



AGENDA

CABINET

Monday, 19th March, 2012, 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.

Webcasting Notice

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UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Members in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 25 January 2012 (Pages 1 - 4)
4. Revenue & Capital Budgets: Key Activity & Risk Monitoring 2011/12 (Pages 5 - 156)
5. Quarterly Performance Report, Quarter 3 2011/12 (Pages 157 - 244)
6. Health Inequalities Action Plan (Pages 245 - 310)
7. Review of Household Waste Recycling Centres and Future Service Delivery (Pages 311 - 332)
8. Proposed Co-ordinated Schemes for Primary and Secondary Schools in Kent and Admissions Arrangements for Primary and Secondary Community and Voluntary Controlled Schools 2013/14 (Pages 333 - 396)
9. 16+ Travel Pass Options Paper (Pages 397 - 424)
10. Children's Services Improvement Plan - Minutes of 7 December 2011 (Pages 425 - 428)

11. Follow up Items and Decisions from Cabinet Scrutiny Committee - 23 January 2012
(Pages 429 - 432)
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 Sass
Head of Democratic Services
Friday, 9 March 2012

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

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 25 January 2012.

PRESENT: Mr A J King, MBE (Vice-Chairman, in the Chair), Mr G K Gibbens, Mr P M Hill, OBE, Mr K G Lynes, Mr J D Simmonds, Mr B J Sweetland, Mr M J Whiting and Mrs J Whittle

ALSO PRESENT: Mr K H Pugh

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Environment and Enterprise), Mrs A Beer (Corporate Director of Human Resources), Mr D Cockburn (Corporate Director of Business and Support), Ms A Honey (Corporate Director, Customer and Communities), Mr A Ireland (Corporate Director, Families and Social Care), Mr P Leeson (Corporate Director Education, Learning and Skills Directorate), Mr M Lemon (Head of Policy), Ms M Peachey (Kent Director Of Public Health), Mr G Wild (Director of Governance and Law), Mr A Wood (Corporate Director of Finance and Procurement) and Mr G Mills (Democratic Services)

UNRESTRICTED ITEMS

7. Minutes of the Meeting held on 9 January 2012

(Item 3)

Subject to the amendment proposed by Mrs Whittle to paragraph 6 (1), the minutes of the meeting held on 9 January 2012 were agreed as a true record and signed by the Chairman.

8. Revenue & Capital Budget Monitoring Exception Report 2011 - 12

(Item 4 - Report by Cabinet Member for Finance and Business Support and the Corporate Director of Finance and Procurement)

(1) Mr Simmonds gave an update on the current position with both the Revenue and Capital budgets and highlighted the actions being taken within the revenue budget. Mr Simmonds also highlighted the recognised pressures within Directorate budgets which would need to be managed.

(2) Mr Sweetland spoke of the announcement by the Roads Minister to introduce measures to tax foreign lorries using UK roads. Mr King said this proposal was welcomed and mirrored a KCC led initiative some 20 years ago to introduce a tax to reflect the impact caused by foreign lorries on Kent's roads.

(3) Cabinet resolved to:

- (i) note the forecast revenue and capital budget monitoring position for 2011-12.

(ii) agree a virement of £0.199m from the under spending within the Finance & Business Support portfolio to the Environment, Highways & Waste portfolio (see paragraph 2.9.2 of the Cabinet Report).

(iii) note the changes to the capital programme.

(iv) agree that £3.891m of re-phasing on the capital programme be moved from 2011-12 capital cash limits to future years.

(v) agree the inclusion of the Integrated Children's System project in the Business Strategy, Performance & Health Reform portfolio to be funded by £1.326m prudential borrowing (£0.652m in 2011-12 and £0.674m in 2012-13): and,

(vi) note the latest forecast revenue and capital budget monitoring position for 2011/12

9. Budget 2012/13 and Medium Term Financial Plan 2012 - 15 (To follow)

(Item 5 - Report by Mr Alex King, Deputy Leader of the Council, Mr John Simmonds, Cabinet Member for Finance and Business Support and Mr Andy Wood, Corporate Director for Finance)

(1) The Chairman declared consideration of this item to be urgent as the report was not available at the time the agenda for this meeting was despatched. The reason for that was because the report needed to include comments from the consultation which had been undertaken and to report on the views of the Policy Overview Committees. The report also needed to contain 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.

(2) Mr Simmonds outlined the purpose and scope of the report and highlighted a number of key points, including the fact that despite challenging circumstances the recommendation to the County Council was that there should not be any increase in the current level of Council Tax for 2012/13. He also highlighted the likely budget pressures which would occur in the medium term as a result of having to make further savings. Mr Simmonds said in recognising the need to keep to a minimum the effect of budget reductions on front line services, the Council had none the less put some £22m into Children's Services and £12m into Adult Social Services for elderly residents in need.

(3) Each Member of Cabinet then spoke in some detail about the budget proposals as they affected their Portfolio and Directorate responsibilities.

(4) Following discussion Cabinet resolved to endorse the following proposals for submission to the County Council on 9 February 2012:

(i) the Revenue Budget proposals for 2012/13 as detailed in the Cabinet report. Cabinet also noted the proposed changes as a result of the equivalent Band D tax base from the collection funds and endorsed the resulting change to the overall budget requirement.

(ii) the increase in provisional EIG income and the additional requirement for £0.86m to fund additional places for 2 year olds in the Education Learning and Skills portfolio.

(iii) the adjustments in emerging pressures including the pay award (subject to Personnel Committee recommendations) and the transfer of the balance in order to contribute to reserves.

(iv) the establishment of two new reserves; Council Tax Equalisation (*which in effect means the Government grant to support the Council Tax freeze could be used to sooth the impact over more than 1 year*) and Invest to Save.

(v) a requirement from Council Tax of £577.914m to be raised through precept on District Councils.

(vi) Council Tax levels for the different property bands as set out below, (*representing a freeze at the 2011/12 levels*).

Council Tax Band						
A	B	C	D	E	F	G
£698.52	£814.94	£831.36	£1,047.78	£1,280.62	£1,513.46	£1,746.30
H						
£2,095.56						

(vii) 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.

(viii) the Prudential Indicators as set out in Appendix B of the draft Medium Term Financial Plan 2012/15

(ix) Cabinet also endorsed the revenue and capital budget proposals as set out in the draft 2012/13 Budget and Medium Term Financial Plan 2012/15 (as amended as a result of the changes outlined in the Cabinet report and summarised in Appendix 7), and that these should be recommended for approval by the County Council. A further it be noted that a revised 2012/13 Budget Book and MTFP 2012/15 reflecting the changes in the Cabinet report would be produced for the meeting of the County Council on 9 February 2012.

10. Treasury Strategy

(Item 6 - Report by Mr John Simmonds, Cabinet Member for Finance and Business Support and Mr Andy Wood, Corporate Director of Finance and Procurement)

(1) Mr Simmonds introduced this wide-ranging report and highlighted key areas of activity and actions being taken by the County Council in respect of maintaining a robust Treasury Management Strategy. Mr Simmonds also briefed the meeting on

the Strategy in relation to counterparties and gave an update on the latest encouraging position in respect of the Icelandic banks. The Council had already recovered some £15m deposited with Glitnir and 100% of this would be recovered. A first dividend of £5.5m had already been paid. The Council also had £17m deposited with Landsbanki and 98% of that would be recovered. The Heritable administration continued to proceed well and the Council was confident of a final return of at least 85%. To date 65p in the £ had been paid totalling £11.9m

(2) Cabinet resolved:

(i) that the revised Treasury Management Policy Statement as detailed in the Cabinet report be agreed;

(ii) agreement be given to the proposed Borrowing Requirement and Strategy as detailed in the Cabinet report, and,

(iii) as detailed in the Cabinet report approval be given to the proposed counter parties together with the delegations to the Corporate Director for Finance and Procurement and the Cabinet Member.

REPORT TO: CABINET – 19 MARCH 2012

SUBJECT: REVENUE AND CAPITAL BUDGETS, KEY ACTIVITY AND RISK MONITORING 2011-12

BY: JOHN SIMMONDS – CABINET MEMBER FOR FINANCE & BUSINESS SUPPORT
ANDY WOOD – CORPORATE DIRECTOR OF FINANCE & PROCUREMENT
CORPORATE 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 the £17.039m of re-phasing on the capital programme is moved from 2011-12 capital cash limits to future years
 - note the latest financial health indicators and prudential indicators
 - note the directorate staffing levels as at the end of December
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1. INTRODUCTION

1.1 This is the third full monitoring report to Cabinet for 2011-12.

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.

1.3 Headlines:**1.3.1 Revenue:**

- The latest forecast revenue position (excl Schools) is an underspend of £12.585m, which is an increased underspend of £9.109m since the 25 January Cabinet report. This is obviously a very significant movement since the last report. The most significant reasons for this are:

	£m
Final decision on use of Big Society Fund (see page 122-123)	-4.0
Release of SCRG contingency (see page 4)	-3.2
Further underspending on Adult Social Care (see pages 62-66)	-1.3
Carbon Reduction Commitment Levy recharge to schools (see page 148)	-1.1
	<u>-9.6</u>

- This reported position is after £1.879m from the underspending within the Finance & Business Support portfolio and £1.2m from the underspending within the ELS portfolio has been transferred to an earmarked reserve to support next year's budget, as approved at County Council on 9 February.
- Within Specialist Children's Services (SCS) the significant demand led pressures continue to increase, together with pressures on staffing, mainly agency social workers - these pressures now total £13.2m (excluding Asylum). Within this, the activity levels for Fostering and Residential Care are a particular cause for concern, together with the associated increase in legal fees, as they are very high compared to the affordable level despite additional funding being provided in the 2011-13 MTP. This has been addressed in the 2012-15 MTP. This also includes a £0.3m pressure on Section 17 payments (Preventative & Supportive payments), as a result of increased payments arising from the Southwark judgement. This challenged local authorities to consider the wider needs of vulnerable young people between the ages of 16 and 18 who present themselves as homeless and to deal with the issue as a collective rather than through individual agencies. It concluded that the young persons were to be treated as children in need (as defined by Section 20 of the Children Act 1989), and that they should be

taken into the care of the local authority. This will result in an increase of 16-18 year olds in the care system. Prior to the judgement these clients would have been accommodated by the district council housing departments. It is difficult to forecast with accuracy how many young people will return to our care, and what services they will require and be entitled to.

- There is a £1.5m pressure on the Asylum budget which is primarily due to the costs incurred in continuing to support young people over 18 years who are not eligible for funding under the UKBA's grant rules, mainly because they are Appeal Rights Exhausted or are naturalised but not able to claim benefits. Under the Leaving Care Act, we continue to have a duty of care to support these young people until the point of removal. Appeal Rights Exhausted Unaccompanied Asylum Seeking Children are Care Leavers as defined in Children Leaving Care Act and as such are entitled to support from KCC. Our current Legal advice, in common with many other Local Authorities, is that our obligations under current childcare legislation are not diminished by their immigration status. KCC therefore continues to incur costs supporting this group of young people with no recompense from the United Kingdom Borders Agency. We will continue to make representations to Government to resolve this unsatisfactory issue.
- Within Adult Social Care a forecast underspend of £3.9m is reported, as pressures on nursing and residential care for clients with a disability or mental health need, together with pressures on direct payments and supported accommodation for physically disabled clients, all of which are likely to be as a result of medical advances enabling people to live with more complex needs, are more than offset by underspending on direct payments for all other clients groups, domiciliary care, day care, and nursing and residential care for older people. In view of this overall forecast underspending position, work to establish the demographic pressures for adult social care anticipated over the medium term has been undertaken and reflected in the 2012-15 MTFP, although this is likely to need further refinement in the light of the latest numbers.
- The savings on Mainstream Home to School transport experienced in 2010-11 are continuing in 2011-12, with a £1m saving forecast. A similar saving has been reflected in the 2012-15 MTFP.
- An additional £1.6m of special school and hospital recoupment income is forecast as a result of increased demand from other local authorities for places in our schools. This is a continuation of the trend experienced in 2010-11 and therefore an increase in the anticipated income has also been reflected in the 2012-15 MTFP.
- Schools reserves are forecast to reduce by £4.626m this year as a result of 41 more schools converting to new style academy status by 31 March 2012, which allows them to take their reserves with them; the remaining Kent Schools are expected to increase their reserves by £1.5m giving an overall expected movement in schools reserves of -£3.126m.
- The costs of the snow emergency in February are estimated at £0.7m.
- The savings on the waste budgets experienced last year, mainly due to lower than budgeted waste tonnage, are continuing in 2011-12, with a £3.7m saving forecast. A saving to reflect the trend of reduced tonnage levels has been included in the 2012-15 MTFP.
- A £1.3m saving is forecast on concessionary fares following successful negotiations with major bus operators and reduced journey numbers. A saving to reflect the procurement efficiencies has been included in the 2012-15 MTFP but a continuation of reduced journey numbers is less certain and therefore this saving has not been reflected in the new MTFP.
- A £0.4m saving is forecast for the Freedom Pass mainly due to the reduced take up following the price increase to £100 and an anticipated reduction in journey numbers.
- Within the C&C portfolio pressures exist due to a shortfall against savings targets within both the Contact Centre and Communications, Media Relations & Public Engagement. However management action and the bringing forward of savings plans has been successful in offsetting these pressures.
- A sum of £5m was established in the prior year's budget build process to create a Big Society Fund in order to encourage employment and to support social enterprise. During the current year, plans have been devised to support these two initiatives, with £2m set aside for the Youth Employment Programme and £3m to establish a loan fund. Kent Community Foundation (KCF), who are to administer the loan fund scheme on KCC's behalf, will receive an annual donation of £1m for 3 years (subject to annual review), with the first instalment made in the current year and the remaining £2m to be paid in 2012-13 and 2013-14 respectively. The Youth Employment Programme will be launched at the turn of the year with the majority of the £2m spend, concerning payments to employers to give those who have been long-term unemployed valuable work experience and employability skills, to be incurred

in 2012-13. As such, £4m of the £5m set aside in the current year is to be re-phased into 2012-13.

- Savings are being made on the debt charges budget largely as a result of the re-phasing of the capital programme in 2010-11 and no new borrowing being taken in the first ten months of 2011-12 other than to replace maturing debt.
- An unexpected un-ringfenced grant increase of £1.5m is being held within the Finance & Business Support portfolio to offset pressures elsewhere across the authority.
- A £1m saving against the Carbon Reduction Levy is forecast reflecting the intention to charge schools for their share of the cost in line with a recent change in school finance legislation. This saving has also been reflected in the 2012-15 MTFP.
- We have recovered a further £5.513m during December, January and February from our principal investments in the collapsed Icelandic Banks, bringing our total recovery so far to £17.367m, £12.464m of which relates to our £18.350m investment in the UK registered Heritable Bank and £4.903m relates to our £17m investment with Landsbanki. Following the Icelandic Supreme Court's confirmation of KCC as a preferred creditor, we are expecting to recover 98% of our principal investment in Landsbanki, although the timing of this remains uncertain, and our full £15m principal investment in Glitnir Bank, which is now scheduled for early March although this could be delayed if there are further objections from other creditors.
- We also recovered all of our £10m principal investment plus interest, as expected on the re-scheduled maturity date of 31 October 2011, from the troubled Dexia bank.

1.3.2 Capital:

- The latest forecast capital position is a variance of -£15.802m, -£17.170m on schemes which we are re-phasing and +£1.368m on schemes with a real variance.

2. OVERALL MONITORING POSITION (excluding PFI & budgets delegated to schools)

2.1 Revenue

The net projected variance against the combined portfolio revenue budgets is an underspend of £12.585m. All management action has now been delivered and is reflected within these forecasts. Section 3 of this report provides the detail, which is summarised in Table 1a below.

Table 1a – Portfolio position – net revenue position

Portfolio	Budget £k	Variance £k
Education, Learning & Skills	+55,363	-1,702
Specialist Children's Services	+110,856	+14,703
Adult Social Care & Public Health	+314,383	-3,873
Environment, Highways & Waste	+149,636	-4,891
Customer & Communities	+91,057	-5,046
Regeneration & Enterprise	+4,565	0
Finance & Business Support	+136,891	-9,283
Business Strategy, Performance & Health Reform	+51,965	-2,241
Democracy & Partnerships	+7,214	-252
TOTAL (excl Schools)	+921,930	-12,585
<i>Schools (ELS portfolio)</i>	0	+3,126
<i>Schools (SCS portfolio)</i>	0	0
Schools (TOTAL)	0	+3,126
TOTAL	+921,930	-9,459

2.1.2 The recently approved 2012-13 budget assumes rolled forward underspending from 2011-12 of £3.512m as follows:

- £1.200m Early Years underspending as reported in the quarter 2 monitoring report and approved by Cabinet on 5 December,
- £1.879m underspending from within the overall £3.476m underspend reported to Cabinet in the last exception report on 25 January,
- £0.433m within Customer & Communities portfolio.

Following approval of the 2012-13 budget at County Council on 9 February, items a and b above have been transferred to an earmarked reserve to support next years budget and are therefore no longer reported in the £12.585m underspend forecast in this report.

In addition, the position reported in table 1a above includes some underspending related to projects which are re-phasing into 2012-13 and are committed and therefore will require roll forward. There are also some known bids which have the support of the relevant Corporate Director and Cabinet Member. The adjusted position is therefore:

	£m
Total forecast underspend (excl Schools) per table 1a	-12.585
Required to roll forward to 2012-13 per approved 2012-15 MTFP (item c above)	0.433
Other committed roll forwards/re-phased projects	4.802
	<hr/>
	-7.350
Supported bids	0.439
Adjusted position after supported bids	<hr/> -6.911

Details of the committed roll forwards, re-phased projects and supported bids are provided in sections 1.1.6 and 1.1.7 of the annex reports.

- 2.1.3 It is likely that much of this uncommitted balance will be held in reserves pending future decisions on its use. Further details will be provided in the outturn report to Cabinet in July.

2.2 Capital

This report reflects the current monitoring position against the revised programme, where a pressure of £1.368m and re-phasing of -£17.170m of expenditure into future years is forecast, giving a total variance in 2011-12 of -£15.802m. Further details are provided in section 4 of this report.

3. REVENUE

3.1 Virements/changes to budgets

- 3.1.1 Directorate cash limits have been adjusted to include:

- a virement of £0.199m from the debt charges underspending within the Finance & Business Support portfolio to the Commercial Services contribution budget within the Environment, Highways & Waste portfolio required as a result of the County Council decision to remove the essential car user status, which has led to a consequential reduction in lease cars and therefore Commercial Services ability to make a surplus, as agreed by Cabinet on 9 January.
- the removal of £3.150m contingency from the Adult Social Care & Public Health portfolio, which was being held against the ending of Social Care Reform Grant, but following agreement with Health to the use of the £16.226m NHS funding for Social Care, this contingency is no longer required and has been transferred to the Financing Items budgets within the Finance & Business Support portfolio, where it has been declared as an underspend.
- 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 1 and includes:
 - the £3.775m additional health funding for winter pressures. This has been added to both gross and income budgets within the Other Adult Services budget line;
 - a further reduction of £6.4m in DSG as a result of schools converting to academies.

- 3.1.2 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, and where adjustments have been necessary to better reflect the split of services across the A-Z budget headings.

3.2 Forecast Revenue Position before Management Action

3.2.1 Table 1b – Portfolio/Directorate position

Portfolio	Budget	Variance	Directorate					
			ELS	FSC	E&E	C&C	BSS	FI
	£k	£k	£k	£k	£k	£k	£k	£k
Education, Learning & Skills	+55,363	-1,702	-1,702					
Specialist Children's Services	+110,856	+14,703		+14,703				
Adult Social Care & Public Health	+314,383	-3,873		-3,868			-5	
Environment, Highways & Waste	+149,636	-4,891			-4,891			
Customer & Communities	+91,057	-5,046				-5,048	+2	
Regeneration & Enterprise	+4,565	0			0		0	
Finance & Business Support	+136,891	-9,283					+722	-10,005
Business Strategy, Performance & Health Reform	+51,965	-2,241					-2,241	0
Democracy & Partnerships	+7,214	-252					-152	-100
SUB TOTAL (excl Schools)	+921,930	-12,585	-1,702	+10,835	-4,891	-5,048	-1,674	-10,105
<i>Schools (ELS portfolio)</i>	0	+3,126	+3,126					
<i>Schools (SCS portfolio)</i>	0	0	0					
Schools (TOTAL)	0	+3,126	+3,126					
TOTAL	+921,930	-9,459	+1,424	+10,835	-4,891	-5,048	-1,674	-10,105

3.2.2 Table 1c – Gross, Income, Net (GIN) position

Portfolio	CASH LIMIT			VARIANCE		
	Gross	Income	Net	Gross	Income	Net
	£k	£k	£k	£k	£k	£k
Education, Learning & Skills	+180,149	-124,786	+55,363	-970	-732	-1,702
Specialist Children's Services	+167,499	-56,643	+110,856	+13,834	+869	+14,703
Adult Social Care & Public Health	+468,128	-153,745	+314,383	-6,525	+2,652	-3,873
Environment, Highways & Waste	+179,775	-30,139	+149,636	-2,740	-2,151	-4,891
Customer & Communities	+151,264	-60,207	+91,057	-5,640	+594	-5,046
Regeneration & Enterprise	+6,151	-1,586	+4,565	0	0	0
Finance & Business Support	+158,680	-21,789	+136,891	-11,625	+2,342	-9,283
Business Strategy, Performance & Health Reform	+90,985	-39,020	+51,965	+1,804	-4,045	-2,241
Democracy & Partnerships	+8,187	-973	+7,214	-249	-3	-252
SUB TOTAL (excl Schools)	+1,410,818	-488,888	+921,930	-12,111	-474	-12,585
<i>Schools (ELS portfolio)</i>	+832,578	-832,578	0	+3,126	0	+3,126
<i>Schools (SCS portfolio)</i>	+41,553	-41,553	0	0	0	0
Schools (TOTAL)	+874,131	-874,131	0	+3,126	0	+3,126
TOTAL	+2,284,949	-1,363,019	+921,930	-8,985	-474	-9,459

A reconciliation of the above gross and income cash limits to the approved budget is detailed in **Appendix 1**.

