will be sent on to you as soon as possible.

In summary form, the ten main grounds on which the Committee believes a referral is justified are as follows:

1. **Transport.** When the response to the 2004 consultation was produced, it was assumed that improvements to the A228 connecting Maidstone and Pembury would be made by the time the new hospital was due to be completed. The plans are for women's and children's services to move into the new hospital in January 2011, but the new road scheme is unlikely to be progressed until 2014, at the earliest. The Committee understands that the majority of transfers of women in labour from the planned midwife-led birthing unit at Maidstone Hospital will not be made under emergency 'blue-light' conditions, and that these small number of cases may not be directed to Pembury, but the Committee still feels that the transport connection between the two sites is currently unsatisfactory and transfers that are too long will be distressing and not in the best interest of women.
2. **Original consultation.** Although the HOSC formed part of the Joint Select Committee that produced a response to the 2004 consultation, there remain questions held by many local people about just how effectively the NHS presented a range of alternatives and engaged the public, particularly in the Maidstone area.
3. **Lack of ongoing communication/engagement with public.** Since the local NHS agreed these plans in 2005, there has been a lack of information coming

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Director of Law & Governance

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out of MTW to explain what progress was being made, and what the practical impact of these changes will be. This has led to a lot of confusion in the public mind and has led to a degree of loss of public confidence in the Trust. The PCT and Trust has failed to convince the local community of the validity of their plans.

4. **Lack of ongoing communication/engagement with staff.** Similarly, the Task and Finish Group heard from a number of members of staff at the Trust that they too have not been kept up to date with developments and have often felt excluded from the unfolding decision making process. Evidence has been provided by several consultants, along with others, of their reasons for dissatisfaction. All this may potentially be having an impact on staff morale.
5. **State of Trust's readiness.** The Committee is not confident that the Trust will be able to provide all the relevant services in facilities that are fit for purpose by the intended deadlines. The Task and Finish Group understands that planning permission has yet to be requested for the midwife-led birthing unit at Maidstone, and the Committee has yet to receive a finalised list of where all services will be provided in the new two-site configuration (this includes services being provided in the community as well).
6. **Lack of integration across the Trust.** MTW was formed in 2000, but over the course of the subsequent decade appears to have done little to integrate the staff and cultures at the two geographical ends of the Trust, Maidstone and Tunbridge Wells. This may have a negative impact on patient care when services are centralised on one site and staff are asked to relocate.
7. **Patient choice.** One of the main concerns of the Task and Finish Group was the lack of promotion of patient choice as it relates to women's and children's services. There is a public perception that going to Pembury will be the only option for some services, and this will de facto be the case if women are not informed of the range of choices. This is not directly the responsibility of MTW, but is something that needs addressing before any changes are fully implemented.
8. **Demographics.** Since the original consultation was carried out, Maidstone has been awarded Government Growth Point status which will significantly increase the local housing stock and population, with a consequent belief that full hospital services should continue to be provided at Maidstone Hospital.
9. **Health Inequalities.** Connected with the point above, the Maidstone area has some of the most deprived areas in the county with high rates of teenage pregnancy. These women are excluded from exercising choice through lack of money and their own transportation and will require a full service locally more than any other.
10. **Other IRP decisions.** Finally, we would like to point out that a number of recent decisions by the Independent Reconfiguration Panel have decided

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Director of Law & Governance

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against analogous plans to centralise obstetric services, such as those in East Sussex.

HOSC is not against change where it is necessary and the Committee recognises that there are real pressures faced by the NHS which often require substantial changes in order to be able to provide the best service possible. However, the Kent HOSC is not convinced that the present situation is one of these cases. We therefore ask you to give careful consideration to our request that this decision be reviewed.

As I have said, the Minutes of the 27 November 2009 meeting and the report of the Task and Finish Group are appended in support of our request and we will send you the Minutes of the 19 February 2010 meeting as soon as they become available. If you would like any additional information to support the referral or have queries about specific aspects of the evidence, please contact Paul Wickenden, Overview, Scrutiny and Localism Manager, in the first instance on 01622 694486 or at [paul.wickenden@kent.gov.uk](mailto:paul.wickenden@kent.gov.uk).

I look forward to hearing from you.