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 Education, Learning & Skills

incl. Education, Learning & Skills and elements of Specialist Children's Services portfolios

Annex 2 Families & Social Care

incl. Specialist Children's Services and Adult Social Care & Public Health portfolios

Annex 3 Enterprise & Environment

incl. Environment, Highways & Waste portfolio and elements of Regeneration & Enterprise portfolios

Annex 4 Customer & Communities

incl. Communities, Customer Services & Improvement portfolio

Annex 5 Business Strategy & Support

incl. elements of Adult Social Care & Public Health, Communities, Customer Services & Improvement, Regeneration & Enterprise, Finance & Business Support, Business Strategy, Performance & Health Reform and Deputy Leader's portfolios

Annex 6 Financing Items

Incl. elements of the Finance & Business Support, Business Strategy, Performance & Health Reform and Deputy Leader's portfolios

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ELS	Schools Budgets (gross): estimated drawdown of reserves following 41 schools converting to academies	+4,626	ELS	Schools Budgets (gross): estimated increase in reserves of KCC schools	-1,500
ELS	Early Years & Childcare Advisory Service: transfer of underspend on staffing to Corporate Reserves to support next years budget	+1,200	ELS	Special school & hospital recoupment (income): more OLA pupils placed at Kent schools than budgeted level	-1,572
ELS	Attendance & Behaviour (gross): PRUs additional staffing & premises costs (matched by income from schools & academies)	+663	ELS	Early Years & Childcare Advisory Service: underspend on staffing within the Quality & Outcomes Team	-1,200
ELS	ELS Strategic Management & Directorate support budgets (gross): legal savings target unlikely to be achieved	+610	ELS	Mainstream home to school transport (gross): fewer children than budgeted level and contract renegotiation	-1,000
ELS	14-19 year olds (income): Skills Force schools now paying Skills Force direct rather than via LA	+333	ELS	Attendance & Behaviour (income): PRU income from schools and academies to fund increased costs	-663
ELS	14-19 year olds (income): Dover and Thanet skills studios transferring to an academy in year	+318	ELS	14-19 year olds (gross): Skills Force payment now made to Skills Force directly from schools rather than via LA	-333
ELS	Statemented Pupils (income): reduction in OLA income	+290	ELS	Statemented Pupils (gross): reduction in costs of statemented support	-290
ELS	Connexions (gross): cessation of grant from YPLA from 1 April but contract fixed until 31 August	+250	ELS	14-19 year olds (gross): Dover and Thanet skills studios transferred to an academy in year	-258
ELS	Attendance & Behaviour (gross): staffing pressure due to delay in directorate restructure	+206	ELS	14-19 Unit (gross): planned underspend on KS4 Engagement Programme to help offset overspend in Connexions	-250
ELS	Assessment of Vulnerable Children (gross): staffing overspend within SEN unit	+172	ELS	ELS Strategic Management (gross): planned underspend on Building Maintenance - Non operational holdings and Staff Housing	-200
ELS	14-19 Unit (income): Kent Science Resource Centre less courses delivered	+163	ELS	14-19 Unit (gross): Kent Science Resource Centre less courses delivered	-153
ELS	Schools Cleaning and Refuse (income): under-recovery of expected income	+160	ELS	14-19 Unit (gross): Preparing for Employment and Vocational training projects planned underspend	-145
ELS	Home to college transport (gross): increased demand for service	+159	ELS	ELS Strategic Management & Directorate support budgets (income): additional income from schools for catering packages	-125
ELS	Governor Services (income): reduction in expected levels of income from schools	+151	ELS	Learners with Additional Needs (gross): staffing underspend for Standards in Specialist Settings team	-110
ELS	Schools' teachers pension costs (gross): capitalisation costs higher than expected	+148	ELS	Educational Psychology (gross): staffing underspend	-109

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ELS	School Improvement (income): Reduction in income for Interim Head Teachers placed in schools	+143	ELS	Learners with Additional Needs (gross): underspend on Early Years Inclusion and Equalities as provision for debt write off not required	-104
ELS	School Improvement (gross): staffing pressure	+130	ELS	Schools' non delegated staff costs (income): additional Golden Hellos income from TDA	-100
ELS	ELS Strategic Management & Directorate support budgets (gross): additional staffing costs within catering and kitchen maintenance team (matched by income from schools)	+125			
ELS	Schools' non delegated staff costs (gross): Golden Hellos payments to schools	+100			
	ELS PORTFOLIO TOTAL	+9,947		ELS PORTFOLIO TOTAL	-8,112
SCS	Fostering Service - In House Non Related Gross - Activity higher than affordable level	+3,179	SCS	Asylum Service - Gross - Number of eligible under 18s below level assumed in budget	-1,206
SCS	Assessment of Vulnerable Children - Gross - Staffing pressure (mainly agency social workers)	+3,027	SCS	Fostering Service - In House Non Related Gross - Unit cost below affordable level	-1,026
SCS	Fostering Service - Gross - Increased costs of legal services	+2,840	SCS	Early Years & Childcare - Gross - Saving made on renegotiation of National Childminder Association contract	-600
SCS	Fostering Service - Independent Gross - Activity higher than affordable level	+2,730	SCS	Fostering Service - Independent Gross - Unit cost below affordable level	-423
SCS	Residential - Independent Sector Gross - weeks of activity in excess of affordable level	+1,324	SCS	Childrens Centres - Gross - staff vacancy savings	-385
SCS	Asylum Service - Gross - Additional ARE Clients compared to budgeted number	+1,281	SCS	Childrens Centres - Gross - Delays in opening some children's centres	-280
SCS	Asylum Service - Income - Number of eligible under 18s below level assumed in budget	+1,048	SCS	Residential - Independent Sector Disability Gross - unit cost below affordable level	-274
SCS	Residential - Independent Sector Gross - unit cost above affordable level	+668	SCS	Childrens Centres - Gross - savings from management actions around non-essential expenditure	-269
SCS	Residential - Independent Sector Disability Gross - weeks of activity in excess of affordable level	+623	SCS	Residential - Secure Accommodation Gross - Activity below affordable level	-197
SCS	16+ Service - Care Leavers & Relevant Children Gross - Higher than budgeted payments	+460	SCS	Other Preventative Services - Daycare Gross - Decommissioning of district services	-129
SCS	Adoption Service Gross - Increase in Special Guardianship Orders (SGOs)	+438	SCS	16+ Service - Independent Residential Gross - Average cost below affordable level	-124
SCS	Other Preventative Services Gross: Increase in Section 17 payments	+331			
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in forecast weeks of care above affordable levels	+322			
SCS	Asylum gross: actual weekly unit cost of supporting eligible over 18's is above the grant unit cost claimable	+267			

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
SCS	16+ Service - Independent Fostering Gross - Weeks of care above affordable level	+261			
SCS	Fostering Service - Related Foster Payments Gross - Increased demand for service	+166			
SCS	Adoption Service - In House gross - Staffing pressure	+140			
SCS	Asylum Service - Income - change in grant rules pertaining to first 13 weeks ARE status and Human Rights Assessments	+140			
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in Allowances for Fee element	+137			
SCS	16+ Service - In-House Non Related Fostering Gross - Weeks of care above affordable level	+135			
SCS	16+ Service - Independent Residential Gross - Weeks of care above affordable level	+130			
SCS	Residential - Non-LAC Gross - Activity above affordable level	+101			
SCS	Fostering Service - Related Foster Payments Gross - Increase in Allowances for Fee Element	+100			
SCS	Residential - In-house provision Gross - Use of permanent relief staff	+100			
	SCS PORTFOLIO TOTAL	+19,948		SCS PORTFOLIO TOTAL	-4,913
ASCPH	Residential - Learning Disability Gross - Preserved rights unit cost above affordable level	+3,877	ASCPH	Residential - Learning Disability Gross - Preserved rights weeks of care lower than budgeted	-3,771
ASCPH	Residential - Learning Disability Gross - Forecast weeks of care higher than budgeted	+2,576	ASCPH	Domiciliary - Learning Disability Gross - Forecast activity below affordable level	-2,715
ASCPH	Nursing - Older People Gross - Forecast weeks of care higher than budgeted	+1,684	ASCPH	Residential - Older People Gross - Activity forecast below budgeted level	-2,513
ASCPH	Domiciliary - Older People Income - Average income below affordable level	+1,536	ASCPH	Domiciliary - Older People Gross - Forecast unit cost below affordable level	-1,413
ASCPH	Domiciliary - Learning Disability Gross - Forecast unit cost above affordable level	+1,382	ASCPH	Residential - Learning Disability Gross - Uncommitted funding held to offset unachievable savings	-1,196
ASCPH	Residential - Learning Disability Gross - Unachievable procurement savings	+1,196	ASCPH	Nursing - Older People Gross - Unit cost lower than budgeted	-1,034
ASCPH	Residential - Learning Disability Income - Preserved rights weeks of care lower than budgeted	+1,151	ASCPH	Assessment of Vulnerable Adults - Gross - Staffing savings	-1,025
ASCPH	Residential - Older People Income - Activity forecast below budgeted level	+1,150	ASCPH	Supported Accommodation - Learning Disability Gross - Unit cost below the level afforded in the budget	-1,007
ASCPH	Residential - Physical Disability Gross - Activity above affordable level	+1,140	ASCPH	Residential - Learning Disability Income - Preserved rights average unit income above budgeted level	-1,000
ASCPH	Residential - Older People Income - Loss of income related to Modernisation Strategy (as fewer clients placed in-house)	+1,037	ASCPH	Direct Payments - Learning Disability Gross - Unit cost below affordable level	-863

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Domiciliary - Physical Disability Gross - Unit cost above affordable level	+696	ASCPH	Residential - Learning Disability Income - Forecast weeks of care higher than budgeted	-843
ASCPH	Residential - Learning Disability Gross - Unit cost in excess of affordable level	+649	ASCPH	Domiciliary - Physical Disability Gross - Forecast activity below affordable level	-833
ASCPH	Supported Accommodation - Mental Health Gross - Activity in excess of budgeted level	+573	ASCPH	Domiciliary - Older People Gross - savings at Kent Enablement at Home as a result of forecast activity below budgeted level	-674
ASCPH	Supported Accommodation - Physical Disability Gross - Activity in excess of budgeted level	+569	ASCPH	Nursing - Older People Income - Forecast weeks of care higher than budgeted	-628
ASCPH	Residential - Older People Gross - Unit cost above affordable level	+530	ASCPH	Residential - Older People Gross - Release of provision & unrealised creditors following review of balance	-599
ASCPH	Supported Accommodation - Learning Disability Gross - Activity above affordable level	+521	ASCPH	Assessment of Vulnerable Adults - Gross - prudent holding back of unallocated funding to offset other pressures within directorate	-565
ASCPH	Other Adult Services Income - provision of meals below affordable level	+440	ASCPH	Residential - Learning Disability Income - Average unit income in excess of budgeted level	-545
ASCPH	Other Adult Services Gross - Increased provision of Occupational Therapy equipment	+418	ASCPH	Nursing - Older People Gross - Release of provision & unrealised creditors following review of balance sheet	-540
ASCPH	Nursing - Older People Gross - Reduction in average unit income charged	+399	ASCPH	Direct Payments - Older People Gross - Unit cost below affordable level	-512
ASCPH	Domiciliary - Older People Gross - Unachievable savings due to delay in revised charging policy	+347	ASCPH	Residential - Older People Gross - Savings related to Modernisation Strategy in excess of budgeted savings	-480
ASCPH	Direct Payments - Learning Disability Income - Average unit charge below budgeted level	+297	ASCPH	Domiciliary - Older People Gross - Uncommitted funding held to offset unachievable savings	-447
ASCPH	Residential - Mental Health Income - Increased number of Section 117 clients who do not contribute to costs	+226	ASCPH	Other Adult Services Gross - provision of meals below affordable level	-415
ASCPH	Direct Payments - Learning Disability Gross - Number of one-off payments in excess of budgeted level	+219	ASCPH	Domiciliary - Mental Health Gross - Forecast activity below affordable level	-385
ASCPH	Supported Accommodation - Learning Disability Gross - Unachievable procurement savings	+208	ASCPH	Residential - Older People income - average unit charge above budgeted level	-374
ASCPH	Residential - Physical Disability Income - Average unit income charge below budgeted level	+181	ASCPH	Day Care - Older People Gross - Recommissioning Strategies	-343
ASCPH	Assessment of Vulnerable Adults - Income - Reduced recharges to health due to staffing vacancies	+180	ASCPH	Domiciliary - Older People Gross - saving on block contracts (refund of unused hours of care)	-307
ASCPH	Supported Accommodation - Learning Disability Gross - tfr to reserves for potential liabilities relating to ordinary residence	+170	ASCPH	Day Care - Learning Disability Gross - Efficiencies in staffing and provision together with reduced take up of service	-280
ASCPH	Residential - Physical Disability Gross - Preserved Rights Activity above affordable level	+140	ASCPH	Contributions to Voluntary Organisations - Gross - Recommissioning Strategies	-262
ASCPH	Direct Payments - Older People Gross - Number of one-off payments in excess of budgeted level	+139	ASCPH	Direct Payments - Learning Disability Gross - Forecast weeks of care below affordable level	-257

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Residential - Mental Health Gross - Unit cost in excess of affordable level	+114	ASCPH	Residential - Older People gross - profile of early retirement costs from the closure of homes under Modernisation Strategy falling later than anticipated	-230
ASCPH	Domiciliary - Older People Gross - Unachievable savings connected to enhanced procurement delays	+100	ASCPH	Residential - Physical Disability Gross - Unit cost below that afforded in the budget	-226
			ASCPH	Supported Accommodation - Learning Disability Gross - Uncommitted funding held to offset unachievable savings	-208
			ASCPH	Domiciliary - Older People Gross - Forecast activity below affordable level	-185
			ASCPH	Direct Payments - Mental Health Gross - Forecast weeks of care below affordable level	-171
			ASCPH	Residential - Physical Disability Income - Activity above affordable level	-137
			ASCPH	Supported Accommodation - Mental Health Gross - Unit cost below the budgeted level	-128
			ASCPH	Supported Accommodation - Learning Disability Income - Average unit charge above budgeted level	-123
	ASC&PH PORTFOLIO TOTAL	+23,845		ASC&PH PORTFOLIO TOTAL	-27,234
C&C	Strat. Mgmt & Directorate Support: shortfall against Communications & Engagement activity savings target to be mitigated by management action.	+500	C&C	Big Society: Delayed launch of youth employment programme	-2,000
C&C	CLS: Reduced fees & charges and contributions from employers due to declining enrolment numbers	+382	C&C	Big Society: re-phasing of loan fund to social enterprises	-2,000
C&C	SIP: Reduction in staff and other related expenditure for the Vulnerable Learners Scheme. A delay in the identification of the learners means the scheme will continue into 2012/13.	+257	C&C	CLS: Management action to part mitigate income shortfall	-440
C&C	Contact Centre: Shortfall against savings target of KCAS	+246	C&C	Libraries: Reduced staff costs arising from Radio Frequency Identification (RFID) self service implementation	-200
C&C	Communications & Engagement: Shortfall against income target	+244	C&C	Kent Supported Employment: Staff vacancies anticipated to be held for the remainder of the year.	-291
C&C	Contact Centre (Consumer Direct): Reduced income from Trading Standards S.E.Ltd; income is based upon price per call basis and call volumes have declined.	+169	C&C	Gateways: Reduced spend due to delayed opening of Gateways	-272
C&C	Libraries: Additional moving costs associated with Kent History & Library Centre (KHLC), mitigated by reduced spend on other running costs	+155	C&C	Youth Service: Reduced staff costs arising from vacancy management.	-257
C&C	CLS: Reduced employer responsive grant income for 16-18 & adult apprenticeships and work based learning due to economic climate	+153	C&C	SIP - reduction in the drawdown from reserves in relation to the Vulnerable Learners Scheme. These reserves will now be called upon in 2012/13.	-257

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Gateways: Reduction to expected drawdown from reserves, no longer required due to delay in the rollout of the programme.	+150	C&C	Strat. Mgmt & Directorate Support: Comms & Engagement staff vacancy management savings	-254
C&C	Libraries: Revenue contribution to capital to fund phase 2 of RFID project, as programme extended to update 10 more libraries.	+150	C&C	Libraries: Planned reduction in running costs to mitigate additional KHLC moving costs	-250
C&C	Libraries: Reduced income from fines, Audio Visual and Merchandising.	+133	C&C	Trading Standards : Reduced staff costs achieved through Vacancy Management and advancement of 2012-13 savings	-221
C&C	Gateways: Additional running costs as other projects are brought forward to compensate for delay in roll out of the programme.	+129	C&C	Coroners: Reduced Staff costs & Specialist fees due to delays in long inquests	-195
C&C	Contact Centre: Shortfall against Children & Families Information Service (CFIS) saving	+120	C&C	Contact Centre (Consumer Direct): Reduced staff costs, primarily through vacancy management, as management action towards the reduced income stream from TSSEL	-186
C&C	Trading Standards (incl KSS): shortfall in income due to lower than anticipated demand for services from other local authorities	+109	C&C	Libraries: Reduced staff costs arising from front of house reviews	-152
			C&C	Strat Mgmt & Directorate Support: savings from curtailing non essential spend & extending vacancy management	-139
			C&C	Contact Centre: One-off solution to cover the shortfall against the CFIS saving target.	-120
			C&C	Community Wardens: Staff savings due to Warden vacancies and retirement of Head of Warden service	-103
	CCS&I PORTFOLIO TOTAL	+2,897		CCS&I PORTFOLIO TOTAL	-7,337
EHW	Waste: Landfill Tax - diversion of waste to landfill due to extended planned routine maintenance at Allington Waste to Energy Plant.	+1,733	EHW	Waste: Disposal Contracts - reduction in total residual waste volumes managed (including domestic and co-collected trade waste) and lower than budgeted residual waste tonnage processed through Allington WtE due to extended planned routine maintenance at the plant.	-4,300
EHW	Highways: General Maintenance & Emergency Response - Revenue contribution to capital to bring forward urgent road repairs and streetlight column replacement.	+1,205	EHW	Highways: General Maintenance & Emergency Response - Robust monitoring during a transitional year which included a major staff restructure and a change in the contractor for maintenance contracts has identified an underspend that can be released for capital works.	-1,205
EHW	Highways: Adverse Weather - Estimated additional cost of response to February snow emergency.	+700	EHW	Transport: Concessionary Fares - Successful negotiations with major bus operators have resulted in an agreement to settle appeals at a lower level than the original claims.	-918

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Waste: Transfer Stations - revenue contribution to capital for the overspend on the improvements to North Farm TS for unforeseen removal of contaminated	+526	EHW	Highways: Road Safety - Additional income arising from speed awareness courses.	-864
EHW	Highways: Road Safety - Additional costs arising from increased participation in speed awareness courses.	+490	EHW	Waste: Household Waste Recycling Centres - Additional income from the sale of various recyclable materials	-650
EHW	Highways: General Maintenance & Emergency Response - Includes an element of 'Signs, Lines and Bollards' expenditure.	+302	EHW	Waste: Transfer Stations - lower than budgeted waste tonnage.	-624
EHW	Waste: Disposal Contracts - Reduction in trade waste recharge (income) from Waste Collection Authorities as result of Districts ceasing the co-collection of trade waste with domestic household waste.	+271	EHW	Transport: Concessionary Fares - Journey numbers are forecast to be lower than budgeted.	-361
EHW	Waste: Transfer Stations - operational need for additional planned maintenance at Church Marshes TS	+230	EHW	Highways: Signs, Lines & Bollards - Significant proportion of expenditure now charged directly to other budget lines.	-302
EHW	Strategic Management & Directorate Support Budgets - Directorate funded redundancy payments arising from the Highways restructure.	+229	EHW	Transport: Freedom Pass - Anticipated reduction in journey numbers.	-275
EHW	Highways: Adverse Weather - additional costs associated with managing adverse weather situations including salt bins & plough maintenance	+217	EHW	Waste: Recycling Contracts & Composting - lower than budgeted waste tonnage.	-262
EHW	Planning Applications - Reduction in income from internal planning applications resulting from a reduction in schools devolved formula capital budgets.	+205	EHW	Highways: Traffic Management - Successful recovery of S74 fees from works promoters (utility companies).	-253
EHW	Commercial Services: reduced contribution as unable to absorb Total Contribution Pay.	+150	EHW	Waste: Payments to Waste Collection Authorities (DC's) - lower than budgeted waste tonnage for Recycling Credit payments to WCA's and reduced payments under Third Party Recycling Credit scheme.	-251
EHW	Highways - Highway Improvements - Temporary staffing costs to deal with Member Highway Fund initiatives.	+135	EHW	Highways: Traffic Management - Permit Scheme income.	-244
EHW	Waste: Payments to Waste Collection Authorities (DCs) - additional enabling payments made to Districts under Joint Waste Arrangements.	+118	EHW	Highways: Signs, Lines & Bollards - General reduction in revenue works.	-180
EHW	Sustainable Transport - Cost of multi modal transport models offset by underspend arising from income.	+118	EHW	Waste: Partnership & Behaviour Change - underspends achieved in this area following a review of budgeted activity.	-179
			EHW	Planning Applications - Staff vacancies and reduced activity cost commensurate with reduction in schools planning applications.	-155
			EHW	Transport: Freedom Pass - Additional income from fee increase.	-155
			EHW	Sustainable Transport - Income from Ashford multi modal transport models offsetting pressure.	-148

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
			EHW	Highways: Adverse Weather - fewer than budgeted salting runs.	-131
			EHW	Waste: Recycling Contracts & Composting - Improved contract prices.	-120
			EHW	Waste: Household Waste Recycling Centres - New income stream from sale of lead acid batteries.	-120
			EHW	Highways: Signs, Lines & Bollards - Planned revenue to capital transfer no longer required.	-100
	EH&W PORTFOLIO TOTAL	+6,629		EH&W PORTFOLIO TOTAL	-11,797
F&BS	Contribution to reserves of in year MRP saving to cover potential impact in future years	+1,599	F&BS	treasury savings: assumptions on capital programme for 11-12 and on cash flows generally, together with savings on debt charges due to re-phasing of capital programme in 10-11	-4,129
F&BS	Pressure on the Insurance Fund due to increase in liability claims forecast to be paid & increase in provision for period of time claims	+1,590	F&BS	release of contingency previously held within the ASC&PH portfolio against the ending of Social Care Reform Grant	-3,150
F&BS	contribution to reserves to support next years budget (as approved by County Council on 9 Feb 12)	+1,879	F&BS	In year Minimum Revenue Provision saving as a result of 2010-11 re-phasing of the capital programme	-1,599
F&BS	Contribution to economic downturn reserve of 2011-12 write down of discount saving from 2008-09 debt restructuring	+487	F&BS	drawdown from Insurance Reserve to cover pressure on the Insurance Fund	-1,590
F&BS	HR Business Ops: Learning & Development reduced income due to reduced take-up of training courses	+592	F&BS	unexpected un-ringfenced grant for Extended Rights to Free Travel to be used to offset pressures across Authority	-1,546
F&BS	HR Business Ops: Schools Personnel Service under delivery of increased income target/loss of internal income.	+453	F&BS	release of Early Intervention Grant smoothing money	-1,500
F&BS	Finance & Procurement: back-fill for dedicated Finance ERP Oracle Project team and short-term contracts to cover the restructure of the Unit	+353	F&BS	Carbon Reduction Commitment Levy saving following recharge to schools	-1,088
F&BS	Finance & Procurement: delay to 2011/12 savings which transferred in from 'old' Directorate Finance Teams in lieu of main restructure of the whole of the Finance Function	+238	F&BS	2011-12 write down of discount saving from 2008-09 debt restructuring	-487
F&BS	Finance & Procurement: Reduction in income from contracts with schools & academies.	+227	F&BS	savings on leasing costs	-400
F&BS	HR Business Ops: pressure on Employee Services budget mainly on staffing	+186	F&BS	local authority subscriptions	-100
			F&BS	HR Business Ops: Learning & Development reduced expenditure in line with reduced take-up of training courses	-625
			F&BS	HR Business Ops: Schools Personnel Service underspend mainly on salaries, partially off-setting under delivery of income target	-260
	F&BS PORTFOLIO TOTAL	+7,604		F&BS PORTFOLIO TOTAL	-16,474

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
BSPHR	ICT: Information Systems costs of additional pay as you go activity	+2,452	BSPHR	ICT: Information Systems income from additional pay as you go activity	-2,452
BSPHR	Legal Services: increased costs of Disbursements	+863	BSPHR	Legal income resulting from additional work (partially offset by increased costs)	-1,173
BSPHR	Legal services cost of additional work (offset by increased income)	+740	BSPHR	Legal Services: increased income relating to Disbursements	-863
BSPHR	Strat Mgt & Dir Support: Development of ERP project	+408	BSPHR	Property & Infrastructure: one-off reduced Corporate Landlord activity as result of centralisation of budgets and reorganisation of Unit	-584
BSPHR	Property & Infrastructure: reduction in internal recharging/income as a result of unachievable income targets inherited in the centralisation of budgets to Corporate Landlord	+315	BSPHR	Strat Mgmt & Dir Support: temporary drawdown of reserves to fund ERP project, to be repaid in 2012-13	-408
BSPHR	Property & Infrastructure: reduced income from capital projects and room booking unit	+305	BSPHR	HR: Delays to planned activity such as developing new strategies for the PV sector in the Adult Learning Resource Team	-328
			BSPHR	ICT: Kent Public Services Network work ordered but not completed before 31st March 2012	-309
			BSPHR	Property & Infrastructure: rephasing of Workplace Transformation Programme	-257
			BSPHR	Property & Infrastructure: part-year saving from first tier management restructure and vacancy management	-250
			BSPHR	Finance & Procurement: Reduced staff costs & related expenditure as result of reduction in income from contracts with schools & academies.	-227
			BSPHR	HR: Reduction in the cost of providing social work professional training.	-209
	BSP&HR PORTFOLIO TOTAL	+5,083		BSP&HR PORTFOLIO TOTAL	-7,060
			D&P	Rebate & cut in external audit fee	-100
	D&P PORTFOLIO TOTAL	+0		D&P PORTFOLIO TOTAL	-100
		+75,953			-83,027

3.4 Key issues and risks

3.4.1.1 Education, Learning & Skills portfolio: Forecast (excl. schools) -£1.702m

A continuation of the savings experienced in 2010-11 on mainstream home to school transport and increased income from special school and hospital recoupment, as a result of other local authorities placing pupils in Kent schools, are being partially offset by shortfalls against savings targets for staffing, due to a delay in the implementation of the directorate restructure, and legal costs. A saving on the Early Years Quality & Outcomes Team has been transferred to reserves to support next year's budget, following Cabinet approval in December. There is also a pressure on the Connexions contract due to the withdrawal of grant from the YPLA with effect from 1 April 2011, however the contract with Connexions was fixed until 31 August 2011 – re-negotiations have now taken place. Further details are provided in Annex 1.

- 3.4.1.2 **Education, Learning & Skills portfolio – Schools Delegated: Forecast +£3.126m**
This forecast relates to a £4.626m reduction in schools reserves resulting from an anticipated 41 schools converting to academy status by 31 March 2012 and taking their reserves with them, together with a forecast £1.5m increase in reserves for the remaining Kent schools based on their first monitoring returns.
- 3.4.2 **Specialist Children’s Services portfolio: Forecast +£14.703m**
There has been a continuation of the pressures experienced during 2010-11 mainly on Fostering, Adoption, Children’s Residential Care and 16+ Services and the associated legal costs, as well as the Asylum Service. In addition, there is a pressure on staffing, mainly as a result of agency social workers. These pressures are partially offset by a saving resulting from successful re-negotiation of the National Childminding Association contract, lower demand for secure accommodation, and savings as a result of a delay in opening some Children’s Centres together with staffing savings at Children’s Centres. Further details are provided in Annex 2.
- 3.4.3 **Adult Social Care & Public Health portfolio: Forecast -£3.868m**
There are demographic, placement and price pressures, primarily within nursing and residential care services for people with learning or physical disabilities, together with increased demand for supported accommodation for people with a physical disability, but these pressures are more than offset by lower demand for domiciliary care, direct payments and day care across all client groups and residential care for older people. Savings are also being made through vacancy management and holding back uncommitted funding. The forecast assumes that the £16.226m of NHS Support for Social Care funding is transferred to a new specific earmarked reserve and drawn down as expenditure is incurred in line with detailed plans jointly agreed with health. Further details are provided in Annex 2.
- 3.4.4 **Environment, Highways & Waste portfolio: Forecast -£4.891m**
This underspend largely relates to the waste budgets, reflecting savings as a result of lower than budgeted waste tonnage, improved contract prices, increased income from the sale of recyclable materials and a new income stream from the sale of lead batteries. However savings as a result of lower waste tonnage processed through Allington Waste to Energy plant due to planned routine maintenance being extended, has led to more waste being sent to landfill. In addition, negotiations with bus operators regarding payments for concessionary fares have resulted in a mutually agreed position that has reduced the potential cost, as has a reduction in anticipated journey numbers. A saving is also forecast for the Freedom pass due to a reduction in the number of passes in circulation, likely to be as a result of the increased cost, and an anticipated reduction in journey numbers. The costs of the February snow emergency are estimated at £0.7m but this is partially offset by savings due to fewer salting runs as a result of the generally mild winter. As approved by Cabinet in January, a £1.2m saving within the highways division during a transitional year which has seen a major restructure and a change in provider for maintenance contracts is being used to bring forward urgent road repairs and streetlight column replacement within the capital programme. Further details are provided in Annex 3.
- 3.4.5 **Communities, Customer Services & Improvement portfolio: Forecast -£5.048m**
There is a £4m re-phasing of the Big Society Fund in to 2012-13 and 2013-14 as explained in the headlines section 1.3.1 above. In addition, pressures exist due to a shortfall against savings targets within both the Contact Centre, relating to Kent Contact & Assessment Service and Children’s Information Service; and Communications, Media Relations & Public Engagement, together with a reduction in funding for the Community Learning Service from a combination of lower enrolment numbers and an associated reduction in employer contributions and a reduction in employer responsive grant. However, management action has been implemented, which has more than offset these pressures, by accelerating the review of Trading Standards service priorities which has enabled savings to be delivered a year earlier than planned and holding vacancies wherever possible without impacting on service delivery. Further details are detailed in Annex 4.

3.4.6 In the Business Strategy & Support directorate, the key issues by portfolio are:

3.4.6.1 **Finance & Business Support portfolio: Forecast +£0.722m**

This pressure is largely due to the cost of back-fill for the dedicated Finance Enterprise Resource Planning (ERP) team and the cost of short-term contracts during the restructure of the Finance & Procurement Unit, together with a delay in delivering 2011-12 savings which transferred in from 'old' Directorate Finance Terms in lieu of the main restructure of the whole Finance Function. In addition, within Human Resources Business Operations (HRBO) there is an under-delivery of income in the Schools Personnel Service, lower take up of training courses within Learning & Development and a pressure on staffing within Employee Services. However these HRBO pressures are offset by an underspend within Human Resources within the Business Strategy, Performance & Health Reform portfolio.

3.4.6.2 **Business Strategy, Performance & Health Reform portfolio: Forecast -£2.241m**

This underspend is due to increased income within Legal Services due to both increased internal and external demand and an underspend within Human Resources, largely due to a reduction in base funded training activity within the Adult Learning Resource Team, a reduction in the cost of providing social work professional training and savings resulting from salary sacrifice schemes, which is offsetting the pressure within Finance & Business Support portfolio. In addition, there is a reduction in Corporate Landlord activity as a result of the centralisation of budgets from 1 April 2011 which occurred during a period of significant reorganisation within the Property & Infrastructure Group and has caused some one-off delays to activity and a re-phasing of the Workplace Transformation Programme, which will require roll forward to 2012-13 in order to complete the programme. Also, within ICT, an underspend caused by a delay between orders being placed with our external provider and their anticipated completion due to delivery constraints, resulting in some orders not being completed before 31 March 2012, will be required to roll forward to fund the completion of these orders in 2012-13.

Further details are provided in Annex 5.

3.4.7 The key issues within the Financing Items budgets are:

3.4.7.1 **Finance & Business Support portfolio: Forecast -£10.005m.**

There are savings on the debt charges budget as a result of deferring borrowing in 2010-11 due to the re-phasing of the capital programme and no new borrowing has been taken in the first ten months of 2011-12, other than to replace maturing debt. Also, due to the re-phasing of the capital programme in 2010-11, fewer assets became operational than expected and therefore we have a saving on Minimum Revenue Provision (MRP). However, as approved by Cabinet, this has been transferred to reserves to fund the potential impact in future years. 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 and a forecast pressure on the Insurance Fund will be met by a drawdown from the Insurance Reserve. The reported position also includes the transfer of £1.879m current year underspending to an earmarked reserve to support next years budget, as approved by County Council on 9 February. In addition, we received an unexpected increase in un-ringfenced grant for Extended Rights to Free Travel, which we are holding corporately to offset the pressures reported within Specialist Children's Services and contingencies held against the ending of the Social Care Reform Grant and to smooth the impact of the reduction in Early Intervention Grant have now been released. Also, a saving is forecast for the Carbon Reduction Commitment Levy reflecting the intention to charge schools for their share of the costs in line with a recent change in school finance legislation. Further details are provided in Annex 6.

3.4.8 In the context of a savings requirement of £95m, increasing demands for services and the need to deliver the Children's Services Improvement Plan, an overall forecast underspending position is a considerable achievement.

3.5 **Implications for future years/MTFP**

3.5.1 The key issues and risks identified above have been addressed in directorate medium term plans (MTFP) for 2012-15, specifically the pressure on Specialist Children's Services. Although these are forecast to be offset this year, a significant amount of the management action has been one-off or not sustainable for the longer term. Consequently the 2012-15 MTFP has put all services, into a fully funded base budget position for the start of 2012-13 and reflect predicted changes in activity levels and service delivery. These and other pressures and savings are detailed in the annex reports.

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 2011-12 capital programme was revised as part of the 2012-15 MTFP process, to reflect the revised anticipated phasing of the projects. This was approved at County Council on 9 February 2012 and forms the basis of this monitoring report. Since the approval of this programme the following adjustments have been made to the 2011-12 capital budget.

	2011-12	2012-13
	£m	£m
1 Cash Limits as reported to County Council 9th February	290.682	278.885
2 Re-phasing agreed at Cabinet on 25th January		
Education, Learning & Skills (ELS)	-0.960	0.946
Specialist Children's Services (SCS)	-0.529	0.529
Adults Social Care & Public Health (ASC&PH)	-0.150	0.150
Customer & Communities (C&C)	-0.483	0.483
3 Folkestone ARRCC - reduction in external funding - ASC&PH portfolio	-0.023	
4 Highways Major Maintenance - additional external funding - EHW portfolio	0.005	
5 Integrated Transport Scheme - additional external funding - EHW portfolio	0.214	
6 Energy & Water Efficiency Investment Fund virement to BSP&HR - EHW portfolio	-0.113	
7 Energy Usage Reduction Programme virement to BSP&HR - EHW portfolio	-0.485	
8 Ashford Ring Road - additional external funding - EHW portfolio	0.100	
9 The Beaney - additional external funding - C&C portfolio	0.329	
10 Library Modernisation - additional funding - C&C portfolio	-0.006	0.043
11 Sustaining Kent - Maintaining the Infrastructure virement from EHW - BSP&HR portfolio	0.598	
	289.179	281.036

4.2 Table 3 – Portfolio/Directorate position – capital

Portfolio	Budget	Variance	Directorate				
			ELS	FSC	E&E	C&C	BSS
			£m	£m	£m	£m	£m
Education, Learning & Skills	109.427	-6.070	-6.070				
Specialist Children's Services	14.408	-0.093		-0.093			
Adults Social Care & Public Health	5.460	-1.996		-1.996			
Environment, Highways & Waste	100.526	-2.033			-2.033		
Customer & Communities	17.875	-0.308				-0.308	
Regeneration & Enterprise	4.856	-1.239					-1.239
Business Strategy, Performance & Health Reform	11.907	-4.063					-4.063
TOTAL (excl Schools)	264.459	-15.802	-6.070	-2.089	-2.033	-0.308	-5.302
Schools	24.720	0.000	0.000				
TOTAL	289.179	-15.802	-6.070	-2.089	-2.033	-0.308	-5.302

Real Variance		1.368	-0.277	-0.008	1.509	0.263	-0.119
Re-phasing (detailed below)		-17.170	-5.793	-2.081	-3.542	-0.571	-5.183
		2011-12	2012-13	2013-14	Future yrs		Total
Re-phasing		-17.170	15.411	0.843	0.916		0.000

4.2.1 Table 3 shows that there is an overspend of £1.368m on the capital programme for 2011-12 and -£17.170m of re-phasing of expenditure into later years. Of the current -£17.170m forecast re-phasing, -£3.627m relates to projects with variances of £1m or more which are identified in table 6 and section 4.6 below, and reported in detail in the annex reports; -£11.354m relates to projects with variances between £0.25m and £1m which are also identified in table 6, and the balance of -£2.189m is made up of projects with variances of under £0.25m which do not get reported in detail in this report.

4.3 Table 4 below, splits the forecast variance on the capital budget for 2011-12 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	Variance			total
		real variance	re-phasing	total	
	£m	£m	£m	£m	
Rolling Programme	86.523	1.034	-6.948	-5.914	
Approval to Spend	171.023	0.444	-8.235	-7.791	
Approval to Plan	6.913	-0.110	-1.987	-2.097	
Preliminary Stage	0.000	0.000	0.000	0.000	
Total	264.459	1.368	-17.170	-15.802	
	2011-12	2012-13	2014-15	future years	total
	£m	£m	£m	£m	£m
Re-phasing:					
Rolling Programme	-6.948	7.126	-0.106	-0.072	0.000
Approval to Spend	-8.235	7.242	0.005	0.988	0.000
Approval to Plan	-1.987	1.043	0.944	0.000	0.000
Preliminary Stage	0.000	0.000	0.000	0.000	0.000
Total	-17.170	15.411	0.843	0.916	0.000

- 4.3.1 Table 4 shows that of the +£1.368m real forecast capital variance (excluding devolved capital to schools), -£0.110m 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 +£1.478m which relates to projects that are either underway or are part of our year on year rolling programme. Of the -£17.170m re-phasing, the majority relates to projects that are either underway or 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 -£9.233m and this is a contributory factor in the treasury management underspend reported within the Finance portfolio.

Table 5: 2011-12 Capital Variance analysed by funding source (incl Devolved Capital to Schools)

	Capital Variance £m
Supported Borrowing	-0.162
Prudential	-6.369
Prudential/Revenue (directorate funded)	-2.247
PEF2	-0.455
Grant	-6.412
External Funding - Other	-0.130
External Funding - Developer contributions	-0.543
Revenue & Renewals	+1.493
Capital Receipts	-1.396
General Capital Receipts (generated by Property Enterprise Fund)	+0.419
TOTAL	-15.802

- 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 order

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£m	£m	£m	£m
Overspends/Projects ahead of schedule						
EHW	Highways Major Maintenance	real	1.239			
ELS	SSR - Wyvern School	phasing		0.342		
ELS	Compensation Events (BSF Wave 5 Unit Costs)	real		0.280		
ELS	PCP - Warden Bay Primary School	real		0.256		
			1.239	0.878	0.000	0.000
		real	1.239	0.536	0.000	0.000
		phasing	0.000	0.342	0.000	0.000
portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£m	£m	£m	£m
Underspends/Projects behind schedule						
BSPHR	Modernisation of Assets	phasing	-1.310			
BSPHR	Sustaining Kent - Maintaining the Infrastructure	phasing		-1.253		
Regen	Rural Broadband	phasing		-1.064		
ELS	Annual Planned Enhancement Programme	phasing	-0.970			
EHW	Land & Compensation Part 1	phasing	-0.964			
ELS	BSF Wave 3 - Building Costs	phasing		-0.900		
ELS	Isle of Sheppey Academy	phasing		-0.800		
BSPHR	Work Place Transformation	phasing			-0.750	
EHW	East Kent Access Phase 2	phasing		-0.703		
ELS	Halfway House Primary School	phasing	-0.644			
ELS	Academy Unit Costs	phasing		-0.600		
EHW	HWRC - Ashford Transfer Station	phasing		-0.585		
ELS	Basic Need - Repton Park Primary School	phasing	-0.582			
BSPHR	Integrated Children's Centres	phasing			-0.502	
ELS	The Judd School	phasing	-0.500			
C&C	Edenbridge Community Centre	phasing		-0.421		
ASC&PH	LD Good Day Programme	phasing			-0.373	
EHW	Member Highway Fund	phasing	-0.369			
ELS	Pupil Referral Units	phasing	-0.339			
ELS	Richmond Primary School	phasing		-0.300		
ASC&PH	Mental Health SCP	phasing		-0.290		
EHW	Sittingbourne Northern Relief Road	phasing		-0.285		
ASC&PH	Transforming Social Care	phasing		-0.297		
ASC&PH	Modernisation of Assets	phasing	-0.269			
BSPHR	Energy Efficiency & Renewable Energy	phasing		-0.253		
			-5.947	-7.751	-1.625	0.000
		real	0.000	0.000	0.000	0.000
		phasing	-5.947	-7.751	-1.625	0.000
			-4.708	-6.873	-1.625	0.000
		real	1.239	0.536	0.000	0.000
		phasing	-5.947	-7.409	-1.625	0.000

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 +£1.368m real variance forecast. The main areas of under and overspending in 2011-12 are listed below together with their resourcing implications:-

- **Highway Maintenance: +£1.239m** (in 2011-12): The net overspend is due to the following:
 - On 25 January 2012, Cabinet agreed a revenue to capital transfer of £1.2m to fund urgent road repairs and street lighting column replacement. As a general rule we do not change cash limits for non budgeted revenue contributions.
 - There is a £0.139m overspend due to repairs to Westwood Road and Victoria Way in Broadstairs following an unexpected collapse of the road surface. The costs are to be met from underspends elsewhere in the programme.
 - A £0.100m revenue contribution had been intended for signing and lining. However a combination of lower than anticipated volumes of work and rechargeable work has meant the funding is no longer required.

Further details of smaller 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: -

- **Modernisation of assets – re-phasing of -£1.310m**
During a time of significant change caused by the centralisation of property budgets to form the Corporate Landlord function on 1 April 2012 and the reorganisation of the Unit, there has been reduced activity relating to Modernisation of Assets. During 2011-12 time has been invested in understanding the budgets and requirements of the buildings inherited by Corporate Landlord, which has caused delays in activity. A plan to ‘catch up’ on this re-phased activity is in place for 2012-13.
- **Sustaining Kent – Maintaining the Infrastructure - re-phasing of -£1.253m**
£0.655m relates to a delay in Unified Communications due to technical resource availability and a considerable amount of time spent on ensuring the technical design meets the Government Connects Code of Connection Security requirements. The remaining £0.598m relates to other work-streams within the programme.
- **Rural Broadband – re-phasing of -£1.064m**
The re-phasing reflects the agreed need to align this programme with delivery of the Kent & Medway Broadband UK (BDUK) programme.

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, is 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.

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 8 February 2012, 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.

The Department for Education (DfE) are currently clarifying the process for the disposal of surplus school sites or sites which have been used for an educational purpose in the last eight years. Whilst the final details are awaited it is anticipated that this process may take up to six months and offers the opportunities for the DfE to consider utilising any surplus land for academies or free schools. This new process potentially introduces additional time into any disposal process and the timing against which capital receipts can be realised as well as introducing a further risk as to whether the relevant approvals from the DfE will be forthcoming

4.10 Capital Project Re-phasing

We will continue with the practice adopted in 2009-10 of changing cash limits 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 proposed re-phasing is summarised in the table below, details of individual projects are listed within the directorate sections.

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

Portfolio	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Education, Learning & Skills					
Amended total cash limits	109.427	134.099	86.631	64.049	394.206
Re-phasing	-5.907	4.988	0.919	0.000	0.000
Revised cash limits	103.520	139.087	87.550	64.049	394.206
Specialist Children's Services					
Amended total cash limits	14.408	0.750	0.000	0.000	15.158
Re-phasing	0.000	0.000	0.000	0.000	0.000
Revised cash limits	14.408	0.750	0.000	0.000	15.158
Adults Social Care & Public Health					
Amended total cash limits	5.460	10.348	6.586	3.573	25.967
Re-phasing	-1.957	1.943	0.014	0.000	0.000
Revised cash limits	3.503	12.291	6.600	3.573	25.967
Environment, Highways & Waste					
Amended total cash limits	100.526	59.424	62.859	340.869	563.678
Re-phasing	-3.463	2.640	-0.093	0.916	0.000
Revised cash limits	97.063	62.064	62.766	341.785	563.678
Customer & Communities					
Amended total cash limits	17.875	7.038	5.006	10.199	40.118
Re-phasing	-0.531	0.531	0.000	0.000	0.000
Revised cash limits	17.344	7.569	5.006	10.199	40.118

Portfolio	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Regeneration & Enterprise					
Amended total cash limits	4.856	42.170	36.000	28.000	111.026
Re-phasing	-1.239	1.239	0.000	0.000	0.000
Revised cash limits	3.617	43.409	36.000	28.000	111.026
Business Strategy, Performance & Health Reform					
Amended total cash limits	11.907	13.291	6.701	4.245	36.144
Re-phasing	-3.942	3.942	0.000	0.000	0.000
Revised cash limits	7.965	17.233	6.701	4.245	36.144
TOTAL RE-PHASING >£100k	-17.039	15.283	0.840	0.916	0.000
Other re-phased Projects below £100k	-0.131	0.128	0.003	0.000	0.000
TOTAL RE-PHASING	-17.170	15.411	0.843	0.916	0.000

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

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
ELS					
Modernisation Programme - Wrotham School					
Original budget	1.000	2.000	0.000	0.000	3.000
Amended cash limits	-0.491	0.482	0.009	0.000	0.000
additional re-phasing	-0.179	0.183	-0.004	0.000	0.000
Revised project phasing	0.330	2.665	0.005	0.000	3.000
Wyvern School (Special Schools Review - Phase 2)					
Original budget	2.856	0.000	0.000	0.000	2.856
Amended cash limits	-1.199	1.199	0.000	0.000	0.000
additional re-phasing	0.342	-0.342	0.000	0.000	0.000
Revised project phasing	1.999	0.857	0.000	0.000	2.856
Repton Park Primary School					
Original budget	3.171	2.719	0.041	0.000	5.931
Amended cash limits	-0.399	0.399	0.000	0.000	0.000
additional re-phasing	-0.582	0.606	-0.024	0.000	0.000
Revised project phasing	2.190	3.724	0.017	0.000	5.931
Halfway House Primary School					
Original budget	1.833	0.367	0.000	0.000	2.200
Amended cash limits	-1.153	1.153	0.000	0.000	0.000
additional re-phasing	-0.644	0.644	0.000	0.000	0.000
Revised project phasing	0.036	2.164	0.000	0.000	2.200

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Annual Planned Enhancement Programme					
Original budget	16.301	9.050	7.999	6.150	39.500
Amended cash limits	-1.041	1.041	0.000	0.000	0.000
additional re-phasing	-0.970	0.970	0.000	0.000	0.000
Revised project phasing	14.290	11.061	7.999	6.150	39.500
Richmond Primary School - PCP					
Original budget	1.001	0.154	0.004	0.000	1.159
Amended cash limits	0.150	-0.150	0.000	0.000	0.000
additional re-phasing	-0.300	0.304	-0.004	0.000	0.000
Revised project phasing	0.851	0.308	0.000	0.000	1.159
Building Schools for the Future - Wave 3					
Original budget	4.619	4.183	0.000	0.000	8.802
Amended cash limits	0.683	-0.683	0.000	0.000	0.000
additional re-phasing	-0.900	0.900	0.000	0.000	0.000
Revised project phasing	4.402	4.400	0.000	0.000	8.802
Compensation Events (BSF Wave 5 Unit Costs)					
Original budget	-2.028	0.000	0.000	0.000	-2.028
Amended cash limits	-0.500	0.500	0.000	0.000	0.000
additional re-phasing	0.105	-0.105	0.000	0.000	0.000
Revised project phasing	-2.423	0.395	0.000	0.000	-2.028
Development Opportunities - Kingsmead Primary School					
Original budget	1.999	0.000	0.000	0.000	1.999
Amended cash limits	-1.799	1.799	0.000	0.000	0.000
additional re-phasing	-0.174	-0.770	0.944	0.000	0.000
Revised project phasing	0.026	1.029	0.944	0.000	1.999
C&C					
Edenbridge Community Centre					
Original budget	0.699	0.000	0.000	0.000	0.699
Amended cash limits	-0.248	0.248	0.000	0.000	0.000
additional re-phasing	-0.421	0.421	0.000	0.000	0.000
Revised project phasing	0.030	0.669	0.000	0.000	0.699
ASC&PH					
IT Infrastructure					
Original budget	0.894	0.000	0.000	0.000	0.894
Amended cash limits	-0.610	0.610	0.000	0.000	0.000
additional re-phasing	-0.198	0.198	0.000	0.000	0.000
Revised project phasing	0.086	0.808	0.000	0.000	0.894
LD Good Day Programme					
Original budget	3.611	1.600	0.934	0.587	6.732
Amended cash limits	-2.592	2.177	0.000	0.415	0.000
additional re-phasing	-0.373	0.373	0.000	0.000	0.000
Revised project phasing	0.646	4.150	0.934	1.002	6.732

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
BSS					
Modernisation of Assets					
Original budget	2.484	1.926	1.611	3.172	9.193
Amended cash limits	-0.520	0.520	0.000	0.000	0.000
additional re-phasing	-1.310	1.310	0.000	0.000	0.000
Revised project phasing	0.654	3.756	1.611	3.172	9.193
Sustaining Kent - Maintaing the Infrastructure					
Original budget	4.633	0.000	0.250	0.000	4.883
Amended cash limits	-1.174	1.424	-0.250	0.000	0.000
additional re-phasing	-1.253	1.253	0.000	0.000	0.000
Revised project phasing	2.206	2.677	0.000	0.000	4.883
Work Place Transformation					
Original budget	3.820	3.250	1.250	0.000	8.320
Amended cash limits	-3.070	0.070	3.000	0.000	0.000
additional re-phasing	-0.750	0.750	0.000	0.000	0.000
Revised project phasing	0.000	4.070	4.250	0.000	8.320
EH&W					
Integrated Transport Scheme					
Original budget	4.368	4.316	3.824	9.174	21.682
Amended cash limits	-0.300	0.300	0.000	0.000	0.000
additional re-phasing	-0.246	0.246	0.000	0.000	0.000
Revised project phasing	3.822	4.862	3.824	9.174	21.682
Non TSG Land, Compensations Claims					
Original budget	2.615	0.598	0.321	0.249	3.783
Amended cash limits	-0.833	0.782	0.000	0.051	0.000
additional re-phasing	-0.964	1.135	-0.099	-0.072	0.000
Revised project phasing	0.818	2.515	0.222	0.228	3.783
HWRC - Ashford Transfer Station					
Original budget	0.000	4.250	0.000	0.000	4.250
Amended cash limits	0.100	-0.100	0.000	0.000	0.000
additional re-phasing	-0.100	0.100	0.000	0.000	0.000
Revised project phasing	0.000	4.250	0.000	0.000	4.250
Sittingbourne Northern Relief Road					
Original budget	7.032	1.537	1.100	0.000	9.669
Amended cash limits	0.000	-1.321	0.111	1.210	0.000
additional re-phasing	-0.285	0.270	0.015	0.000	0.000
Revised project phasing	6.747	0.486	1.226	1.210	9.669
East Kent Access Phase 2					
Original budget	27.894	0.912	3.217	0.000	32.023
Amended cash limits	-0.548	1.221	-2.673	2.000	0.000
additional re-phasing	-0.703	-0.276	-0.009	0.988	0.000
Revised project phasing	26.643	1.857	0.535	2.988	32.023

5. FINANCIAL HEALTH

- 5.1 The latest Financial Health indicators, including cash balances, our long term debt maturity, outstanding debt owed to KCC, the percentage of payments made within 20 and 30 days and the recent trend in inflation indices (RPI & CPI) are detailed in **Appendix 2**.
- 5.2 The latest monitoring of Prudential Indicators is detailed in **Appendix 3**.

6. RISK MANAGEMENT

- 6.1 The Governance and Audit Committee approved the Council's Risk Management Policy on the 29th November 2011. A third Cabinet / CMT risk workshop, held in November, enabled the production of a draft Corporate Risk Register. The register was reviewed by Cabinet Members on the 3rd January 2012 and a copy was subsequently released for inclusion into the Medium Term Financial Plan 2012-2015. A further Cabinet / CMT risk workshop is scheduled for the 26th March. The aim of the workshop will be to review progress on the Corporate Risk Register, its alignment with the organisational Risk Framework and the reporting and reviewing of Risks within the new Governance structure. Following an initial review by Divisional Management Teams the draft Risk Management Statement of Required Practice was published on KNet for general review. The Statement of Required Practice will be launched in April 2012 subject to final approval.
- 6.2 Responsibility for the Corporate Risk Management function now resides within the Business Strategy Division. The recruitment to the permanent post of Corporate Risk Manager is currently ongoing and one of the two Risk Monitoring Officer posts was filled in February. Recruitment of a second Risk Monitoring Officer is ongoing following the departure of the current post holder in December.
- 6.3 Since the start of Quarter 4, Risk officers have been working closely with DMTs to establish Strategic Risk Registers and with Divisional Management Teams to establish Operational Risk Registers. Key risks identified will be presented at the March Cabinet / CMT workshop to inform the review of the Corporate Risk Register. The Interim Corporate Risk Manager is currently reviewing options for communicating risk register content to all members utilising the opportunities presented by the new Governance arrangements.

7. REVENUE RESERVES

- 7.1 The table below reflects the projected impact of the current forecast spend and activity for 2011-12 on our revenue reserves:

Account	Actual Balance at 31/3/11 £m	Projected Balance at 31/3/12 £m	Movement £m
Earmarked Reserves	118.1	126.0	+7.9
General Fund balance	26.7	31.7	+5.0
Schools Reserves *	55.2	52.1	-3.1

* Both the table above and section 2.1 of annex 1 include delegated schools reserves and unallocated schools budget.

- 7.2 The increase of £7.9m in earmarked reserves includes the £14m temporary drawdown of our long term reserves approved as part of the 2011-12 budget, as well as other planned movements in reserves such as IT Asset Maintenance, Kingshill Smoothing, prudential equalisation, economic downturn, Supporting People, Elections, PFI equalisation and revenue reserve to support projects previously classified as capital eg Member Highway Fund, together with the anticipated movements in the Insurance Reserve, Regeneration Fund, rolling budget, DSG and Restructure reserves. It also reflects the proposed movements in the new NHS Support to Social Care earmarked reserve, MRP smoothing within the prudential equalisation reserve and the earmarked reserve to support next years budget.