Yours sincerely



Councillor Godfrey Horne MBE  
Chairman  
Health Overview and Scrutiny Committee

Cc:

Glenn Douglas, Chief Executive, Maidstone and Tunbridge Wells NHS Trust  
Tony Jones, Chairman, Maidstone and Tunbridge Wells NHS Trust  
Steve Phoenix, Chief Executive, NHS West Kent  
David Griffiths, Chairman, NHS West Kent  
Candy Morris CBE, Chief Executive, NHS South East Coast  
Kate Lampard, Chairman, NHS South East Coast

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Director of Law & Governance

**CHIEF EXECUTIVE'S DEPARTMENT**





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Councillor Godfrey Horne MBE  
Chairman  
Health Overview and Scrutiny Committee  
Legal & Democratic Services  
Session House  
County Hall  
Maidstone  
Kent ME14 1XQ

12 March 2010

Dear Councillor Horne

**WOMEN'S AND CHILDREN'S SERVICES AT MAIDSTONE AND  
TUNBRIDGE WELLS NHS TRUST**

I refer to your letter of 24 February 2010 to the Secretary of State for Health regarding plans for the reconfiguration of women's and children's services at Maidstone and Tunbridge Well NHS Trust.

As you will be aware, an Overview and Scrutiny Committee has the right to refer under the Local Authority (Overview and Scrutiny Committee Health Scrutiny Functions) Regulations 2002. Having read your letter and taken Departmental legal advice on the matter, we do not believe there is sufficient information in your referral to enable the Secretary of State for Health to consider this in its current form.

We understand that in December 2004 the then Kent Health Overview and Scrutiny Committee agreed with the proposed changes you now appear to be contesting and that the current Kent Health Overview and Scrutiny Committee's task and finish group recently agreed that the original proposals are right.

We note that you have referred on the grounds of a growth in public concern. Essentially, however, there are two grounds for the basis of referral (i) reg 4(5) where it provides the OSC can refer when it has not been satisfied that there has been adequate consultation and (ii) reg 4(7) where the OSC considers that proposals for change are not in the best interests of the local health services.

You should formally outline your grounds for referral in full. Your referral should make clear whether you are referring under regulation 4(5) inadequate consultation, or 4(7) proposals not in the interest of the local health service, or indeed both, and should fully explain your reasons in either case.

Finally, we have not yet received a copy of the minutes of the task and finish group 19 February 2010 you refer to in your letter. I would be grateful if you could forward a copy of these minutes with your reply.

I look forward to your response.

Yours sincerely

**James Skelly**

Head of NHS Reconfiguration  
email: [james.skelly@dh.gsi.gov.uk](mailto:james.skelly@dh.gsi.gov.uk)




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Date: 18 March 2010

Dear Mr Skelly,

**Women's and Children's Services at Maidstone and Tunbridge Wells NHS Trust**

Thank you for your letter dated 12 March relating to the referral by the Health Overview and Scrutiny Committee at Kent County Council of the plans for the substantial variation to women's and children's services at Maidstone and Tunbridge Wells NHS Trust.

I am disappointed that although you acknowledge the Committee's right to refer matters of this kind to the Secretary of State for Health, this issue is being protracted and we have had no indication that as yet the referral has been laid before the Secretary of State personally for a decision in this important matter.

To clarify this matter, the primary grounds of referral are under section 4(7) of The Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 (No. 3048). As my original letter made clear, there remain questions about the original consultation, but the other nine main grounds which were outlined all provide support for the case that 'the proposal would not be in the interests of the health service in the area of the committee's local authority.' For your convenience, the original letter of referral is enclosed as this explains these main grounds in detail.

In large part due to the lack of ongoing effective communication of the developing proposals and dearth of effective local engagement, it may have taken time for public concerns to manifest themselves, but once the level of public unhappiness became apparent the Committee set up a Task and Finish Group to explore the issues further and to see if there were any grounds for local compromise.

**Geoff Wild** LL.B, Dip.LG, Solicitor  
Diretor of Law & Governance

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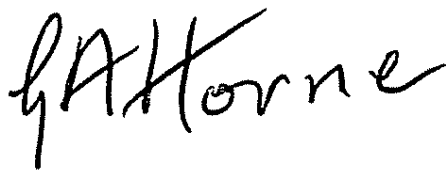
This process led to the unanimous decision by the Health Overview and Scrutiny Committee on 19 February to refer this matter to the Secretary of State for Health. The draft Minutes of this meeting are now available and are enclosed for your information.

Section 4(7) states the Committee 'may report to the Secretary of State in writing who may make a final decision on the proposal and require the local NHS body to take such action, or desist from taking such action, as he may direct.' It is to him we now look for a resolution.