- 7.3 The £5m increase in general reserves reflects the budgeted contribution, as approved by County Council in February 2011, in consideration of our increased risk profile.
- 7.4 The reduction of £3.1m in the schools reserves is made up of a reduction of £4.6m due to an anticipated 41 schools converting to academy status by 31 March 2012 and therefore taking their reserves with them, together with an increase of £1.5m for the remaining Kent schools based on their second monitoring returns for this financial year detailing their nine monthly forecasts.

8. STAFFING LEVELS

- 8.1 The following table provides a snapshot of the staffing levels by directorate as at 31 December 2011 compared to the numbers as at 30 September 2011, 30 June 2011 and 1 April 2011 for the new directorate structure, based on active assignments. However, due to the large movements of staff between directorates as a result of the council restructure, direct comparisons between old and new directorates are not possible, so staffing levels as at 31 March 2011 are only provided in total, together with a split of schools and non schools staff. The difference, in the right hand columns of the table, represents the movement in staffing numbers from 1 April to 31 December, which was a reduction of 2,411.11 FTEs, of which -1,764.51 were in schools and -646.60 were non-schools. However, there was also a reduction of 651.32 FTEs between 31 March 11 and 1 April 11, of which -573.55 were in schools and -77.77 were non-schools. So overall, between 31 March 11 and 31 December 11, there has been a reduction of 3,062.43 FTEs of which 2,338.06 were in schools and 724.37 were non-schools. The reduction in schools based staff is largely as a result of schools converting to academies, hence the staff are no longer employed by KCC.

		31-Mar-11	New structure 01-Apr-11	Jun-11	Sep-11	Dec-11	Movement in year	
							Number	%
KCC	Assignment count	49,960	48,819	47,745	45,438	44,934	-3,885	-7.96%
	Headcount (inc. CRSS)	42,432	41,434	40,484	38,457	37,954	-3,480	-8.40%
	Headcount (exc. CRSS)	37,644	36,881	35,971	34,234	33,779	-3,102	-8.41%
	FTE	27,845.19	27,193.87	26,479.32	25,153.37	24,782.76	-2,411.11	-8.87%
KCC - Non Schools	Assignment count	15,330	15,191	14,916	14,427	14,100	-1,091	-7.18%
	Headcount (inc. CRSS)	13,850	13,740	13,501	13,065	12,805	-935	-6.80%
	Headcount (exc. CRSS)	11,944	11,854	11,662	11,311	11,045	-809	-6.82%
	FTE	10,060.87	9,983.10	9,826.35	9,544.95	9,336.50	-646.60	-6.48%
BSS	Assignment count		1,761	1,744	1,704	1,685	-76	-4.32%
	Headcount (inc. CRSS)		1,743	1,727	1,695	1,676	-67	-3.84%
	Headcount (exc. CRSS)		1,719	1,703	1,673	1,654	-65	-3.78%
	FTE		1,587.72	1,575.10	1,546.35	1,531.79	-55.93	-3.52%
ELS	Assignment count		1,770	1,741	1,625	1,598	-172	-9.72%
	Headcount (inc. CRSS)		1,701	1,678	1,566	1,540	-161	-9.47%
	Headcount (exc. CRSS)		1,396	1,370	1,267	1,250	-146	-10.46%
	FTE		1,067.90	1,044.36	961.89	951.76	-116.14	-10.88%
C&C	Assignment count		4,425	4,328	4,123	4,005	-420	-9.49%
	Headcount (inc. CRSS)		3,800	3,715	3,534	3,438	-362	-9.53%
	Headcount (exc. CRSS)		2,611	2,551	2,439	2,319	-292	-11.18%
	FTE		1,985.84	1,941.35	1,854.80	1,761.62	-224.22	-11.29%
E&E	Assignment count		1,293	1,270	1,233	1,229	-64	-4.95%
	Headcount (inc. CRSS)		1,279	1,256	1,219	1,215	-64	-5.00%
	Headcount (exc. CRSS)		1,187	1,167	1,124	1,113	-74	-6.23%
	FTE		1,129.44	1,108.97	1,071.36	1,061.03	-68.41	-6.06%
FSC	Assignment count		5,942	5,833	5,742	5,583	-359	-6.04%
	Headcount (inc. CRSS)		5,326	5,236	5,161	5,041	-285	-5.35%
	Headcount (exc. CRSS)		4,988	4,920	4,856	4,754	-234	-4.69%
	FTE		4,212.20	4,156.57	4,110.55	4,030.30	-181.90	-4.32%
Schools	Assignment count	34,630	33,628	32,829	31,011	30,834	-2,794	-8.31%
	Headcount (inc. CRSS)	28,816	27,915	27,206	25,593	25,342	-2,573	-9.22%
	Headcount (exc. CRSS)	25,799	25,123	24,407	23,011	22,817	-2,306	-9.18%
	FTE	17,784.32	17,210.77	16,652.97	15,608.42	15,446.26	-1,764.51	-10.25%

CRSS = Staff on Casual Relief, Sessional or Supply contracts

Notes:

If a member of staff works in more than one directorate they will be counted in each. However, they will only be counted once in the Non Schools total and once in the KCC total.

If a member of staff works for both Schools and Non Schools they will be counted in both of the total figures. However, they will only be counted once in the KCC Total.

9. RECOMMENDATIONS

Cabinet is asked to:

- 9.1 **Note** the latest monitoring position on both the revenue and capital budgets.
- 9.2 **Note** and **agree** the changes to the capital programme, as detailed in section 4.1.
- 9.3 **Agree** that £17.039m of re-phasing on the capital programme is moved from 2011-12 capital cash limits to future years. Further details are included in section 4.10 above.
- 9.4 **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 2 and appendix 3 respectively.
- 9.5 **Note** the directorate staffing levels as at the end of December 2011 as provided in section 8.

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

Portfolio	CASH LIMIT			
	Gross	Income	Net	
	£k	£k	£k	
ELS	181,790	-125,544	56,246	
ELS Schools	837,262	-837,262	0	
SCS	167,251	-56,418	110,833	
SCS Schools	41,553	-41,553	0	
ASC&PH	467,273	-149,866	317,407	
EH&W	173,349	-24,233	149,116	
CCS&I	150,134	-58,988	91,146	
R&E	5,726	-1,586	4,140	
F&BS	155,806	-18,956	136,850	
BSP&HR	94,578	-45,752	48,826	
DL	8,380	-1,014	7,366	
Per December report	2,283,102	-1,361,172	921,930	
Subsequent changes:				
F&BS & EH&W	-199	199	0	virement from debt charges underspend to reduce budgeted contribution from Commercial Services due to a reduction in the number of lease cars following the County Council decision to remove essential user status
Changes to grant/income allocations:				
ELS	-5,607	5,607	0	Schools delegated budgets: reduction in DSG as a result of schools converting to academies
ELS	-750	750	0	Strategic Mgmt & Directorate Support: reduction in DSG as a result of schools converting to academies (central expenditure)
ELS	-416	416	0	Schools Delegated budgets: reduction in DfE Pupil Premium as a result of schools converting to academies
ELS	1,170	-1,170	0	Pupil Premium adjustment for increase in free school meal rate
ELS	128	-128	0	Schools delegated budgets: correction to YPLA grant adjustment included in quarter 2 for schools converting to academies
ELS	819	-819	0	Schools delegated budgets: DfE additional grant for schools
ELS	-742	742	0	Schools delegated budgets: reduction in teachers pay grant
ELS	200	-200	0	Strategic Mgmt & Directorate Support: National Sensory Impairment Partnership Grant for SEN
ASCPH	3,775	-3,775	0	Other Adult Services: Additional Health funding for Winter Pressures
ASCPH	-21	21	0	Other Adult Services: reduction in Health funding for Integrated Community Equipment Store
ASCPH	-176	176	0	Assessment of Vulnerable Adults: reduction in Health funding for telehealth/telecare
SCS	150	-150	0	Assessment of Vulnerable Children: Funding from Children's Improvement Board for delivery of Improvement Plan
SCS	19	-19	0	Adoption: Additional income from Health & Education for permanent placements agreed by Joint Residential Assessment Panel

Portfolio	CASH LIMIT			
	Gross	Income	Net	
	£k	£k	£k	
SCS	72	-72	0	Residential Care: Additional income from Health & Education for permanent placements agreed by Joint Residential Assessment Panel
SCS	180	-180	0	Assessment of Vulnerable Children: additional Health income for joint funded posts
EH&W	6,545	-6,545	0	General maintenance & emergency response: Receipt in Advance from 10-11 for Potholes repairs grant from DfT
EH&W	-538	538	0	Environment Mgmt: reduction in funding for Kent Downs AONB from DEFRA, Heritage Lottery & Interreg
EH&W	-79	79	0	Environment Mgmt: reduction in funding for Natural Environment & Coast from Interreg, Flood Grant & NK Habitation Conservation
EH&W	130	-130	0	Environment Mgmt: additional funding for Sustainability and Climate Change from Energy Loan Fund repayments
EH&W	47	-47	0	Environment Mgmt: additional funding for Heritage from Heritage Lottery & Dover DC
C&C	1,500	-1,500	0	Drug & Alcohol Service: Further PCT funding for the Counselling Assessment Referral Advice Through Care Service (CARATS) in Prisons
C&C	30	-30	0	Drug & Alcohol Service: use of 10-11 pooled income receipt in advance for new intensive drug intervention project
C&C	118	-118	0	YOS: Youth Justice Board funding from Medway Council for Intensive Surveillance & Supervision Programme
C&C	20	-20	0	Youth: Funding from Sk8side charity for purchase of Youth equipment
C&C	55	-55	0	Supporting Independence: Early Intervention Grant for Working Families Everywhere
C&C	109	-109	0	Sports Development: Greater London Authority funding for paralympics
C&C	-373	373	0	Improving Customer Services in Gateways project funded by Improvement Efficiency South East Ltd delayed until 2012-13
ASC&PH	430	-430	0	Public Health Mgmt & Support: DoH grant for Warmer Homes, Healthy People
BSP&HR	-25	25	0	HR: Reduction in National College for School Leadership grant for teacher leadership training
BSP&HR				Additional income & corresponding expenditure as result of new partners joining KPSN:
	522	-522	0	- Further Education Institutions - JaNET UK & Kent Man
	138	-138	0	- East Kent PCT
	185	-185	0	- Kent Fire & Rescue
				Technical Adjustments:
ELS	-95	95	0	Learners with Additional Needs: removal of internal recharging for low incidence work
ELS	-123	123	0	School Improvement: removal of double counting of Widening Opps in Music grant

Portfolio	CASH LIMIT			
	Gross £k	Income £k	Net £k	
SCS	-171	171	0	Mgmt & support: removal of historic gross and income target following review of budget
SCS	-25	25	0	Mgmt & support: removal of externally funded post from structure
C&C	-216	216	0	removal of internal recharging within Drug & Alcohol Service
BSP&HR	-19	19	0	HR: removal of internal recharging for Health & Safety
BSP&HR	100	-100	0	Strategic Mgmt & Directorate Support: Correction to opening DSG budget position
BSP&HR	175	-175	0	Strategic Management & Directorate Support and Governanace & Law: in year management action saving budgeted against gross spend is now to be delivered by additional income in Legal
BSP&HR	183	-183	0	Strategic Management & Directorate Support: to set gross and income budget for Pensions Management and Staff Club
BSP&HR	-915	915	0	removal of internal recharging for historic hosting arrangements now property budgets are managed by Corporate Landlord
BSP&HR	-75	75	0	removal of historic internal recharging for maintenance team "pay as you go" services, now property budgets are managed by Corporate Landlord
BSP&HR	-4,355	4,355	0	Removal of internal recharging for KPSN within ICT
F&BS	-142	142	0	FYE of introduction of payments card leading to reduction of 3.5 fte within Finance Asylum team and consequent reduction in asylum grant
F&BS	109	-109	0	Finance & Procurement: reversal of qtr 1 adjustment relating to External Funding budgeted income target
Revised Budget	2,284,949	-1,363,019	921,930	

FINANCIAL HEALTH INDICATORS

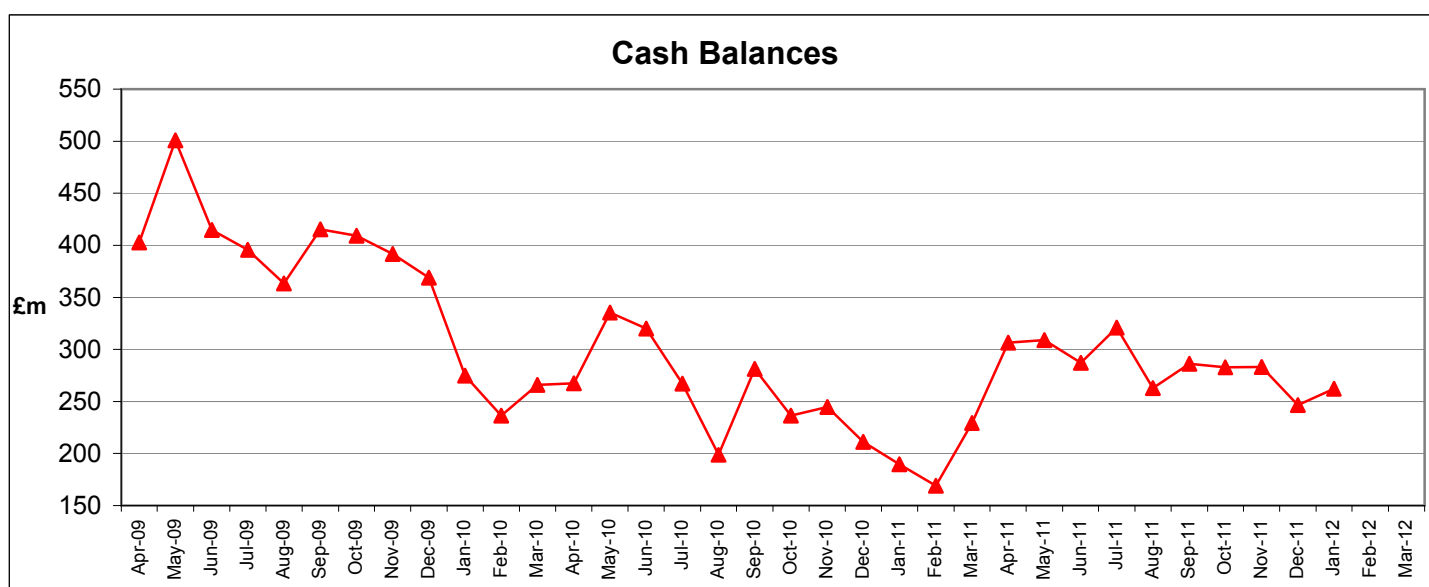
1. CASH BALANCES

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 held in Icelandic bank deposits (£36.4m), balances of schools in the corporate scheme (£53.4m), 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.

Pension Fund cash balances were removed from KCC Funds on 1 July 2010 and are now being handled separately.

The overall general downward trend in the 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
2009-10	402.7	500.9	414.6	395.7	363.6	415.4	409.1	391.7	369.1	275.0	236.7	265.8
2010-11	267.4	335.2	319.8	267.2	198.7	281.3	236.4	244.9	211.5	189.5	169.1	229.5
2011-12	306.3	308.9	287.0	320.9	262.9	286.2	282.9	283.1	246.7	262.4		



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 £45.6m 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.

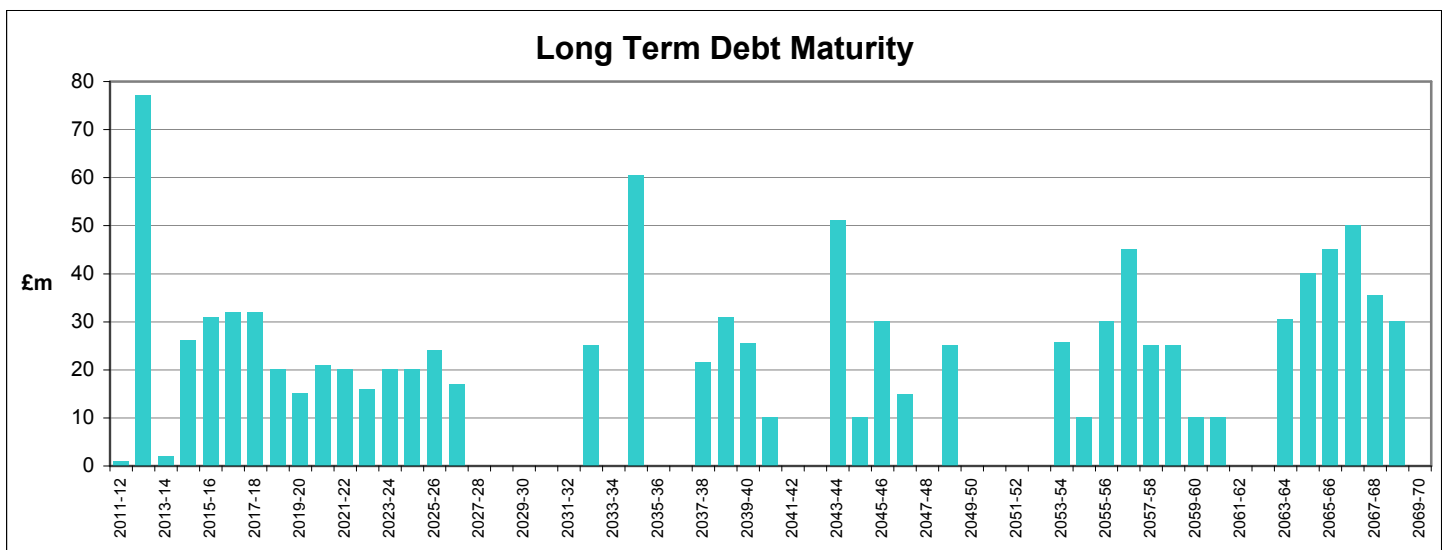
The total debt principal to be repaid in 2011-12 was £57.024m, £55m maturity loan and £2.024m relating to small annuity and equal instalment of principal loans.

£5m PWLB maturity loan was repaid in May from cash balances, £50m PWLB maturity loan principal was repaid in August financed by the advance of two new LOBO loans of £25m each and

£1.024m relating to equal instalment loans has been repaid from cash balances, hence the figure in the table of £1.000m represents the remaining debt still to be repaid in this financial year.

The two new LOBO loans taken out in August will mature in August 2057 and August 2058.

Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2011-12	1.000	2024-25	20.001	2037-38	21.500	2050-51	0.000	2063-64	30.600
2012-13	77.021	2025-26	24.001	2038-39	31.000	2051-52	0.000	2064-65	40.000
2013-14	2.015	2026-27	17.001	2039-40	25.500	2052-53	0.000	2065-66	45.000
2014-15	26.193	2027-28	0.001	2040-41	10.000	2053-54	25.700	2066-67	50.000
2015-16	31.001	2028-29	0.001	2041-42	0.000	2054-55	10.000	2067-68	35.500
2016-17	32.001	2029-30	0.001	2042-43	0.000	2055-56	30.000	2068-69	30.000
2017-18	32.001	2030-31	0.001	2043-44	51.000	2056-57	45.000	2069-70	0.000
2018-19	20.001	2031-32	0.000	2044-45	10.000	2057-58	25.000		
2019-20	15.001	2032-33	25.000	2045-46	30.000	2058-59	25.000		
2020-21	21.001	2033-34	0.000	2046-47	14.800	2059-60	10.000		
2021-22	20.001	2034-35	60.470	2047-48	0.000	2060-61	10.000	TOTAL	1,090.309
2022-23	16.001	2035-36	0.000	2048-49	25.000	2061-62	0.000		
2023-24	20.001	2036-37	0.000	2049-50	0.000	2062-63	0.000		



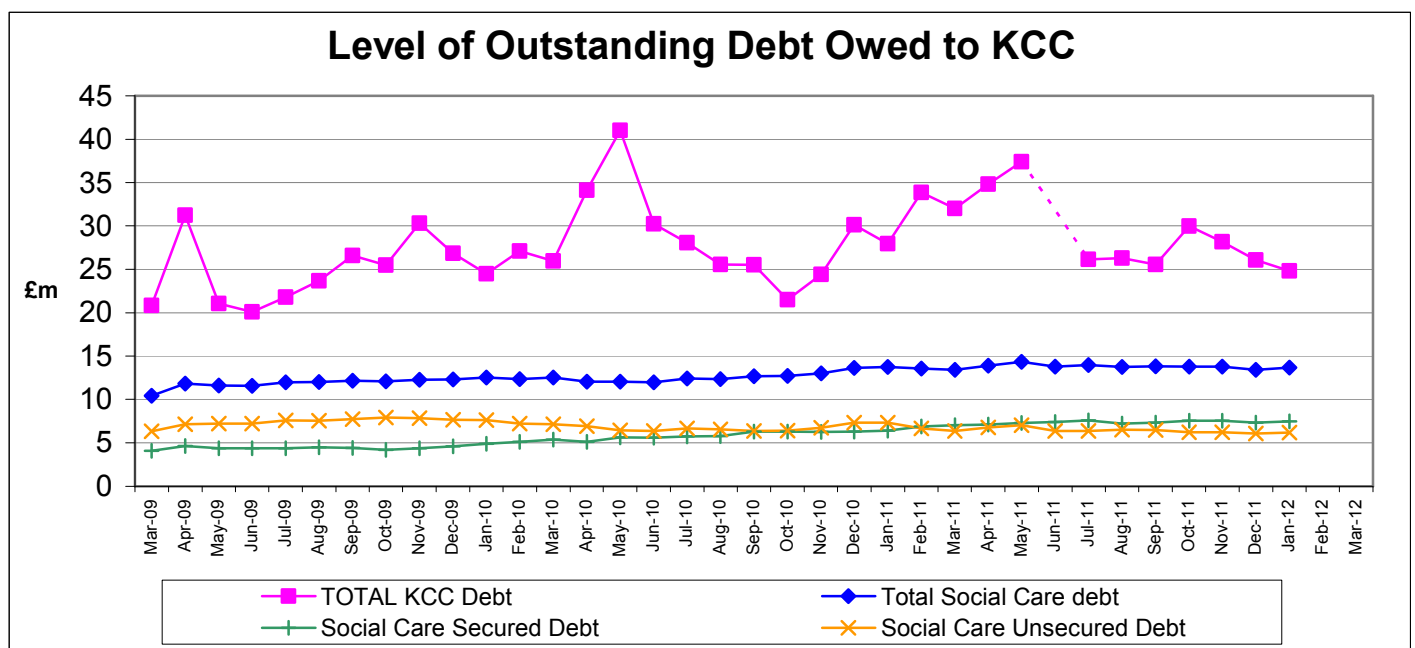
3. OUTSTANDING DEBT OWED TO KCC

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

	Social Care Secured Debt	Social Care Unsecured Debt	Total Social Care debt	FSC Sundry debt	TOTAL FSC debt	All Other Directorates Debt	TOTAL KCC Debt
	£m	£m	£m	£m	£m	£m	£m
Jan 10	4.906	7.627	12.533	2.521	15.054	9.445	24.499
Feb 10	5.128	7.221	12.349	2.956	15.305	11.801	27.106
March 10	5.387	7.127	12.514	1.643	14.157	11.818	25.975
April 10	5.132	6.919	12.051	2.243	14.294	19.809	34.103
May 10	5.619	6.438	12.057	3.873	15.930	25.088	41.018
June 10	5.611	6.368	11.979	3.621	15.600	14.648	30.248
July 10	5.752	6.652	12.404	4.285	16.689	11.388	28.077
Aug 10	5.785	6.549	12.334	5.400	17.734	7.815	25.549
Sept 10	6.289	6.389	12.678	4.450	17.128	8.388	25.516
Oct 10	6.290	6.421	12.711	3.489	16.200	5.307	21.507
Nov 10	6.273	6.742	13.015	4.813	17.828	6.569	24.397
Dec 10	6.285	7.346	13.631	6.063	19.694	10.432	30.126
Jan 11	6.410	7.343	13.753	6.560	20.313	7.624	27.937
Feb 11	6.879	6.658	13.537	7.179	20.716	13.124	33.840
March 11	7.045	6.357	13.402	11.011	24.413	7.586	31.999
April 11	7.124	6.759	13.883	10.776	24.659	10.131	34.790
May 11	7.309	7.023	14.332	11.737	26.069	11.338	37.407
June 11	7.399	6.381	13.780	*	13.780	*	13.780
July 11	7.584	6.385	13.969	4.860	18.829	7.315	26.144
Aug 11	7.222	6.531	13.753	4.448	18.201	8.097	26.298
Sept 11	7.338	6.467	13.805	4.527	18.332	7.225	25.557
Oct 11	7.533	6.241	13.774	6.304	20.078	9.900	29.978
Nov 11	7.555	6.215	13.770	5.886	19.656	8.528	28.184
Dec 11	7.345	6.063	13.408	5.380	18.788	7.286	26.074
Jan 12	7.477	6.185	13.662	5.518	19.180	5.654	24.834
Feb 12							
March 12							

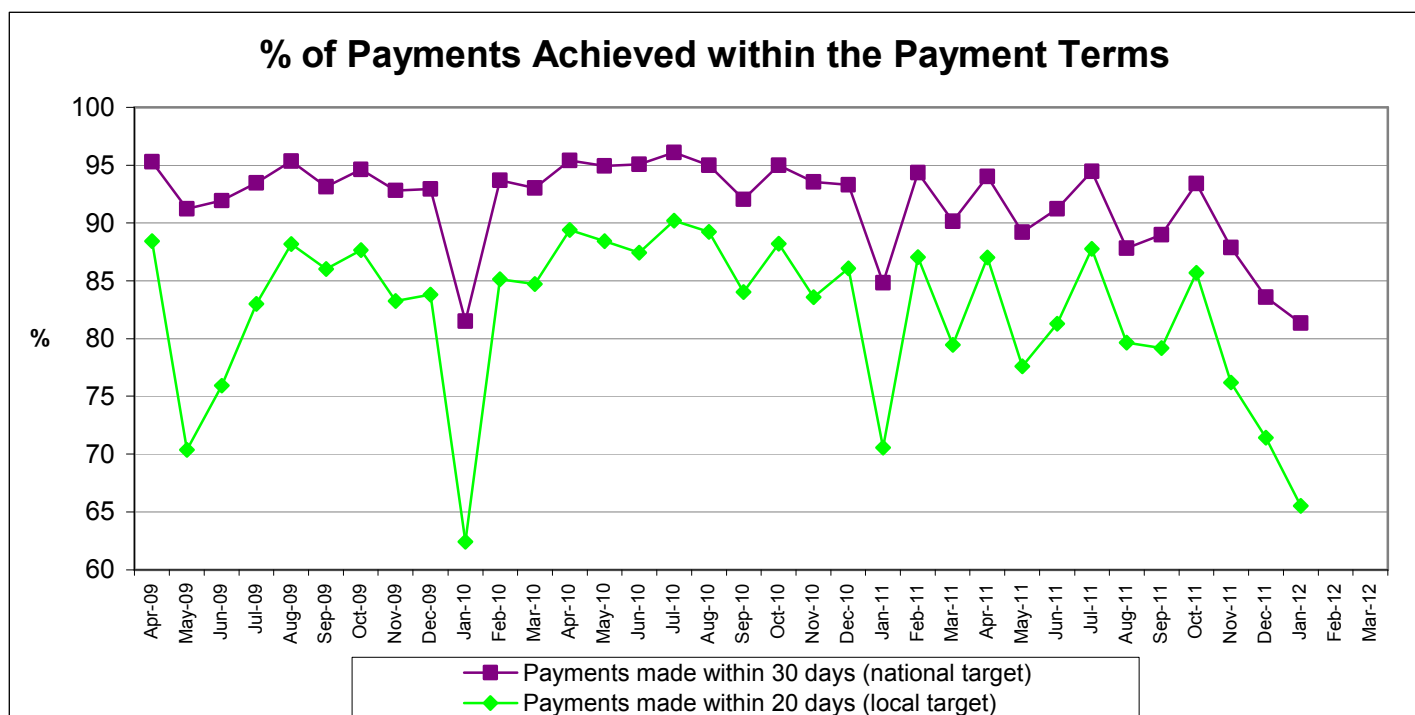
* The June sundry debt figures are not available due to a system failure, which meant that the debt reports could not be run and as these reports provide a snapshot position at the end of the month, they cannot be run retrospectively.



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.

	2009-10		2010-11		2010-11	
	Paid within 30 days %	Paid within 30 days %	Paid within 30 days %	Paid within 20 days %	Paid within 30 days %	Paid within 20 days %
April	95.3	88.4	95.4	89.4	94.0	87.0
May	91.2	70.4	95.0	88.4	89.2	77.6
June	91.9	75.9	95.1	87.4	91.2	81.3
July	93.5	83.0	96.1	90.2	94.5	87.7
August	95.3	88.2	95.0	89.2	87.8	79.7
September	93.1	86.0	92.0	84.0	89.0	79.2
October	94.6	87.6	95.0	88.2	93.4	85.7
November	92.8	83.3	93.6	83.6	87.9	76.2
December	92.9	83.8	93.3	86.1	83.6	71.4
January	81.5	62.4	84.8	70.6	81.4	65.5
February	93.7	85.1	94.3	87.0		
March	93.0	84.7	90.1	79.5		

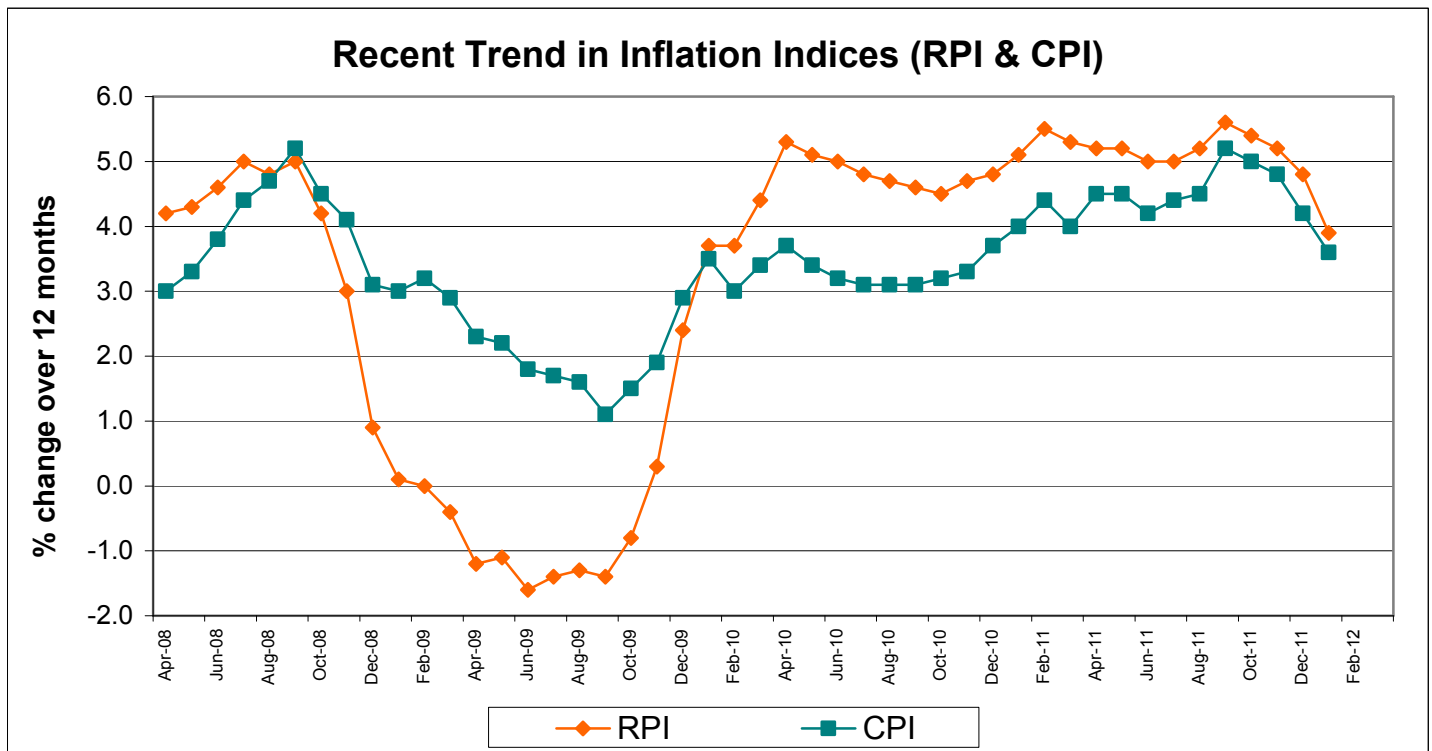


The percentages achieved for January were lower than other months due to the Christmas break. This is evident in 2009-10, 2010-11 and 2011-12. This position was exacerbated in 2009-10 due to snow. The 2011-12 year to date figure for invoices paid within 20 days is 79.2%, and within 30 days is 89.2%. This compares to overall performance in 2009-10 of 81.9% and 92.6% respectively and 2010-11 of 85.4% and 93.4% respectively. The Corporate Management Team and Directorate Management Teams are currently reviewing processes across the Council with a view to improving performance in this area.

5. RECENT TREND IN INFLATION INDICES (RPI & CPI)

In the UK, there are two main measures of inflation – the Consumer Prices Index (CPI) and the Retail Prices Index (RPI). The Government’s inflation target is based on the CPI. The RPI is the more familiar measure of inflation, which includes mortgage interest payments. The CPI and RPI measure a wide range of prices. The indices represent the average change in prices across a wide range of consumer purchases. This is achieved by carefully recording the prices of a typical selection of products from month to month using a large sample of shops and other outlets throughout the UK. The recent trend in inflation indices is shown in the table and graph below.

	2008-09		2009-10		2010-11		2011-12	
	Percentage Change over 12 months							
	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %
April	4.2	3.0	-1.2	2.3	5.3	3.7	5.2	4.5
May	4.3	3.3	-1.1	2.2	5.1	3.4	5.2	4.5
June	4.6	3.8	-1.6	1.8	5.0	3.2	5.0	4.2
July	5.0	4.4	-1.4	1.7	4.8	3.1	5.0	4.4
August	4.8	4.7	-1.3	1.6	4.7	3.1	5.2	4.5
September	5.0	5.2	-1.4	1.1	4.6	3.1	5.6	5.2
October	4.2	4.5	-0.8	1.5	4.5	3.2	5.4	5.0
November	3.0	4.1	0.3	1.9	4.7	3.3	5.2	4.8
December	0.9	3.1	2.4	2.9	4.8	3.7	4.8	4.2
January	0.1	3.0	3.7	3.5	5.1	4.0	3.9	3.6
February	0.0	3.2	3.7	3.0	5.5	4.4		
March	-0.4	2.9	4.4	3.4	5.3	4.0		



2011-12 January Monitoring of Prudential Indicators

1. Estimate of capital expenditure (excluding PFI)

Actual 2010-11	£377.147m	
Original estimate 2011-12	£305.448m	
Revised estimate 2011-12	£273.377m	(this includes the rolled forward re-phasing from 2010-11)

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

	2010-11 Actual	2011-12 Original Estimate	2011-12 Forecast as at 31.01.12
	£m	£m	£m
Capital Financing Requirement	1,521.689	1,308.640	1,516.442
Annual increase in underlying need to borrow	36.902	35.527	-5.247

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 2010-11	12.85%
Original estimate 2011-12	11.77%
Revised estimate 2011-12	13.98%

The actual 2010-11 and revised estimate 2011-12 includes PFI Finance Lease costs but these costs were not included in the original estimate calculation.

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 2011-12

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

	Prudential Indicator 2011-12 £m	Position as at 31.01.12 £m
Borrowing	1,158	1,042
Other Long Term Liabilities	0	0
	1,158	1,042

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

	Prudential Indicator	Position as at
	2011-12	31.01.12
	£m	£m
Borrowing	1,204	1,090
Other Long Term Liabilities	0	0
	1,204	1,090

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 2011-12 are:

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

	£m
Borrowing	1,198
Other long term liabilities	0
	1,198

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

	£m
Borrowing	1,204
Other long term liabilities	0
	1,204

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 2011-12

Fixed interest rate exposure	100%
Variable rate exposure	50%

These limits have been complied with in 2011-12.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31.01.12
	%	%	%
Under 12 months	25	0	0
12 months and within 24 months	40	0	7
24 months and within 5 years	60	0	5
5 years and within 10 years	80	0	10
10 years and within 20 years	25	10	10
20 years and within 30 years	25	5	22
30 years and within 40 years	25	5	11
40 years and within 50 years	25	10	15
50 years and within 60 years	30	10	20

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

Indicator £50m	Actual £10m
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EDUCATION, LEARNING & SKILLS DIRECTORATE SUMMARY JANUARY 2011-12 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 a number of 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in appendix 1 to the executive summary and include a further reduction of £6.4m in DSG as a result of schools converting to academies.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Education, Learning & Skills portfolio							
Delegated Budget:							
Schools Delegated Budgets	832,578	-832,578	0	3,126	0	3,126	+£4.626m estimated drawdown of reserves following 41 schools converting to academies; -£1.5m estimated increase in KCC schools reserves
TOTAL DELEGATED	832,578	-832,578	0	3,126	0	3,126	
Non Delegated Budget:							
ELS Strategic Management & directorate support budgets	9,941	-7,151	2,790	566	-211	356	Legal & staffing pressures as well as underspend on non-operational holdings; increased income from schools
<u>Services for Schools:</u>							
- Early Years & Childcare Advisory Service	7,975	-7,975	0	22	-35	-13	£1.2m underspend on staffing offset by contribution to corporate reserve to support next years budget
- School Improvement Services	10,225	-4,804	5,421	130	71	201	Staffing; Reduced income for interim headteachers
- Governor Support	661	-676	-15	-48	151	103	Reduced service costs as well as reduced income from schools
- PFI Schools Schemes	16,859	-16,859	0	0	0	0	
- Schools' Buildings & Sites	853	-706	147	-26	0	-26	
- Schools' Cleaning & Refuse	3,521	-3,889	-368	27	160	187	Cleaning & Refuse Collection Contract under recovery of income
- Schools' Meals	1,645	-1,645	0	0	0	0	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Schools' Non Delegated Staff Costs	2,940	-2,838	102	131	-100	31	Golden Hello payments and income
- Schools' Other Services	1,063	-578	485	-57	27	-30	
- Schools' Redundancy Costs	1,519	-1,232	287	0	0	0	
- Special Schools' Meals	629	-629	0	0	0	0	
- Schools' Teachers Pension Costs	7,629	-2,684	4,945	148	0	148	Increased capitalisation costs
	55,519	-44,515	11,004	327	274	601	
<u>Support for Individual Children</u>							
<u>- Education & Personal</u>							
- 14 - 19 year olds	5,556	-3,384	2,172	-1,277	949	-328	Reduced expenditure and income for Skills Studios and Skills Force, planned underspend on KS4 engagement programme and projects
- Attendance & Behaviour	22,235	-21,091	1,144	878	-739	139	Additional expenditure & income in PRUs and staffing
- Connexions	9,787	-9,787	0	250	0	250	Connexions contract
- Education Psychology Service	3,328	-13	3,315	-109	1	-108	Staff vacancies
- Free School Meals	3,864	-3,864	0	0	0	0	
- Learners with AEN Services	7,923	-7,221	702	-461	183	-278	Reduced expenditure & income in Specialist Teaching Service, Standards in specialist settings and Kent Panel
- Minority Communities Achievement Service	2,598	-2,598	0	0	0	0	
- Partnership with Parents	742	-3	739	-49	-5	-54	
- Statemented Pupils	9,628	-9,628	0	-290	290	0	Reduced income from OLA pupils
- Independent Special School Placements	12,549	-12,549	0	-97	97	0	
- Special School & Hospital Recoupment	1,660	-1,660	0	0	-1,572	-1,572	Additional special recoupment income
	79,870	-71,798	8,072	-1,155	-796	-1,951	
<u>Transport Services</u>							
- Home to College Transport	1,787	-367	1,420	159	0	159	High demand for Home to college transport
- Mainstream HTST	14,301	-384	13,917	-1,000	0	-1,000	Fall in the number of children requiring transport & contract renegotiation
- SEN HTST	17,039		17,039	-39	0	-39	
	33,127	-751	32,376	-880	0	-880	
<u>Intermediate Services</u>							
- Assessment of Vulnerable Children	1,692	-571	1,121	172	0	172	Staffing
TOTAL NON DELEGATED	180,149	-124,786	55,363	-970	-732	-1,702	
Total ELS portfolio	1,012,727	-957,364	55,363	2,156	-732	1,424	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Specialist Children's Services portfolio							
Delegated Budget:							
Early Years Placements	41,553	-41,553	0	0	0	0	
Total SCS portfolio	41,553	-41,553	0	0	0	0	
Total ELS directorate controllable	1,054,280	-998,917	55,363	2,156	-732	1,424	+£3.126m relates to delegated schools budgets

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:

Education, Learning & Skills portfolio:

Delegated Budgets

1.1.3.1 Schools Delegated Budgets: (+£3.126m gross)

The forecast £3.126m drawdown of schools reserves shown in tables 1 and 2 represents a £4.626m estimated reduction in reserves resulting from 41 schools converting to academies before the end of March 2012. It also includes a forecast -£1.500m addition to DSG reserves by the remaining KCC schools.

Non Delegated Budgets

1.1.3.2 ELS Strategic Management & Directorate Support Budgets: +£356k net (+£566k gross and -£211k income)

The ELS Strategic Management & Directorate Support budget is reporting a gross overspend of £566k due mainly to an overspend on Legal Services of £610k. The legal budget was offered up as a saving through the 2011-13 MTFP process with the option to redirect costs to managers. The saving proved difficult to achieve and in addition the pressure has increased further due to the legal costs involved when schools convert to academies. The directorate has reviewed the position for the future and a £250k pressure has been built into the recently approved 2012-15 MTFP. It should be noted that the pressure for 2012-13 will be lower than the current year pressure due to the one-off impact of 2/3rds of secondary's having already converted or are in the process of converting to academies. In addition, there will be an agreement with PFI schools wishing to convert to academy status that sets out the amount of additional legal costs likely to be incurred, which will be borne by the school. In addition ELS managers will also be expected to incur legal costs against service units in 2012-13.

There is a forecast pressure on the Catering and Kitchen maintenance team of +£125k which is covered by an increase in income from schools.

There is a forecast underspend on Building Maintenance of -£200k due to a planned reduction in expenditure on Non operational holdings (-£100k) and a reduction in spend on Staff Housing (-£100k).

There is an income variance reported of -£211k due mainly to additional contract income from schools for Catering and kitchen maintenance team packages of -£125k (mentioned above) and for Primary and Secondary conferences of -£34k due to head teachers paying for their own conferences. There are other minor income variances of -£52k.

1.1.3.3 Services for Schools:

- a. Early Years & Childcare Advisory Service: -£13k net (+£22k gross, -£35k income)
 The Early Years and Childcare Advisory Service is forecasting an underspend of -£1.2m on staffing in the Quality and Outcomes team due mainly to a number of vacancies being held pending the outcome of the ELS restructure which is due to take effect from 1 April 2012. The transfer of this one-off saving to a corporate reserve to be used to support next year's budget has been approved by Cabinet and the use of this reserve has been included in the 2012-13 MTP. Therefore a net nil position is reflected in the forecast for 2011-12
 Other minor variances total +£22k on gross and -£35k on income.
- b. School Improvement Services: +£201k net (+£130k gross, +£71k income)
 As part of the 2011-12 budget setting process School Improvement Services were allocated a savings target of £4.249m. This included a savings target for staff of £2.9m. The original plan to achieve these savings, as agreed during budget setting for 2011-12 has subsequently been revised and timescales have slipped meaning that only £945k of staff savings will be achieved this financial year leaving a gap of £3.3m. This pressure has reduced considerably to £130k due to the unit having a significant number of vacancies from April up until the restructure implementation at the start of December and a deliberate reduction in non-staffing expenditure and payments to schools.
 There is an income variance of +£71k which is mainly due to a reduction in expected income for interim head teachers placed in schools (+£143k) with other minor variances of (-£72k).
- c. Governor Support: +£103k net (-£48k gross, +£151k income)
 The Governor Support budget is showing an income pressure of +£151k due to a reduction in the expected levels of income from schools. This has a corresponding effect on the levels of expenditure and a £48k gross under spend is reported.
- d. Schools' Cleaning & Refuse: +£187k net (+£27k gross, +£160k income)
 In a previous MTFP the Client Services unit was expected to implement full-cost recovery in relation to contract management of the cleaning and refuse collection contracts with schools. Whilst they have made significant strides to achieve this, the service is still struggling to achieve the necessary income to cover the costs of the contract team resulting in a forecast +£160k under-recovery of income.
 The service is also reporting a +£27k gross variance.
- e. Schools' Non Delegated Staff Costs: £31k net (+£131k gross, -£100k income)
 There is a gross pressure of £100k due to an increase in the number of Golden Hello payments made to schools. As these are funded by the Training & Development Agency there will be an increase in income of -£100k. There are other minor gross variances of +£31k.
- f. Schools' Teachers Pension Costs: +£148k gross
 There is a forecast pressure of +£148k due to an increase in annual pension capitalisation costs.

1.1.3.4 Support for Individual Children – Education & Personal:

- a. 14-19 unit: -£328k net (-£1,277k gross, +£949k income)
 This service is reporting an overall gross variance of -£1,277k and an income variance of +£949k. There are planned gross underspends within the Preparing for Employment and Expanding vocational training projects of -£145k in order to cover overspends in other areas. There is also a planned -£250k gross under spend within the KS4 Engagement Programme to offset the pressure on the Connexions contract (see 1.1.3.4c below).
 Kent Science Resource Centre is delivering fewer courses than expected and is reporting a gross underspend of -£153k and a +£163k reduction in income. Thanet and Dover Skills Studio have both transferred to an academy during the financial year and are reporting a gross variance of -£189k and -£69k and income variances of +£189k and +£129k respectively. The net £60k overspend on Dover will be offset by the under spend in expanding vocational training project.

There is a forecast underspend on the gross Skills Force budget of -£333k and an offsetting +£333k income variance. Historically, there was an agreement that schools pay KCC who then pass the money on to Skills Force. This policy has now ceased and schools pay Skills Force directly.

There is a gross underspend forecast for the Young Apprentices grant of -£53k matched by a reduction in grant income.

There are other minor variances totalling -£85k on gross and +£82k on income.

b. Attendance & Behaviour: +£139k net (+£878k gross, -£739k income)

The Attendance & Behaviour unit is forecasting a gross pressure of +£878k and an income variance of -£739k.

Alternative curriculum and behaviour PRUs are forecasting a gross pressure of +£663k and income variance -£663k due to additional staffing and premises costs, offset by income from schools and academies.

There is a forecast pressure on staffing of +£206k due in part to a delay in implementing a restructure and other minor gross variances of +£9k.

The unit is projecting -£54k additional income from parents/carers for penalty notices for their child's non attendance at school and recovered court costs. There are other minor income variances of -£22k.

c. Connexions: +£250k gross

The Young Peoples Learning Agency (YPLA) announced on 29 March 2011 that the Education Business Partnership funding was being withdrawn on 31 March 2011. This funding is paid to Connexions via a contract and we could not renegotiate the contract until the end of August 2011. Renegotiations have been completed with Connexions, and a pressure of +£250k is anticipated.

d. Educational Psychology Service: -£108k net (-£109k gross, +£1k income)

The unit are reporting a gross underspend of -£109k due to staff vacancies being held pending the ELS restructure.

e. Learners with AEN Services: -£278k net (-£461k gross, +£183k income)

The service is reporting a -£461k gross and +£183k income variance. This is largely due to staffing underspend of -£110k in the Standards in Specialist Settings team together with a -£57k gross and +£58k income variance due to the cessation of the Kent Panel. There is also an underspend in Early Years Inclusion and Equalities of -£104k due to a planned commitment to cover the costs of debt write off no longer being required as we are continuing to pursue these debts. There is less traded income from colleges for Specialist Teaching Services (+£97k), with a corresponding decrease in expenditure (-£97k). The portage service also have a minor reduction in gross (-£32k) and internal income (+£28k). There are other minor gross underspends of -£61k.

f. Statemented Pupils: £0k net (-£290k gross, +£290k income)

The unit are reporting a gross (-£290k) and income (+£290k) variance due to reduced income from other local authority pupils in our schools and a corresponding reduction in spend

g. Special School & Hospital Recoupment: -£1,572k income

The forecast additional income of -£1,572k reflects the fact that in 2010-11 and the previous year the recoupment income exceeded the set budget due to demand for places from other Local Authorities. The position in 2011-12 is forecast to be the same and an increase in the special school recoupment income budget has been reflected in the 2012-15 MTFP.

1.1.3.5 Transport Services:

a. Home to College Transport: +£159k gross

There is a +£159k gross pressure reported due to increased demand, including increased costs for transport for SEN pupils over the age of 19 who have been awarded travel costs on appeal.

b. Mainstream HTST: -£1,000k gross

There is a -£1,000k gross underspend forecast for Mainstream HTST. This reflects the full year effect of 2010-11 outturn after fully covering 2011-12 savings, and continuing to support pupils eligible for extended rights to free transport. Contracts have been renegotiated and the pupil numbers are lower than budgeted. This ongoing underspend has been reflected as a saving in the 2012-15 MTFP.

c. SEN HTST: -£39k gross

The -£39k gross variance reflects the full year effect of 2010-11 outturn after fully covering 2011-12 savings. The unit are forecasting a small under spend with activity levels lower than budgeted levels for the majority of the year to date, although the number of pupils has been increasing since September which is reflected in the reduced underspend being reported this quarter on this budget. It should be noted that the number of pupils is just one variable contributing to total cost of transport with other factors such as distance travelled, type of travel etc impacting on the forecast.

1.1.3.6 Intermediate Servicesa. Assessment of Vulnerable Children: +£172k gross

There is a gross pressure on staffing of +£172k due to a delay in the implementation of a planned restructure of the ELS directorate.