I trust this provides the clarity you were seeking. If you have any further questions, please contact Paul Wickenden, Overview, Scrutiny and Localism Manager, in the first instance on 01622 694486 or at [paul.wickenden@kent.gov.uk](mailto:paul.wickenden@kent.gov.uk).

I look forward to hearing from you.

Yours sincerely



Councillor Godfrey Horne MBE  
Chairman  
Health Overview and Scrutiny Committee

Geoff Wild LL.B, Dip.LG, Solicitor  
Diretor of Law & Governance

CHIEF EXECUTIVE'S DEPARTMENT



By: Alex King – Deputy Leader  
Peter Sass - Head of Democratic Services and Local Leadership

To: Cabinet – 29 March 2010

Subject: Decisions from Cabinet Scrutiny Committee – 25 January 2010, 10  
February 2010

Classification: Unrestricted

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Summary: This report sets out the decisions from the Cabinet Scrutiny  
Committee and invites a response from Cabinet.

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### **Introduction**

1. The Leader has agreed the decisions from Cabinet Scrutiny Committee will be reported to the following meeting of the Cabinet for a response. The responses will be reported back to the Cabinet Scrutiny Committee.
2. The decisions from the meeting of the Cabinet Scrutiny Committee on 25 January 2010 and 10 February 2010 are set out in the Appendix to this paper.

### **Recommendation**

3. That Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

Contact: Peter Sass  
[peter.sass@kent.gov.uk](mailto:peter.sass@kent.gov.uk)

01622 694002

Background Information: *Nil*

Cabinet Scrutiny Committee – 25 January 2010

Title	Purpose of Consideration	Guests	Decisions	Cabinet Member Response
<b>Budget 2010/2011 and Medium Term Financial Plan 2010 - 2013</b>	The Committee considered the draft Budget and draft Medium Term Plan	Mr Simmonds Ms Carey Ms McMullan Mr Wood Mr Shipton	<ol style="list-style-type: none"> <li>1. Thank Mr Simmonds, Ms Carey, Ms McMullan, Mr Wood and Mr Shipton for attending the meeting and answering Members' questions. Particular thanks were offered to the Finance staff who Members of the Committee thought were amongst the most open and helpful in the Council in this and previous years;</li> <li>2. Welcomes the offer of the Director of Finance to provide an annotated (to enable a brief update) copy of the report into funding received from Government by the County Council;</li> <li>3. Welcomes the assurance of the Cabinet Member for Finance that the issue of Chief Officer Group bonuses will be considered by a future Personnel Committee;</li> <li>4. Welcomes the offer of the Director of Finance to provide a breakdown of Asylum costs to the Committee;</li> <li>5. Welcomes the offer of the Finance Strategy Manager to provide written confirmation of the money spent and allocated to implement Select Committee recommendations;</li> <li>6. Welcomes the offer of the Finance Strategy Manager to provide further information on the call numbers relating to Healthwatch and the cost to KCC of advertising the service.</li> </ol>	The information requested has been produced by officers and circulated to all Members of the Cabinet Scrutiny Committee.

**Cabinet Scrutiny Committee –10 February 2010**

<b>Title</b>	<b>Purpose of Consideration</b>	<b>Guests</b>	<b>Decisions</b>	<b>Cabinet Member Response</b>
<b>Decision to award the Kent TV contract to an external company</b>	In light of the decision made on 9 February to terminate the Kent TV at the end of the pilot period in March 2010 there was no longer a formal item for call in. The witnesses kindly agreed to answer Members' questions	Mr R Gough Mrs T Oliver	1. Thank Mr Gough and Mrs Oliver for attending the meeting and answering Members' questions.	
<b>The Kent Supporting People Programme &amp; the Five Year Supporting People Strategy 2010 - 2015</b>	The Committee wanted to examine the overall direction of travel and whether the targeting of resources would impact on the residential warden service and other matters.	Mr A Sandhu, MBE, Ms A Honey Ms A Slaven Miss C Martin	1. Thank Mr A Sandhu, MBE, Ms A Honey, Ms A Slaven and Miss C Martin for attending the meeting and answering Members' questions; 2. Ask that the relevant officer clarify in writing the Council's position of preventing providers from removing residential wardens.	The information requested has been produced by officers and circulated to all Members of the Cabinet Scrutiny Committee.

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