Specialist Children's Services portfolio:**Delegated Budgets**1.1.3.7 Early Years Placements

The latest forecast suggests an underspend of around -£0.3 million on payments to PVI providers for 3 and 4 year olds. The number of hours provided in the summer term increased by 16% over the same term last year as per Section 2.3 and the autumn term has a 4% increased take up compared to the same term last year. The extension of the free entitlement to 15 hours per week was rolled out across the County in September 2010 and the forecast shows the full year effect of the rollout. As this budget is funded entirely from DSG, this underspend is transferred into the DSG reserve at the end of the year in accordance with regulations.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ELS	Schools Budgets (gross): estimated drawdown of reserves following 41 schools converting to academies	+4,626	ELS	Schools Budgets (gross): estimated increase in reserves of KCC schools	-1,500
ELS	Early Years & Childcare Advisory Service: transfer of underspend on staffing to Corporate Reserves to support next years budget	+1,200	ELS	Special school & hospital recoupment (income): more OLA pupils placed at Kent schools than budgeted level	-1,572
ELS	Attendance & Behaviour (gross): PRUs additional staffing & premises costs (matched by income from schools & academies)	+663	ELS	Early Years & Childcare Advisory Service: underspend on staffing within the Quality & Outcomes Team	-1,200
ELS	ELS Strategic Management & Directorate support budgets (gross): legal savings target unlikely to be achieved	+610	ELS	Mainstream home to school transport (gross): fewer children than budgeted level and contract renegotiation	-1,000
ELS	14-19 year olds (income): Skills Force schools now paying Skills Force direct rather than via LA	+333	ELS	Attendance & Behaviour (income): PRU income from schools and academies to fund increased costs	-663

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ELS	14-19 year olds (income): Dover and Thanet skills studios transferring to an academy in year	+318	ELS	14-19 year olds (gross): Skills Force payment now made to Skills Force directly from schools rather than via LA	-333
ELS	Statemented Pupils (income): reduction in OLA income	+290	ELS	Statemented Pupils (gross): reduction in costs of statemented support	-290
ELS	Connexions (gross): cessation of grant from YPLA from 1 April but contract fixed until 31 August	+250	ELS	14-19 year olds (gross): Dover and Thanet skills studios transferred to an academy in year	-258
ELS	Attendance & Behaviour (gross): staffing pressure due to delay in directorate restructure	+206	ELS	14-19 Unit (gross): planned underspend on KS4 Engagement Programme to help offset overspend in Connexions	-250
ELS	Assessment of Vulnerable Children (gross): staffing overspend within SEN unit	+172	ELS	ELS Strategic Management (gross): planned underspend on Building Maintenance - Non operational holdings and Staff Housing	-200
ELS	14-19 Unit (income): Kent Science Resource Centre less courses delivered	+163	ELS	14-19 Unit (gross): Kent Science Resource Centre less courses delivered	-153
ELS	Schools Cleaning and Refuse (income): under-recovery of expected income	+160	ELS	14-19 Unit (gross): Preparing for Employment and Vocational training projects planned underspend	-145
ELS	Home to college transport (gross): increased demand for service	+159	ELS	ELS Strategic Management & Directorate support budgets (income): additional income from schools for catering packages	-125
ELS	Governor Services (income): reduction in expected levels of income from schools	+151	ELS	Learners with Additional Needs (gross): staffing underspend for Standards in Specialist Settings team	-110
ELS	Schools' teachers pension costs (gross): capitalisation costs higher than expected	+148	ELS	Educational Psychology (gross): staffing underspend	-109
ELS	School Improvement (income): Reduction in income for Interim Head Teachers placed in schools	+143	ELS	Learners with Additional Needs (gross): underspend on Early Years Inclusion and Equalities as provision for debt write off not required	-104
ELS	School Improvement (gross): staffing pressure	+130	ELS	Schools' non delegated staff costs (income): additional Golden Hellos income from TDA	-100
ELS	ELS Strategic Management & Directorate support budgets (gross): additional staffing costs within catering and kitchen maintenance team (matched by income from schools)	+125			
ELS	Schools' non delegated staff costs (gross): Golden Hellos payments to schools	+100			
		+9,947			-8,112

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

eg Management Action achieved to date including vacancy freeze, changes to assessment criteria etc. This section should provide details of the management action already achieved, reflected in the net position reported in table 1.

The restructure for Schools Standards & Improvement took effect in December 2011 with the remainder of the directorate restructure following in April 2012. The directorate has continued to hold vacancies where possible.

1.1.5 **Implications for MTFP:**

The pressure in Client Services relating to full cost recovery of contract management of the cleaning and refuse collection contracts with schools should be resolved following the school's delegation consultation outcome.

The legal pressure, increase in Special School Recoupment income and the Home to School Transport savings have all been addressed in the recently approved 2012-15 MTFP.

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]*

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.

The directorate is currently forecasting a pressure of +£1.424m, +£3.126m against the schools delegated budgets and an underspend of £1.702m against the non-delegated budget.

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 in the 2012-15 MTFP as agreed by County Council on 9 February 2012, 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 £m	2011-12 £m	2012-13 £m	2013-14 £m	Future Years £m	TOTAL £m
Education, Learning & Skills						
Budget	350.133	110.387	133.153	86.617	64.049	744.339
Adjustments:						0.000
Rephasing as per December monitoring		-0.960	0.946	0.014		0.000
Revised Budget	350.133	109.427	134.099	86.631	64.049	744.339
Variance		-6.070	5.294	0.922	0.000	0.146
split:						
- real variance		-0.277	0.423	0.000	0.000	0.146
- re-phasing		-5.793	4.871	0.922	0.000	0.000
Devolved Capital to Schools						
Budget	2.221	24.720	13.916	11.916	27.916	80.689
Adjustments:						0.000
Revised Budget	2.221	24.720	13.916	11.916	27.916	80.689
Variance		0.000	0.000	0.000	0.000	0.000
split:						
- real variance		0.000	0.000	0.000	0.000	0.000
- re-phasing		0.000	0.000	0.000	0.000	0.000
Directorate Total						
Revised Budget	352.354	134.147	148.015	98.547	91.965	825.028
Variance	0.000	-6.070	5.294	0.922	0.000	0.146
Real Variance	0.000	-0.277	0.423	0.000	0.000	0.146
Re-phasing	0.000	-5.793	4.871	0.922	0.000	0.000

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 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
			£m	£m	£m	£m
Overspends/Projects ahead of schedule						
ELS	Wyvern School	phasing		0.342		
ELS	BSF/Academies Compensation Events	real		0.280		
ELS	Warden Bay PS	real		0.256		
			0.000	0.878	0.000	0.000
Underspends/Projects behind schedule						
ELS	Annual Planned Enhancement Programme	phasing	-0.970			
ELS	BSF Wave 3 - builds	phasing		-0.900		
ELS	Isle of Sheppey Academy	phasing		-0.800		
ELS	Halfway House PS	phasing	-0.644			
ELS	Academy Unit Costs	phasing		-0.600		
ELS	Repton Park PS	phasing	-0.582			
ELS	The Judd School	phasing	-0.500			
ELS	Pupil Referral Units	phasing	-0.339			
ELS	Richmond PS	phasing		-0.300		
			-3.035	-2.600	0.000	0.000
			-3.035	-1.722	0.000	0.000

1.2.4 Projects re-phasing by over £1m:

N/A

1.2.5 Projects with real variances, including resourcing implications:

The variance over the lifetime of the Medium Term Plan indicates an overspend of £0.146m. The split of this variance across the years of the MTFP is -£0.277m in 2011-12 and +£0.423m 2012-13. Additional resources are in place to deal with the reported overspend.

Modernisation Programme 2011-12 – Lydd Primary School: +£0.141m (+£0.005m in 2011-12 and +£0.136m in 2012-13): There are two classrooms being extended and what was the breakfast club room being converted into an additional classroom. The costs are being met from developer contributions.

Primary Capital Programme – Warden Bay Primary School: +£0.256m (in 2011-12): The overspend is due to variations in sewer and highways works, an extension in the scope of work required on the construction and an extension of time claim. The overspend has been offset by making a saving on next year's Modernisation programme.

BSF/Academies Compensation Events (BSF Wave 5 Unit Costs): +£0.280m (in 2011-12): Additional costs have been incurred at the end of projects relating to the discovery and need to clear asbestos. The financing of these additional costs have been found from savings on BSF Wave 3 and 4 Unit Costs at -£0.150m and -£0.130m respectively.

Overall this leaves a residual balance of +£0.005m on a number of more minor projects.

1.2.6 General Overview of capital programme:

(a) Risks

As our programme is now based on the allocations received following the CSR the scale of risks has dropped considerably but it only provides certainty for the 2011-12 year. Future years are dependent upon government announcements later this year which will, we believe, follow publication of the James Review.

There are several schemes where there are potential risks:

Harrietsham Primary School – The assessment of work required to correct the defects the building are complete and the matter is now with KCC's Legal Team. Although we are seeking to recover any remedial costs via a professional indemnity claim there is still the possibility of an eventual LEA liability on this project. As any LEA liability is unquantifiable at this time we are not including any additional costs in our current forecasts.

Contractor claims – there are several schemes where there are potential claims from contractors or where KCC is taking legal action against contractors. KCC legal are advising in respect of these and at this time we are not including any additional costs in our current forecast.

Goat Lees Primary School and Halfway House Primary School – It should be noted that within the current monitoring return there are issues that need to be resolved with both the level of resources currently available and the phasing of the projects. The funding and phasing issues will be addressed when the projects are taken to Project Advisory Group seeking recommendation of approval to spend.

(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 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.

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Basic Need - Repton Park Primary School					
Amended total cash limits	2.772	3.118	0.041	0.000	5.931
re-phasing	-0.582	0.606	-0.024	0.000	0.000
Revised project phasing	2.190	3.724	0.017	0.000	5.931
Basic Needs - Archbishop Courtenay Primary School					
Amended total cash limits	0.128	0.000	0.000	0.000	0.128
re-phasing	-0.147	0.147	0.000	0.000	0.000
Revised project phasing	-0.019	0.147	0.000	0.000	0.128
Wrotham Primary School					
Amended total cash limits	0.509	2.482	0.009	0.000	3.000
re-phasing	-0.179	0.183	-0.004	0.000	0.000
Revised project phasing	0.330	2.665	0.005	0.000	3.000
The Judd School					
Amended total cash limits	0.500	0.000	0.000	0.000	0.500
re-phasing	-0.500	0.500	0.000	0.000	0.000
Revised project phasing	0.000	0.500	0.000	0.000	0.500
Frittenden Primary School					
Amended total cash limits	0.705	0.050	0.000	0.000	0.755
re-phasing	-0.219	0.212	0.007	0.000	0.000
Revised project phasing	0.486	0.262	0.007	0.000	0.755
Halfway House Primary School					
Amended total cash limits	0.680	1.520	0.000	0.000	2.200
re-phasing	-0.644	0.644	0.000	0.000	0.000
Revised project phasing	0.036	2.164	0.000	0.000	2.200
Annual Planned Enhancement Programme					
Amended total cash limits	15.260	10.091	7.999	6.150	39.500
re-phasing	-0.970	0.970	0.000	0.000	0.000
Revised project phasing	14.290	11.061	7.999	6.150	39.500
Pupil Referral Units					
Amended total cash limits	0.663	0.090	0.090	0.090	0.933
re-phasing	-0.339	0.339	0.000	0.000	0.000
Revised project phasing	0.324	0.429	0.090	0.090	0.933
Special Schools Review - Wyvern School					
Amended total cash limits	1.657	1.199	0.000	0.000	2.856
re-phasing	0.342	-0.342	0.000	0.000	0.000
Revised project phasing	1.999	0.857	0.000	0.000	2.856

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
PCP - Richmond Primary School					
Amended total cash limits	1.151	0.004	0.004	0.000	1.159
re-phasing	-0.300	0.304	-0.004	0.000	0.000
Revised project phasing	0.851	0.308	0.000	0.000	1.159
Building Schools for the Future - Wave 3					
Amended total cash limits	5.302	3.500	0.000	0.000	8.802
re-phasing	-0.900	0.900	0.000	0.000	0.000
Revised project phasing	4.402	4.400	0.000	0.000	8.802
BSF Wave 5 Unit Costs (Compensation Events)					
Amended total cash limits	-2.528	0.500	0.000	0.000	-2.028
re-phasing	0.105	-0.105	0.000	0.000	0.000
Revised project phasing	-2.423	0.395	0.000	0.000	-2.028
Academy Unit Costs					
Amended total cash limits	1.500	0.667	0.778	0.000	2.945
re-phasing	-0.600	0.600	0.000	0.000	0.000
Revised project phasing	0.900	1.267	0.778	0.000	2.945
Isle of Sheppey Academy					
Amended total cash limits	21.263	13.465	8.582	0.000	43.310
re-phasing	-0.800	0.800	0.000	0.000	0.000
Revised project phasing	20.463	14.265	8.582	0.000	43.310
Development Opportunities - Kingsmead Primary School					
Amended total cash limits	0.200	1.799	0.000	0.000	1.999
re-phasing	-0.174	-0.770	0.944	0.000	0.000
Revised project phasing	0.026	1.029	0.944	0.000	1.999
Total re-phasing >£100k	-5.907	4.988	0.919	0.000	0.000
Other re-phased Projects below £100k	0.114	-0.117	0.003	0.000	0.000
TOTAL RE-PHASING	-5.793	4.871	0.922	0.000	0.000

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of schools with deficit budgets compared with the total number of schools:

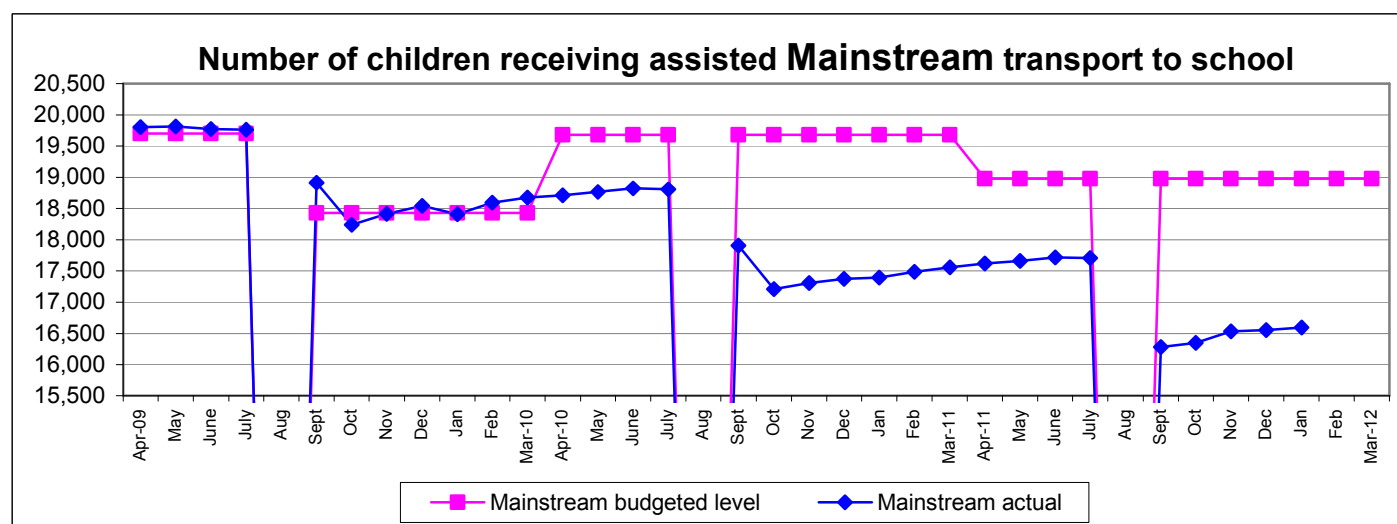
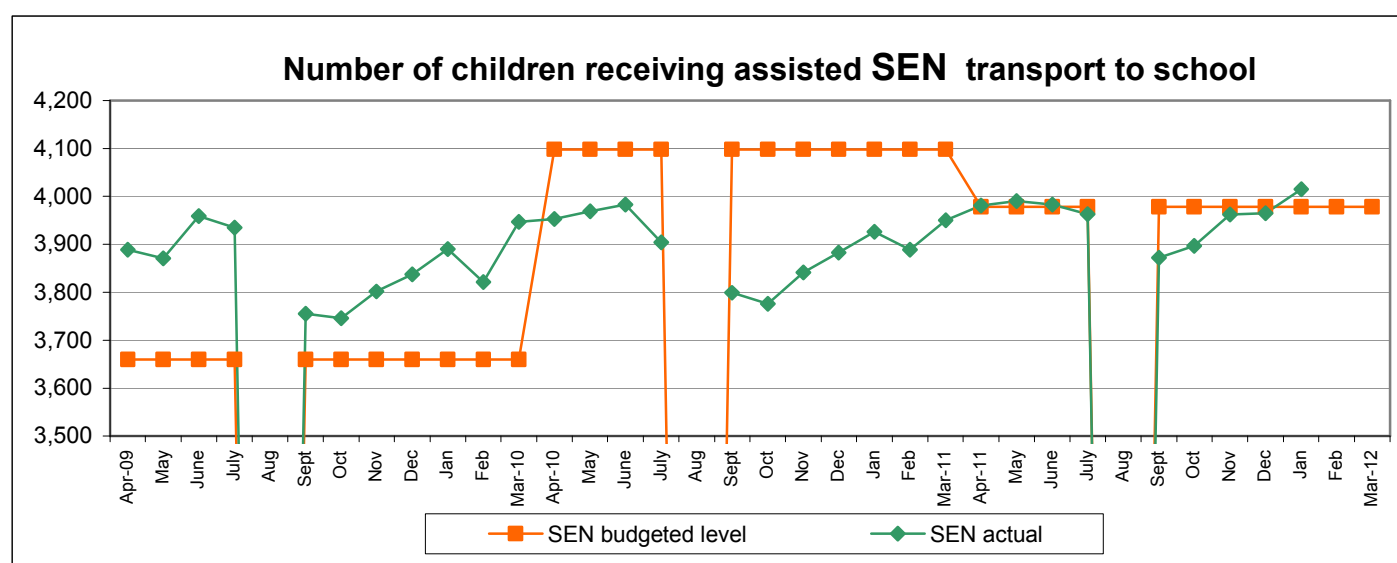
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	as at 31-3-06	as at 31-3-07	as at 31-3-08	as at 31-3-09	as at 31-3-10	as at 31-3-11	projection
Total number of schools	600	596	575	570	564	538	497
Total value of school reserves	£70,657k	£74,376k	£79,360k	£63,184k	£51,753k	£55,190k	£52,064k
Number of deficit schools	9	15	15	13	23	17	5
Total value of deficits	£947k	£1,426k	£1,068k	£1,775k	£2,409k	£2,002k	£726k

Comments:

- The information on deficit schools for 2011-12 has been obtained from the schools budget submissions. The LA 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.
- 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 LA. The 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. The level of deficits is likely to fall by year end, as one of the five deficit schools accounts for £467k of the £726k value. This school is planning to become an academy in the near future, and there is a plan to convert the deficit to a loan.
- The number of schools is based on the assumption that 41 schools (including 26 secondary schools, 14 primary schools and 1 special school) will convert to academies before the 31st March 2012 in line with the government’s decision to fast track outstanding schools to academy status. There are a few schools whose date for conversion has not been finalised, and it has been assumed in this report that they will not become an academy before 1st April 2012.
- The estimated drawdown from schools reserves of £3,126k includes £4,626k which represents the estimated reduction in reserves resulting from 41 schools converting to academy status. In addition budget monitoring returns from schools detailing their forecasts were received during January and they show that school reserves will increase by approximately £1,500k during the 2011-12 financial year. Schools have traditionally been cautious in their financial forecasting, however the new tighter balance control mechanism is now in operation for its third year and we believe that the overall level of school reserves have reached their optimum operational level. We are therefore not expecting reserves to change significantly this year.

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

	2009-10				2010-11				2011-12			
	SEN		Mainstream		SEN		Mainstream		SEN		Mainstream	
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual
April	3,660	3,889	19,700	19,805	4,098	3,953	19,679	18,711	3,978	3,981	18,982	17,620
May	3,660	3,871	19,700	19,813	4,098	3,969	19,679	18,763	3,978	3,990	18,982	17,658
June	3,660	3,959	19,700	19,773	4,098	3,983	19,679	18,821	3,978	3,983	18,982	17,715
July	3,660	3,935	19,700	19,761	4,098	3,904	19,679	18,804	3,978	3,963	18,982	17,708
Aug	0	0	0	0	0	0	0	0	0	0	0	0
Sept	3,660	3,755	18,425	18,914	4,098	3,799	19,679	17,906	3,978	3,872	18,982	16,282
Oct	3,660	3,746	18,425	18,239	4,098	3,776	19,679	17,211	3,978	3,897	18,982	16,348
Nov	3,660	3,802	18,425	18,410	4,098	3,842	19,679	17,309	3,978	3,962	18,982	16,533
Dec	3,660	3,838	18,425	18,540	4,098	3,883	19,679	17,373	3,978	3,965	18,982	16,556
Jan	3,660	3,890	18,425	18,407	4,098	3,926	19,679	17,396	3,978	4,015	18,982	16,593
Feb	3,660	3,822	18,425	18,591	4,098	3,889	19,679	17,485	3,978		18,982	
Mar	3,660	3,947	18,425	18,674	4,098	3,950	19,679	17,559	3,978		18,982	

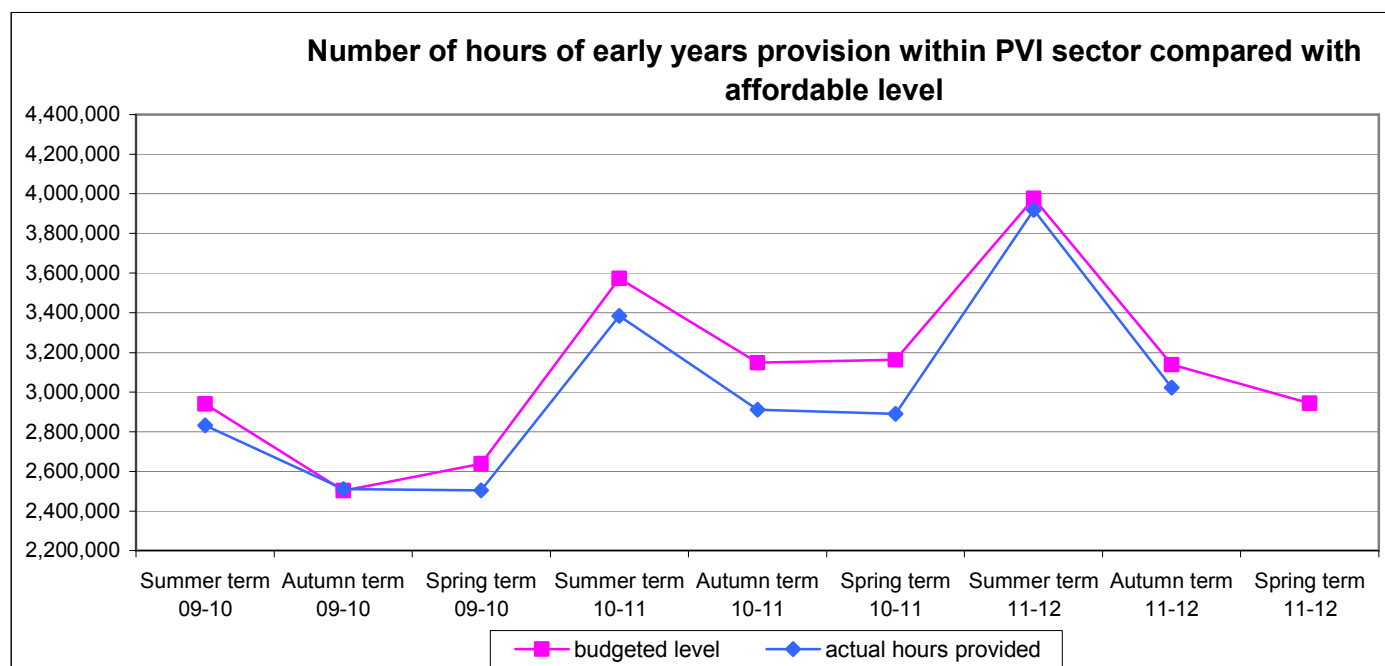


Comments:

- **SEN HTST** – The number of children is similar to the budgeted level, but there are a number of other factors which contribute to the underspend of -£39k reported in section 1.1.3.5 c, such as distance travelled and type of travel.
- **Mainstream HTST** - The number of children is lower than the budgeted level resulting in a corresponding underspend of -£1,000k (see section 1.1.3.5 b).

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

	2009-10		2010-11		2011-12	
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided
Summer term	2,939,695	2,832,550	3,572,444	3,385,199	3,976,344	3,917,710
Autumn term	2,502,314	2,510,826	3,147,387	2,910,935	3,138,583	3,022,381
Spring term	2,637,646	2,504,512	3,161,965	2,890,423	2,943,439	
	8,079,655	7,847,888	9,881,796	9,186,557	10,058,366	6,940,091



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 and was rolled out across the county in September 2010. The increase in the number of hours was factored into the budgeted number of hours for 2009-10 and 2010-11. For 2011-12 the increase in hours is funded by Dedicated Schools Grant in the same way as the 12.5 hours per week. In 2010-11 and previous years the increase in hours was funded by a specific DFE Standards Fund grant.
- The current activity suggests an underspend of £0.3m on this budget which has been reported in section 1.1.3.7 of this annex. As this budget is funded entirely from DSG, 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 this underspend will be transferred to the DSG reserve at year end.
- It should be noted that not all parents currently take up their full entitlement and this can change during the year.
- The 2011-12 budgeted number of hours has changed from what has previously been reported because the amount of DSG allocated for this service was reduced at the beginning of the financial year based on up-to-date census data, but unfortunately the budgeted number of hours was not amended accordingly.
- The figures for actual hours provided are constantly reviewed and updated, so will always be subject to change. As a result, the figure reported for the 2011-12 summer term has changed from previous reports.

FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY JANUARY 2011-12 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:
 - the removal of contingency held against the ending of Social Care Reform Grant following agreement to the use of the £16.226m NHS funding for Social Care. This contingency has been transferred to the Financing Items budgets within the Finance & Business Support portfolio
 - and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary, and include £3.775m additional health funding for winter pressures, which has been added to both gross and income budgets within the Other Adult Services budget line.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Specialist Children's Services portfolio							
Strategic Management & Directorate Support Budgets	4,238	-2,046	2,192	99	-72	27	
<u>Services for Schools:</u>							
Early Years & Childcare Advisory Service	5,492	-5,492	0	-610	-49	-659	Renegotiated NCMA contract
<u>Social Services for Children:</u>							
16+ Service	8,988		8,988	749	0	749	Activity in excess of budget; Increased payments to care leavers
Adoption Service	7,166	-68	7,098	676	37	713	Increase in SGOs; Staffing pressure
Asylum Seekers	14,525	-14,245	280	342	1,188	1,530	Increase in clients, and increase in those ineligible for funding
Children's Support Services	3,414	-1,940	1,474	89	-3	86	
Fostering Service	31,323	-407	30,916	7,951	-28	7,923	Legal pressure; Activity in excess of budget; impact of new legislation for reward payments to related fosterers
Other Preventative Services	16,669	-8,541	8,128	152	-82	70	
Residential Children's Services	10,999	-2,605	8,394	2,345	41	2,386	Activity in excess of budget; increased use of permanent relief staff; reduced demand for secure accommodation
Safeguarding	4,142	-373	3,769	25	-135	-110	
	97,226	-28,179	69,047	12,329	1,018	13,347	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Support for Individual Children</u>							
- Children's Centres	18,151	-17,372	779	-934	-5	-939	Changed profile of opening centres; Non-essential expenditure cutbacks; Staffing savings
- Integrated Looked After Children's Service	2,632	-704	1,928	-77	-2	-79	
	20,783	-18,076	2,707	-1,011	-7	-1,018	
<u>Intermediate Services</u>							
- Assessment of Vulnerable Children	39,760	-2,850	36,910	3,027	-21	3,006	Increased staffing support (mainly agency social workers)
Total SCS portfolio	167,499	-56,643	110,856	13,834	869	14,703	
Adult Social Care & Public Health portfolio							
Strategic Management & Directorate Support Budgets	9,898	-755	9,143	52	-182	-130	
<u>Adults & Older People:</u>							
- Direct Payments							
- Learning Disability	10,187	-736	9,451	-920	313	-607	Activity below budget level; income charge lower than budget
- Mental Health	732		732	-173	0	-173	activity below the level budgeted for
- Older People	6,159	-665	5,494	-392	41	-351	Unit cost below budgeted level
- Physical Disability	8,248	-353	7,895	31	-41	-10	
Total Direct Payments	25,326	-1,754	23,572	-1,454	313	-1,141	
- Domiciliary Care							
- Learning Disability	7,603	-1,454	6,149	-1,255	76	-1,179	Activity below affordable level
- Mental Health	898	0	898	-362	0	-362	Activity below affordable level
- Older People	46,554	-11,925	34,629	-2,644	1,466	-1,178	Activity below affordable level for both P&V and In-House; average unit income below budgeted level
- Physical Disability	7,684	-539	7,145	-126	47	-79	
Total Domiciliary Care	62,739	-13,918	48,821	-4,387	1,589	-2,798	
- Nursing & Residential Care							
- Learning Disability	75,524	-23,389	52,135	3,467	-1,232	2,235	Activity & unit cost in excess of affordable level. Increased income from increased activity
- Mental Health	6,737	-846	5,891	123	235	358	Unit cost higher than affordable; Increase in Section 117 clients
- Older People - Nursing	45,547	-22,070	23,477	115	-263	-148	Activity in excess of budget level; lower unit cost; release of provision & unrealised creditors from balance sheet

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Older People - Residential	88,184	-36,594	51,590	-3,384	1,771	-1,613	Activity below affordable level; Modernisation strategy leading to gross savings & reduced income; release of provision & unrealised creditors from balance sheet
- Physical Disability	12,305	-1,786	10,519	1,054	22	1,076	Activity in excess of budget level
Total Nursing & Residential Care	228,297	-84,685	143,612	1,375	533	1,908	
- Supported Accommodation							
- Learning Disability	31,227	-18,857	12,370	-580	-173	-753	Unit cost below affordable level; activity in excess of budget
- Physical Disability/Mental Health	1,313	-255	1,058	968	-104	864	activity in excess of affordable level
Total Supported Accommodation	32,540	-19,112	13,428	388	-277	111	
- Other Services for Adults & Older People							
- Contributions to Vol Orgs	14,912	-902	14,010	-262	-29	-291	Recommissioning strategies
- Day Care							
- Learning Disability	13,274	-284	12,990	-311	57	-254	Efficiencies; reduced client numbers
- Older People	3,926	-157	3,769	-374	2	-372	Recommissioning strategies
- Physical Disability/Mental Health	1,302	-1	1,301	-69	1	-68	
Total Day Care	18,502	-442	18,060	-754	60	-694	
- Other Adult Services	33,879	-28,165	5,714	162	452	614	Reduced provision of meals; increased OT equipment
Total Other Services for A&OP	67,293	-29,509	37,784	-854	483	-371	
- Intermediate Services							
- Assessment of Vulnerable Adults & Older People	40,912	-3,361	37,551	-1,672	225	-1,447	Vacancy management; uncommitted funding; reduced recharges to health
Total ASC&PH portfolio	467,005	-153,094	313,911	-6,552	2,684	-3,868	
Total Families & Social Care controllable	634,504	-209,737	424,767	7,282	3,553	10,835	

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:

Specialist Children's Services portfolio:

Overall forecast net pressure of £14,703k (£13,834k gross, £869k income), details of those variances, in excess of £100k, are detailed below.

1.1.3.1 Early Years & Childcare Service: -£659k (-£610k gross, -£49k income)

A £600k forecast under spend is reported, due to the successful re-negotiation of the National Childminding Association Contract, which reduced the original cost. This organisation carries out

various strategic commissioning training sessions for Childminders on behalf of the Early Years Service. This contract is managed within the Children's Centres Central Team budget, which is also forecasting a minor under spend as a result of holding vacancies. The budget for the Children's Centres central team has been moved to the children's centres A to Z budget line in the recently approved 2012-13 budget.

1.1.3.2 16+ Service- +£749k gross

A pressure of £197k on Independent Fostering Payments is contributing to the forecast pressure on this service. This is due to a forecast variance of 259 weeks support above the affordable level (+£261k), coupled with a reduction in the unit cost of placements, of £65 per client week compared to the affordable level (-£64k).

A pressure of +£60k on Non-Related (in-house) Fostering is forecast. This is due to forecast activity being 337 weeks more than the affordable level (+£135k) and the weekly unit cost being £10 less than the affordable level (-£75k).

A pressure of +£6k in the Private & Voluntary residential placements is also a contributor to the overall pressure. This is due to an extra 43 weeks support in residential care above the affordable level (+£130k), as a result of children remaining in their placements when turning 16, rather than moving into lower cost supported lodgings. The Authority has a legal obligation to maintain the existing placement if the child requests. This has been offset by the average cost of a placement costing less than anticipated, saving £124k.

In addition, £26k of the forecast pressure is as a result of the team now being fully staffed to meet the increased demand on these services as a result of the higher activity seen so far in 2011-12.

This increase in activity has also resulted in higher than anticipated payments to Care Leavers and Relevant Children (+£460k). (Relevant Children are defined under the Leaving Care act as "children aged 16-17 who are no longer looked after by a local authority, but who were looked after for at least 13 weeks after the age of 14 and have been looked after at some time while they were aged 16 and 17").

1.1.3.3 Adoption Service: +£713k (+£676k gross, £37k income)

The current forecast variance of £713k includes a £140k gross pressure as a result of an increase of staff in the Adoption Team and a £37k shortfall in income as a result of a reduction in out county placements.

A pressure relating to Special Guardianship Orders (SGO) of £438k where the latest quarters trend has increased by 20% in order to secure a permanent placement for a child where adoption is not suitable or required. In order to secure permanency, SGO legal orders through the courts are required.

The remaining variance is due to the increasing number of adoption placements leading to an increase £98k.

1.1.3.4 Asylum Seekers: +£1,530k (+£342k gross, +£1,188k income)

We are now forecasting that we will provide support for the full-year equivalent of 160 Non-Eligible clients for which we will receive no re-imbursment. This is 125 higher than included in the original budget. The majority of this increase in Non-Eligible clients are All Rights Exhausted (ARE). Our original budget assumed that the UKBA would remove most of these ARE clients, but our experience is that this is not the case, and we are now therefore projecting that these will remain the responsibility of KCC until the end of this financial year. Our legal advice is that we must continue to provide support to these clients under the Leaving Care legislation and the cost of supporting these additional "Non-Eligible" clients is £1,281k.

Following a change in the 2011-12 Grant rules we are now unable to claim for the first 13 weeks after a young person is made ARE unless we carry out Human Rights Assessments (HRAs). For two main reasons no HRAs have been carried out as yet:

- No additional funding has been made available to allow us to carry out these assessments, and
- Our Legal advice is that to do these HRAs would leave KCC open to potential legal challenges from the ARE clients.

This has reduced our income by £140k.

Another meeting has been arranged with the UKBA in March, to discuss these issues.

The cost of supporting "Eligible" over 18s is currently forecast to be £166 per week but grant reimbursement is set at £150 per week, this generates a pressure of £267k.

The number of referrals has fallen significantly below the level originally forecast. As a result the number of Under 18 clients the service is supporting has reduced which has resulted in a fall in both gross spend and income. The net impact of this is a saving of £158k (-£1,206k gross and +£1,048k income) as a significant number of the reduction in referrals relates to under 16's where the grant unit cost is less than the actual cost.

1.1.3.5 Fostering Service: +£7,923k (+£7,951k gross, -£28k income)

Non-Related Fostering (in-house) is forecasting a gross pressure of £2,153k, as a result of the forecast number of weeks of service being 7,977 higher than the affordable level of 41,800, this generates £3,179k of the current pressure. Additionally, the unit cost being £21 lower than previously estimated when setting the cash limit has reduced the pressure by -£1,026k.

Independent Fostering is forecasting a gross pressure of £2,307k. Again, this is as a result of a significant increase in weeks support, which is 2,528 higher than the affordable level of 3,990 and results in a pressure of £2,730k. However the average weekly cost is £65 lower than budgeted, and this reduces the total pressure by £423k.

A pressure of £266k is forecast for Related Foster payments, together with a pressure of £459k for Kinship Non LAC, which are both mainly due to a potential increase in allowances paid to related foster carers. New legislation that came into effect on the 1st April 2011 requires Local Authorities to pay reward payments to related foster carers. Currently Kent's policy is that related carers only receive the maintenance element, whereas non-related carers receive both a maintenance and a fee element. The outcome of the recent Manchester City Council judgement regarding this legislation was ambiguous, so legal advice is currently sought. As a precaution, £237k has been included in the forecast for 2011-12 for this, (Related Foster payments £100k and Kinship Non LAC £137k).

The balance of the pressure on Kinship Non LAC, (non LAC children placed with relatives), of £322k is primarily due to increased demand for this service with the forecast number of weeks being 2,800 higher than affordable. The balance of the pressure on Related Fostering of £166k is due to increased demand for the service as children are placed with family members whenever possible. (Neither Related Fostering nor Kinship Non LAC is not included in the activity shown at Section 2.2.).

A pressure on Legal costs of £2,840k is forecast, this is based on the latest information received from Legal Services. Work is currently underway reviewing the causes of these pressures and whether working practices can change to inform future forecasts.

The County Fostering Team is forecasting an under spend of £102k (-£74k gross, -£28k income).

1.1.3.6 Other Preventative Services: +£70k (+£152k gross, -£82k income)

There is an underspend of £129k on Daycare (not disabled) due to decommissioning of district services. However this is more than offset by a pressure of £331k on Section 17 payments as a result of increased payments arising from the Southwark Judgement and from clients with No Recourse to Public Funds (NRPF). The Southwark judgement challenged local authorities to consider the wider needs of vulnerable young people between the ages of 16 and 18 who present themselves as homeless and to deal with the issue as a collective rather than through individual agencies. It concluded that the young persons were to be treated as children in need (as defined by Section 20 of the Children Act 1989), and that they should be taken into the care of the local authority. This will result in an increase of 16-18 year olds in the care system. Prior to the judgement these clients would have been accommodated by the district council housing departments. It is difficult to forecast with accuracy how many young people will return to our care, and what services they will require and be entitled to.

The remaining gross and income variances comprise a number of smaller variances below £100k across several services.

1.1.3.7 Residential Children's Services: +£2,386k (+£2,345k gross, £41k income)

Of the pressure within residential services, £1,984k (+£1,992k gross, -£8k income) relates to non disabled Independent Sector Residential Provision. This is due to the forecast number of client weeks being 586 higher than the affordable level and results in a pressure of £1,324k. However, the gross unit cost is higher than the planned level adding £668k to the pressure. Health and/or Education funding is slightly higher making our income forecast £8k higher than budgeted.

The budget for Independent Sector residential care for children with a disability is showing a pressure of £402k (+£349k gross, £53k income). This is due to activity forecast at 201 weeks of care above the affordable level, which results in a pressure of £623k, but this is mitigated by a gross unit cost being lower than affordable giving a saving of £274k. However, due to less children than anticipated attracting Health and/or Education funding our income forecast is £53k lower than budgeted for.

A £197k underspend is forecast for Secure Accommodation based on current activity. Originally forecast to have 2 placements for a full year, current activity is lower at just over 1 FTE.

KCC Residential care shows a net pressure of £96k (gross +£100k income -£4k) due to increased use of permanent relief staff.

The Children's Residential Non-LAC budget shows a pressure of £101k as a result of higher activity than originally forecast.

The forecast variances explained above include £1,150k of unachievable savings relating to High Cost Placements (£750k) and Out County Placements (£400k). It has not been possible to achieve these savings due to the increasing number of looked after children (LAC) during the latter part of 2010-11 and throughout 2011-12.

1.1.3.8 Children's Centres: -£939k (-£934k gross, -£5k income)

The forecast for children's centres is a gross underspend of £934k and a small over recovery of income of £5k. Of the gross variance, -£280k is due to the delays in the opening of some centres. In addition vacancy savings, over and above those caused by the delayed opening of centres, contribute -£385k to the overall position. The balance of the gross underspend of -£269k arises from savings made on non-essential expenditure.

1.1.3.9 Intermediate Services - Assessment of Vulnerable Children: +£3,006k (+£3,027k gross, -£21k income)

Following the Ofsted inspection in 2010, teams have had to recruit additional staff, mainly agency social workers. Agency staff are being retained longer than previously forecast to assist newly qualified social workers who have started during the year. In some cases the costs of these agency staff are considerably higher than originally forecast. In recognition of this, £1,754k of the £2,128k uncommitted roll forward from 2010-11 that Cabinet agreed for CSS at its meeting in July has been transferred here, but this still leaves a gross staffing pressure of £3,027k.

Adult Social Care & Public Health portfolio:

Overall forecast net under spend of £3,868k (-£6,552k gross and +£2,684k income), details of those variances, in excess of £100k, are detailed below.

1.1.3.10 Strategic Management & Directorate Support Budgets (including safeguarding) -£130k (+£52k gross, -£182k income)

Both the gross and income variances on this heading are due to many minor variances, all below £100k, but with the cumulative effect of £52k gross pressure and £182k over-recovery of income.

1.1.3.11 Direct Payments: -£1,141k (-£1,454k gross, +£313k income)

a. Learning Disability -£607k (-£920k gross, +£313k income)

The forecast under spend against the gross service line of £920k is generated as a result of the forecast activity weeks being 1,187 (-£257k) lower than the affordable, coupled with a forecast unit cost being lower than the affordable by £20.28 (-£863k). There is a pressure against one-offs of £219k, due to the number of one-off payments being greater than that afforded in the budget. The remaining variance is against payments to carers.

This service is forecasting an under recovery of income of £313k, because the actual average unit income being charged is £6.91 (+£297k) lower than the budgeted level, plus a minor variance due to the reduced level of activity.

b. Mental Health -£173k (gross)

The forecast number of weeks of care provided is 3,027 lower than anticipated generating a forecast under spend of £171k. There is a minor saving against price, and also a minor pressure in relation to one-off payments, for example for equipment, which make the total saving £173k

c. Older People -£351k (-£392k gross, +£41k income)

This budget line is forecast to underspend by £392k on gross expenditure. The number of weeks of care provided is forecast to be 266 fewer than budgeted, generating a saving of £33k, in addition the unit cost is lower than budgeted by £11.43, therefore generating an under spend of £512k. There is also a gross pressure of £139k due to the number one-off payments being in excess of the level budgeted. The remaining gross variance is due to payments to carers.

1.1.3.12 **Domiciliary Care: -£2,798k (net), (Gross -£4,387k, Income +£1,589k)**

a. Learning Disability -£1,179k (-£1,255k gross, +£76k income)

The overall forecast is an under spend against gross of £1,255k, coupled with an under recovery of income of £76k. The number of hours is forecast to be 195,106 lower than the affordable level, generating a £2,715k forecast under spend. The actual unit cost is £3.40 higher than the affordable level, increasing the forecast by £1,382k. The remaining variance of +£78k against gross, is comprised of many smaller variances including Extra Care Sheltered Housing and Independent Living Service (ILS).

b. Mental Health -£362k gross

There is a gross underspend forecast of £362k. Forecast hours are 22,580 below the affordable level, creating an under spend of £385k, whilst the unit cost is forecast to be £0.42 higher than affordable, which reduces this saving by £23k.

c. Older People -£1,178k (-£2,644k gross, +£1,466k income)

The overall forecast is an under spend against gross of £2,644k, coupled with an under recovery of income of £1,466k. The number of hours is forecast to be 12,427 lower than the affordable hours generating a £185k forecast underspend. The actual unit cost is £0.59 lower than the affordable level, increasing that initial forecast underspend by a further £1,413k.

The Kent Enablement at Home (KEaH), in house service is forecasting a gross underspend of £674k, which is the cumulative effect of less hours of service than budgeted being forecast, and resultant savings in staffing costs. A saving of £307k is also forecast against block domiciliary contracts, as a result of savings on non-care related costs, and where negotiations to have an element of unused hours refunded has been successful.

Within this budget line is a forecast of £447k of unachievable savings, however this is fully offset by other funds which have been uncommitted. Of this £447k, £100k relates to the domiciliary enhanced procurement element as a result of a delay in notice being served to contractors, with the remainder relating to the delay in implementing the revised charging policy.

The remaining gross variance comprises several smaller variances below £100k, including enablement, provisions for bad debt and extra care housing.

The reduction in activity is forecast to yield an under recovery of income of £50k, this is coupled with a slight reduction in actual average unit charge, which generates a further £1,536k income pressure, offset by several small income over-recoveries including extra care housing and enablement.

d. Physical Disability -£79k (-£126k gross, +£47k income)

The gross variance is caused by the forecast of 59,344 hours below affordable level, creating a £833k saving, this is offset by a unit cost variance £1.26 greater than affordable, causing a pressure of £696k. The remaining gross pressure, and income variance is due to variances on a number of other lines in this heading, all below £100k.

1.1.3.13 **Nursing & Residential Care: +£1,908k (net), (Gross +£1,375k, Income +£533k)**

a. **Learning Disability +£2,235k (+£3,467k gross, -£1,232k income)**

The overall forecast for residential care is a pressure on gross of £3,467k, partially offset by an over recovery of income of -£1,232k, giving a net pressure of £2,235k. The number of client weeks provided is forecast to be 2,067 higher than the affordable level at a cost of £2,576k. As detailed within section 2.8.1, the forecast activity for this service is based on known individual clients, by individual periods of service, including provisional and transitional clients. (Provisional clients are those who may move from domiciliary/direct payments to residential as a result of deterioration in their condition/personal requirements, as well as clients already in receipt of residential care, but whose personal/financial circumstances deteriorate). The activity trend to date may appear to be low when considered alongside the forecast, in some cases this is as a result of timing differences between when the clients are added into SWIFT (the client activity system), compared to the inclusion within the financial forecast, which maybe as a result of disputes or independent contract negotiations. In addition, there is expected to be increased take-up in the final quarter of the year. The actual unit cost is £1,246.05, which is £16.86 higher than the affordable level and creates a pressure of £649k.

There are also variances on the preserved rights lines, where activity is forecast to be 4,265 weeks lower than affordable. This reduction in activity creates a saving of £3,771k, however the unit cost is more than afforded, resulting in a pressure of £3,877k.

The remaining gross variance of +£136k comprise numerous individual variances below £100k. This includes in-house provision as a result of providing additional 1 to 1 support, minor variances on Registered Nursing Care Contribution (RNCC), and on agency staff required to cover sickness at in-house provision, as well as replacement costs of essential equipment at units.

The additional forecast client weeks for residential care add £843k of income, and the actual income per week is higher than the expected level by £14.15 which generates a further over-recovery in income of £545k.

The reduction in client weeks compared to affordable for preserved rights residential care cause a loss of £1,151k of income, and the actual income per week is higher than the expected level by £29.81 which generates an over-recovery in income of £1,000k.

The remaining income variance of +£5k is related to in house provision and RNCC.

Also, within this budget line is a forecast of £1,196k of unachievable procurement savings as a result of a delay in notice being served to contractors, however this is fully offset by other funds which have been uncommitted.

b. **Mental Health +£358k (+£123k gross, +£235k income)**

The forecast for residential care is a gross pressure of £123k and an under-recovery of income of £235k, leaving a net pressure of £358k. The forecast number of weeks of care is 91 lower than the affordable level giving a saving of £51k. The actual unit cost is £11.73 higher than the affordable level, which creates a pressure of £114k. There are also minor gross variances on preserved rights and on RNCC. The forecast also assumes a significant under-recovery in income of £226k due to the continual increasing proportion of clients falling under the Section 117 legislation which means that they do not contribute to the cost of their care. There are also small income variances on Preserved Rights.

c. **Older People- Nursing -£148k (+£115k gross, -£263k income)**

There is a forecast pressure of £115k on gross and an over recovery of income of £263k, leaving a net underspend of £148k. The forecast level of client weeks is 3,619 higher than the affordable level, at a forecast pressure of £1,684k. The unit cost is currently forecast to be £13.36 lower than budget, which gives a forecast under spend of £1,034k. There is also -£540k due to a release of a provision and unrealised creditors following a review of the balance sheet. The remaining gross variance is related to minor variances on preserved rights and RNCC.

The increased activity has resulted in a forecast over recovery of income of £628k, offset by a reduction in the average unit income being charged which reduces the position by £399k. The remaining income variance is related to minor variances on preserved rights and RNCC.

d. Older People- Residential -£1,613k (-£3,384k gross, +£1,771k income)

This service is reporting a gross under spend of £3,384k, along with an under recovery of income of £1,771k. The forecast level of client weeks is 6,419 lower than the affordable levels, which generates a forecast under spend of £2,513k. The unit cost is also £3.32 higher than the affordable levels causing a £530k pressure. Of the remaining forecast gross variance, -£480k reflects the savings against the In-house provision, including Integrated Care centres (ICC), which are beginning to filter through, as part of the Modernisation Strategy. In addition there is -£599k which is due to a release of a provision and unrealised creditors following a review of the payments that have been requested relating to outstanding invoices for 2010-11 and -£230k because the profile of early retirement costs from the closure of homes under the Modernisation Strategy is falling later than expected (i.e. in 2012-13).

The remaining variance comprises a number of smaller variances below £100k.

On the income side, the reduction in activity results in a £1,150k shortfall in income, however this is offset by a higher than budgeted average unit income being charged which has reduced this shortfall by £374k. In addition, there is a forecast under recovery of income of £1,037k for the In-house service & ICCs, mainly due to less permanent clients being placed in the homes because of the OP Modernisation Strategy. The remaining income variance comprises a number of smaller variances below £100k

We continue to expect some volatility in the forecast against this service line this year because of the impact of the Modernisation agenda.

e. Physical Disability + £1,076k (+£1,054k gross, +£22k income)

A gross pressure of £1,054k, along with an under recovery of income of £22k, is reported for this budget. The forecast level of client weeks of service is 1,335 higher than the affordable level, giving a forecast pressure of £1,140k. The forecast unit cost is currently £18.65 lower than the affordable level, which reduces that pressure by £226k. In addition, a +£140k forecast pressure relates to the Preserved Rights service, where the forecast client weeks of service are currently 153 higher than the affordable level.

The additional activity is forecast to increase income by £137k, however the forecast weekly income is £14.92 lower than budgeted resulting in an under recovery of £181k. There are also minor income variances on preserved rights and RNCC.

1.1.3.14 Supported Accommodation: +£111k(net), (Gross +£388k Income -£277k)

a. Learning Disability -£753k (-£580k gross, -£173k income)

A gross under spend of £580k, coupled with an over recovery of income of £173k generates the above net forecast variance. The forecast level of client weeks is 532 higher than the affordable levels generating a £521k forecast pressure. The gross unit cost is currently forecast to be £33.35 lower than the affordable level, which generates a £1,007k forecast under spend. The forecast also includes a £170k addition to the Social Care costs reserve, for potential liabilities relating to ordinary residence, the remaining gross variances totalling -£264k are each less than £100k, across other services including group homes, link placements and resource centres.

The increased activity creates a minor over recovery of income; however the average unit income is higher than budgeted, so creates an over-recovery of income of £123k. The remaining income variance is on several service lines under this heading, each below £100k

Within this budget line is a forecast of £208k of unachievable procurement savings as a result of delays in negotiations with Providers, however this is fully offset by other funds which are uncommitted.

b. Physical Disability/Mental Health +£864k (+£968k gross, -£104k income)

For the physical disability client group the forecast level of client weeks is 708 higher than the affordable level of weeks, creating a pressure of £569k, coupled with a slightly lower than affordable unit cost level which creates a minor £46k saving.

There is also a minor over recovery of income.

For the mental health client group the forecast level of client weeks is 1,724 higher than the affordable level, generating a forecast pressure of £573k, offset by a variance in price of -£128k,

caused by the unit cost being £63 lower than budgeted. There is also a small over recovery in income for this client group.

1.1.3.15 **Other Services for Adults & Older People**

a. Contributions to Voluntary Organisations -£291k (-£262k gross, -£29k income)

As part of the ongoing drive to deliver more self directed support through Direct Payments & Personal Budgets, various contracts with voluntary organisations are currently being reviewed/re-negotiated or re-commissioned. We are currently working in conjunction with District Partnership Groups to continue to provide the service, but in a different way. The current overall effect of this is a forecast saving on the gross budget of £262k. The slight over recovery of income is due to an overall increase in Health funding.

b. Day Care -£694k (-£754k gross, +£60k income)

As a result of a culmination of a reduction in staffing levels against Learning Disability Day Services, improved data quality which has enabled efficiencies to be made in the provision of day care and clients ceasing to take up the service, this generates a forecast saving of £280k. A further £343k forecast gross saving relates to a number of re-commissioning strategies for both the in-house and independently provided services, mainly across the Older People client group. The remaining variance is due to a number of minor variances across all clients groups, separate to the reasons above, all of which are below £100k.

c. Other Adult Services +£614k (+£162k gross, +£452k income)

There is a forecast under spend related to the provision of meals, where the volume of meals continues to fall creating a gross underspend of £415k and a £440k under recovery of income.

There is also an overspend relating to the Occupational Therapy unit of £418k, which relates to the provision of equipment being above the budgeted level.

The remaining variances, including a total of +£159k on gross and +£12k on income are due to minor variances, all below £100k, across many different services within this budget line.

1.1.3.16 **Intermediate Services - Assessment of Vulnerable Adults & Older People: -£1,447k (-£1,672k gross, +£225k income)**

The Mental Health assessment & related (A&R) service contributes approximately £1,025k towards this forecast under spend as a result of both vacancy management through continuing to hold posts vacant and delaying any recruitment process pending the outcome of the internal restructure that is currently underway, alongside an historical difficulty in recruiting qualified social work staff. These gross variances are partially offset by a forecast reduction in income, totalling £180k, as 3 of these vacant posts were previously funded by health. There are some other minor income variances totalling +£45k.

In addition to this is £565k of the forecast under spend on gross is the Directorate's prudence in holding back unallocated funding in order to offset other pressures within the directorate. The remainder of the gross variance is due to a number of minor variances totalling -£82k.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Residential - Learning Disability Gross - Preserved rights unit cost above affordable level	+3,877	ASCPH	Residential - Learning Disability Gross - Preserved rights weeks of care lower than budgeted	-3,771
SCS	Fostering Service - In House Non Related Gross - Activity higher than affordable level	+3,179	ASCPH	Domiciliary - Learning Disability Gross - Forecast activity below affordable level	-2,715
SCS	Assessment of Vulnerable Children - Gross - Staffing pressure (mainly agency social workers)	+3,027	ASCPH	Residential - Older People Gross - Activity forecast below budgeted level	-2,513
SCS	Fostering Service - Gross - Increased costs of legal services	+2,840	ASCPH	Domiciliary - Older People Gross - Forecast unit cost below affordable level	-1,413
SCS	Fostering Service - Independent Gross - Activity higher than affordable level	+2,730	SCS	Asylum Service - Gross - Number of eligible under 18s below level assumed in budget	-1,206
ASCPH	Residential - Learning Disability Gross - Forecast weeks of care higher than budgeted	+2,576	ASCPH	Residential - Learning Disability Gross - Uncommitted funding held to offset unachievable savings	-1,196
ASCPH	Nursing - Older People Gross - Forecast weeks of care higher than budgeted	+1,684	ASCPH	Nursing - Older People Gross - Unit cost lower than budgeted	-1,034
ASCPH	Domiciliary - Older People Income - Average income below affordable level	+1,536	SCS	Fostering Service - In House Non Related Gross - Unit cost below affordable level	-1,026
ASCPH	Domiciliary - Learning Disability Gross - Forecast unit cost above affordable level	+1,382	ASCPH	Assessment of Vulnerable Adults - Gross - Staffing savings	-1,025
SCS	Residential - Independent Sector Gross - weeks of activity in excess of affordable level	+1,324	ASCPH	Supported Accommodation - Learning Disability Gross - Unit cost below the level afforded in the budget	-1,007
SCS	Asylum Service - Gross - Additional ARE Clients compared to budgeted number	+1,281	ASCPH	Residential - Learning Disability Income - Preserved rights average unit income above budgeted level	-1,000
ASCPH	Residential - Learning Disability Gross - Unachievable procurement savings	+1,196	ASCPH	Direct Payments - Learning Disability Gross - Unit cost below affordable level	-863
ASCPH	Residential - Learning Disability Income - Preserved rights weeks of care lower than budgeted	+1,151	ASCPH	Residential - Learning Disability Income - Forecast weeks of care higher than budgeted	-843
ASCPH	Residential - Older People Income - Activity forecast below budgeted level	+1,150	ASCPH	Domiciliary - Physical Disability Gross - Forecast activity below affordable level	-833
ASCPH	Residential - Physical Disability Gross - Activity above affordable level	+1,140	ASCPH	Domiciliary - Older People Gross - savings at Kent Enablement at Home as a result of forecast activity below budgeted level	-674
SCS	Asylum Service - Income - Number of eligible under 18s below level assumed in budget	+1,048	ASCPH	Nursing - Older People Income - Forecast weeks of care higher than budgeted	-628

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Residential - Older People Income - Loss of income related to Modernisation Strategy (as fewer clients placed in-house)	+1,037	SCS	Early Years & Childcare - Gross - Saving made on renegotiation of National Childminder Association contract	-600
ASCPH	Domiciliary - Physical Disability Gross - Unit cost above affordable level	+696	ASCPH	Residential - Older People Gross - Release of provision & unrealised creditors following review of balance sheet	-599
SCS	Residential - Independent Sector Gross - unit cost above affordable level	+668	ASCPH	Assessment of Vulnerable Adults - Gross - prudent holding back of unallocated funding to offset other pressures within directorate	-565
ASCPH	Residential - Learning Disability Gross - Unit cost in excess of affordable level	+649	ASCPH	Residential - Learning Disability Income - Average unit income in excess of budgeted level	-545
SCS	Residential - Independent Sector Disability Gross - weeks of activity in excess of affordable level	+623	ASCPH	Nursing - Older People Gross - Release of provision & unrealised creditors following review of balance sheet	-540
ASCPH	Supported Accommodation - Mental Health Gross - Activity in excess of budgeted level	+573	ASCPH	Direct Payments - Older People Gross - Unit cost below affordable level	-512
ASCPH	Supported Accommodation - Physical Disability Gross - Activity in excess of budgeted level	+569	ASCPH	Residential - Older People Gross - Savings related to Modernisation Strategy in excess of budgeted savings	-480
ASCPH	Residential - Older People Gross - Unit cost above affordable level	+530	ASCPH	Domiciliary - Older People Gross - Uncommitted funding held to offset unachievable savings	-447
ASCPH	Supported Accommodation - Learning Disability Gross - Activity above affordable level	+521	SCS	Fostering Service - Independent Gross - Unit cost below affordable level	-423
SCS	16+ Service - Care Leavers & Relevant Children Gross - Higher than budgeted payments	+460	ASCPH	Other Adult Services Gross - provision of meals below affordable level	-415
ASCPH	Other Adult Services Income - provision of meals below affordable level	+440	ASCPH	Domiciliary - Mental Health Gross - Forecast activity below affordable level	-385
SCS	Adoption Service Gross - Increase in Special Guardianship Orders (SGOs)	+438	SCS	Childrens Centres - Gross - staff vacancy savings	-385
ASCPH	Other Adult Services Gross - Increased provision of Occupational Therapy equipment	+418	ASCPH	Residential - Older People income - average unit charge above budgeted level	-374
ASCPH	Nursing - Older People Gross - Reduction in average unit income charged	+399	ASCPH	Day Care - Older People Gross - Recommissioning Strategies	-343
ASCPH	Domiciliary - Older People Gross - Unachievable savings due to delay in revised charging policy	+347	ASCPH	Domiciliary - Older People Gross - saving on block contracts (refund of unused hours of care)	-307
SCS	Other Preventative Services Gross: Increase in Section 17 payments	+331	ASCPH	Day Care - Learning Disability Gross - Efficiencies in staffing and provision together with reduced take up of service	-280
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in forecast weeks of care above affordable levels	+322	SCS	Childrens Centres - Gross - Delays in opening some children's centres	-280

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Direct Payments - Learning Disability Income - Average unit charge below budgeted level	+297	SCS	Residential - Independent Sector Disability Gross - unit cost below affordable level	-274
SCS	Asylum gross: actual weekly unit cost of supporting eligible over 18's is above the grant unit cost claimable	+267	SCS	Childrens Centres - Gross - savings from management actions around non-essential expenditure	-269
SCS	16+ Service - Independent Fostering Gross - Weeks of care above affordable level	+261	ASCPH	Contributions to Voluntary Organisations - Gross - Recommissioning Strategies	-262
ASCPH	Residential - Mental Health Income - Increased number of Section 117 clients who do not contribute to costs	+226	ASCPH	Direct Payments - Learning Disability Gross - Forecast weeks of care below affordable level	-257
ASCPH	Direct Payments - Learning Disability Gross - Number of one-off payments in excess of budgeted level	+219	ASCPH	Residential - Older People gross - profile of early retirement costs from the closure of homes under Modernisation Strategy falling later than anticipated	-230
ASCPH	Supported Accommodation - Learning Disability Gross - Unachievable procurement savings	+208	ASCPH	Residential - Physical Disability Gross - Unit cost below that afforded in the budget	-226
ASCPH	Residential - Physical Disability Income - Average unit income charge below budgeted level	+181	ASCPH	Supported Accommodation - Learning Disability Gross - Uncommitted funding held to offset unachievable savings	-208
ASCPH	Assessment of Vulnerable Adults - Income - Reduced recharges to health due to staffing vacancies	+180	SCS	Residential - Secure Accommodation Gross - Activity below affordable level	-197
ASCPH	Supported Accommodation - Learning Disability Gross - tfr to reserves for potential liabilities relating to ordinary residence	+170	ASCPH	Domiciliary - Older People Gross - Forecast activity below affordable level	-185
SCS	Fostering Service - Related Foster Payments Gross - Increased demand for service	+166	ASCPH	Direct Payments - Mental Health Gross - Forecast weeks of care below affordable level	-171
SCS	Adoption Service - In House gross - Staffing pressure	+140	ASCPH	Residential - Physical Disability Income - Activity above affordable level	-137
ASCPH	Residential - Physical Disability Gross - Preserved Rights Activity above affordable level	+140	SCS	Other Preventative Services - Daycare Gross - Decommissioning of district services	-129
SCS	Asylum Service - Income - change in grant rules pertaining to first 13 weeks ARE status and Human Rights Assessments	+140	ASCPH	Supported Accommodation - Mental Health Gross - Unit cost below the budgeted level	-128
ASCPH	Direct Payments - Older People Gross - Number of one-off payments in excess of budgeted level	+139	SCS	16+ Service - Independent Residential Gross - Average cost below affordable level	-124
SCS	Fostering Service - Kinship Non-LAC Gross - Increase in Allowances for Fee element	+137	ASCPH	Supported Accommodation - Learning Disability Income - Average unit charge above budgeted level	-123

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
SCS	16+ Service - In-House Non Related Fostering Gross - Weeks of care above affordable level	+135			
SCS	16+ Service - Independent Residential Gross - Weeks of care above affordable level	+130			
ASCPH	Residential - Mental Health Gross - Unit cost in excess of affordable level	+114			
SCS	Residential - Non-LAC Gross - Activity above affordable level	+101			
ASCPH	Domiciliary - Older People Gross - Unachievable savings connected to enhanced procurement delays	+100			
SCS	Fostering Service - Related Foster Payments Gross - Increase in Allowances for Fee Element	+100			
SCS	Residential - In-house provision Gross - Use of permanent relief staff	+100			
		+43,793			-32,147

1.1.4 Actions required to achieve this position

eg Management Action achieved to date including vacancy freeze, changes to assessment criteria etc.

The forecast presented assumes the Good Practice Guidelines adopted within the directorate are being adhered to and it is felt that this has assisted Adult's Services to report a position within cash limit this year. However the improvements required to Children's Services following the OFSTED inspection, and the continuing increasing trend of looked after children means that it is unlikely that significant management action can be applied in the current year, which will significantly reduce the current pressure that is being forecast.

1.1.5 Implications for MTFP:

The recently approved 2012-15 MTFP has addressed the significant pressures reported in the current year on specialist children's services.

Work has also been completed to establish the demographic pressures now anticipated in the medium term for adult social care compared to previous estimates, and the recently approved MTFP has been amended accordingly, although this is likely to need further refinement in light of the latest numbers.

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:** *[eg roll forward proposals; mgmt action outstanding]*

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.

Significant improvement has recently been reported within Specialist Children's Services following the unannounced OFSTED inspection in October. However, as previously reported, it is not possible for Specialist Children's Services to produce a balanced budget position by year end, but the current reported pressures are being offset by underspending elsewhere across the Authority.

Work is also ongoing within Adult Social Services to finalise the treatment of both NHS support for social care and the recently approved winter pressure funding.

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 in the 2012-15 MTFP as agreed by County Council on 9 February 2012, 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 £m	2011-12 £m	2012-13 £m	2013-14 £m	Future Yrs £m	TOTAL £m
Specialist Childrens' Services Portfolio						
Budget	59.691	14.937	0.221	0.000	0.000	74.849
Adjustments:						
Rephasing as per December Monitoring		-0.529	0.529			0.000
Early Year-completed project	-15.236					-15.236
Transforming Short Breaks-completed	-1.374					-1.374
Transforming Short Breaks-moved to MASH	-1.469	-3.309				-4.778
MASH Ashford	1.469	3.309				4.778
						0.000
Revised Budget	43.081	14.408	0.750	0.000	0.000	58.239
Variance		-0.093	0.085	0.000	0.000	-0.008
split:						
- real variance		-0.008				-0.008
- re-phasing		-0.085	0.085			0.000
Adults Social Care & Public Health Portfolio						
Budget	4.381	5.633	10.198	6.586	3.573	30.371
Adjustments:						
Rephasing as per December monitoring		-0.150	0.150			0.000
Folkestone ARCC		-0.023				-0.023
						0.000
Revised Budget	4.381	5.460	10.348	6.586	3.573	30.348
Variance		-1.996	1.982	0.014	0.000	0.000
split:						
- real variance						0.000
- re-phasing		-1.996	1.982	0.014		0.000
Directorate Total						
Revised Budget	47.462	19.868	11.098	6.586	3.573	88.587
Variance		-2.089	2.067	0.014	0.000	-0.008
Real Variance	0.000	-0.008	0.000	0.000	0.000	-0.008
Re-phasing	0.000	-2.081	2.067	0.014	0.000	0.000

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 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	Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£m	£m	£m	£m
Overspends/Projects ahead of schedule						
			0.000	0.000	0.000	0.000
Underspends/Projects behind schedule						
ASC&PH	LD Good Day Programme	phasing			-0.373	
ASC&PH	Transforming Social Care	phasing		-0.297		
ASC&PH	Mental Health SCP	phasing		-0.290		
ASC&PH	Modernisation of Assets	phasing	-0.269			
			0.269	0.587	0.373	0.000
			-0.269	0.587	-0.373	0.000

1.2.4 Projects re-phasing by over £1m:

N/A

1.2.5 Projects with real variances, including resourcing implications:

There is a small real variance of -£0.008m in 2011-12.

1.2.6 General Overview of capital programme:**(a) Risks**

The risks linked to the Families and Social Care Directorate must be similar to those felt throughout the Authority in this current financially suppressed climate. As a Directorate that works alongside many partners such as District Councils, Private/Voluntary Organisations and Primary Care Trusts (PCT) in order to provide the most comprehensive service delivery to our users, the risks to FSC are potentially compounded.

There are several schemes where there are potential claims from contractors or where KCC is taking legal action against contractors.

(b) Details of action being taken to alleviate risks

The Directorate continues to closely monitor those risks associated with our partnership working arrangements on a regular basis through Divisional Management Teams which run alongside its over-arching capital strategy. However, the Directorate may not always be able to influence/control the final outcome.

1.2.7 PFI projects-

Excellent Homes for All (EHFA)

A Value for Money review by the Homes and Communities Agency (HCA) and Department for Communities and Local Government (DCLG) for all Housing PFI projects has reduced the PFI credit allocation from £70.42m to £66.8m, a reduction of 11%. A number of other changes have been imposed such as a reduced contract length, from 30 years to 25 years, and a requirement for the Authority to make a contribution to the cost of the project of up to £175k per annum for the contract period. No decision has been made by KCC to pay the contribution and how this contribution, if paid, will be shared by district council partners is still under discussion.

The £66.8m revised PFI credit for 'Excellent Homes for All' PFI project also represents investment by a third party. The figures are not final and are subject to change until we reach financial close. No payment will be made by KCC for the new/refurbished assets until they are ready for use. Any payment will be by way of an annual charge to the revenue budget.

	Previous years	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Budget				35.210	35.210		70.420
Forecast					33.400	33.400	66.800
Variance				-35.210	-1.810	33.400	-3.620

(a) **Progress and details of whether costings are still as planned (for the 3rd party)**

The above table shows the revised costings.

(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 unitary charge will not be subject to indexation as the contractor has been asked to bid 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 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. Such costs would be shared on the basis of a pre-arrangement.

1.2.8 Project Re-Phasing

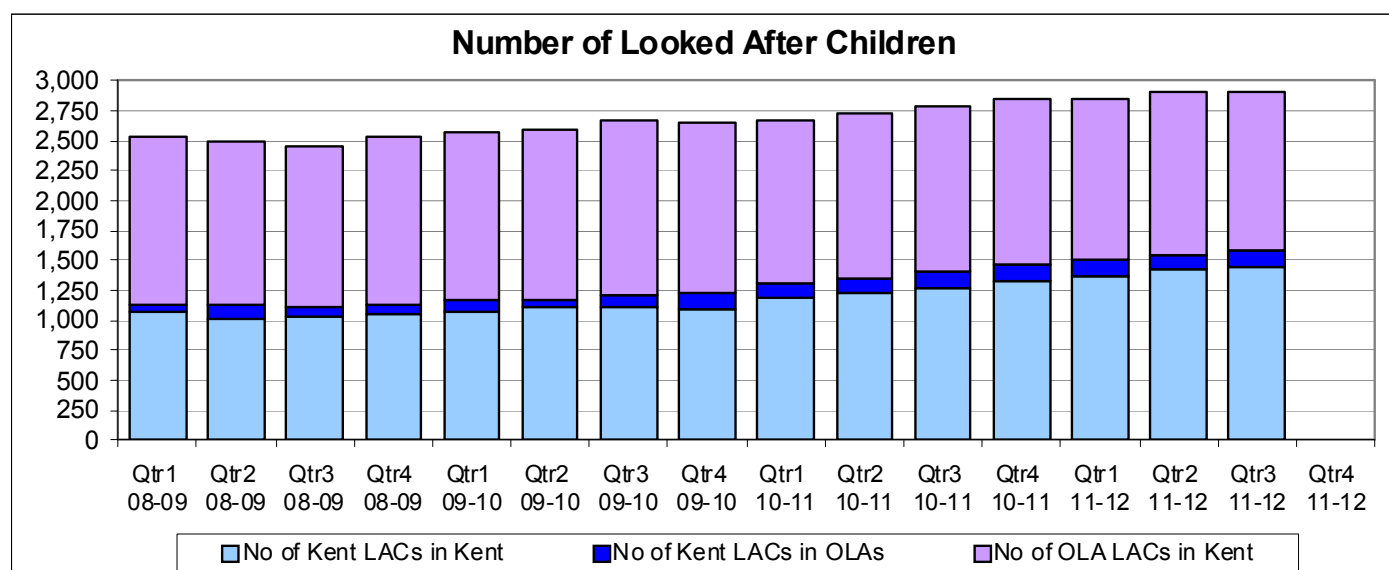
Cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. The possible re-phasing is detailed in the table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

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Modernisation of Assets (ASC&PH)					
Amended total cash limits	0.366	0.015	0.000	0.000	0.381
re-phasing	-0.269	0.255	0.014	0.000	0.000
Revised project phasing	0.097	0.270	0.014	0.000	0.381
Mental Health SCE (ASC&PH)					
Amended total cash limits	0.196	0.000	0.000	0.000	0.196
re-phasing	-0.179	0.179	0.000	0.000	0.000
Revised project phasing	0.017	0.179	0.000	0.000	0.196
Public Access - Approval to Spend (ASC&PH)					
Amended total cash limits	0.295	0.000	0.000	0.000	0.295
re-phasing	-0.222	0.222	0.000	0.000	0.000
Revised project phasing	0.073	0.222	0.000	0.000	0.295
Mental Health SCP (ASC&PH)					
Amended total cash limits	0.292	0.000	0.000	0.000	0.292
re-phasing	-0.290	0.290	0.000	0.000	0.000
Revised project phasing	0.002	0.290	0.000	0.000	0.292
IT Infrastructure (ASC&PH)					
Amended total cash limits	0.284	0.610	0.000	0.000	0.894
re-phasing	-0.197	0.197	0.000	0.000	0.000
Revised project phasing	0.087	0.807	0.000	0.000	0.894
LD Good Day Programme (ASC&PH)					
Amended total cash limits	1.019	3.777	0.934	1.002	6.732
re-phasing	-0.373	0.373	0.000	0.000	0.000
Revised project phasing	0.646	4.150	0.934	1.002	6.732
Transforming Social Care - Approval to Spend (ASC&PH)					
Amended total cash limits	0.370	0.000	0.000	0.000	0.370
re-phasing	-0.297	0.297	0.000	0.000	0.000
Revised project phasing	0.073	0.297	0.000	0.000	0.370
Public Access - Approval to Plan (ASC&PH)					
Amended total cash limits	0.150	0.150	0.300	0.300	0.900
re-phasing	-0.130	0.130	0.000	0.000	0.000
Revised project phasing	0.020	0.280	0.300	0.300	0.900
Total re-phasing >£100k	-1.957	1.943	0.014	0.000	0.000
Other re-phased Projects below £100k	-0.124	0.124	0.000	0.000	0.000
TOTAL RE-PHASING	-2.081	2.067	0.014	0.000	0.000

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Numbers of Looked After Children (LAC): (Excludes Asylum Seekers)

	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
2008-09					
Apr – Jun	1,075	52	1,127	1,408	2,535
Jul – Sep	1,022	105	1,127	1,360	2,487
Oct – Dec	1,042	77	1,119	1,331	2,450
Jan – Mar	1,048	84	1,132	1,402	2,534
2009-10					
Apr – Jun	1,076	100	1,176	1,399	2,575
Jul – Sep	1,104	70	1,174	1,423	2,597
Oct – Dec	1,104	102	1,206	1,465	2,671
Jan – Mar	1,094	139	1,233	1,421	2,654
2010-11					
Apr – Jun	1,184	119	1,303	1,377	2,680
Jul – Sep	1,237	116	1,353	1,372	2,725
Oct – Dec	1,277	123	1,400	1,383	2,783
Jan – Mar	1,326	135	1,461	1,385	2,846
2011-12					
Apr – Jun	1,371	141	1,512	1,330	2,842
Jul – Sep	1,419	135	1,554	1,347	2,901
Oct – Dec	1,446	131	1,577	1,337	2,914
Jan – Mar					

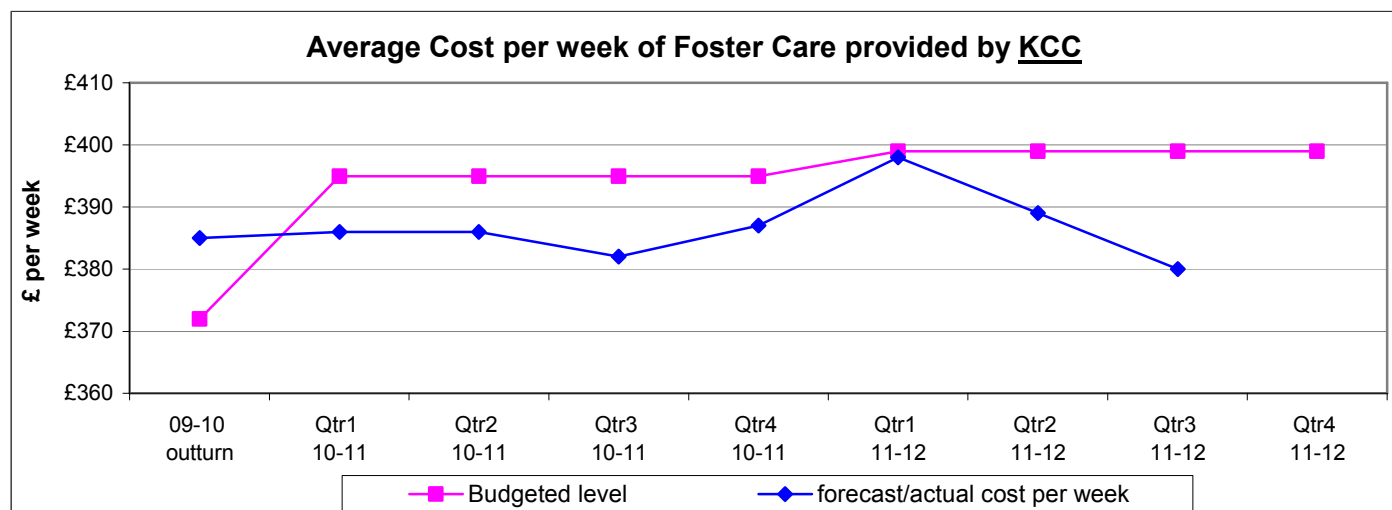
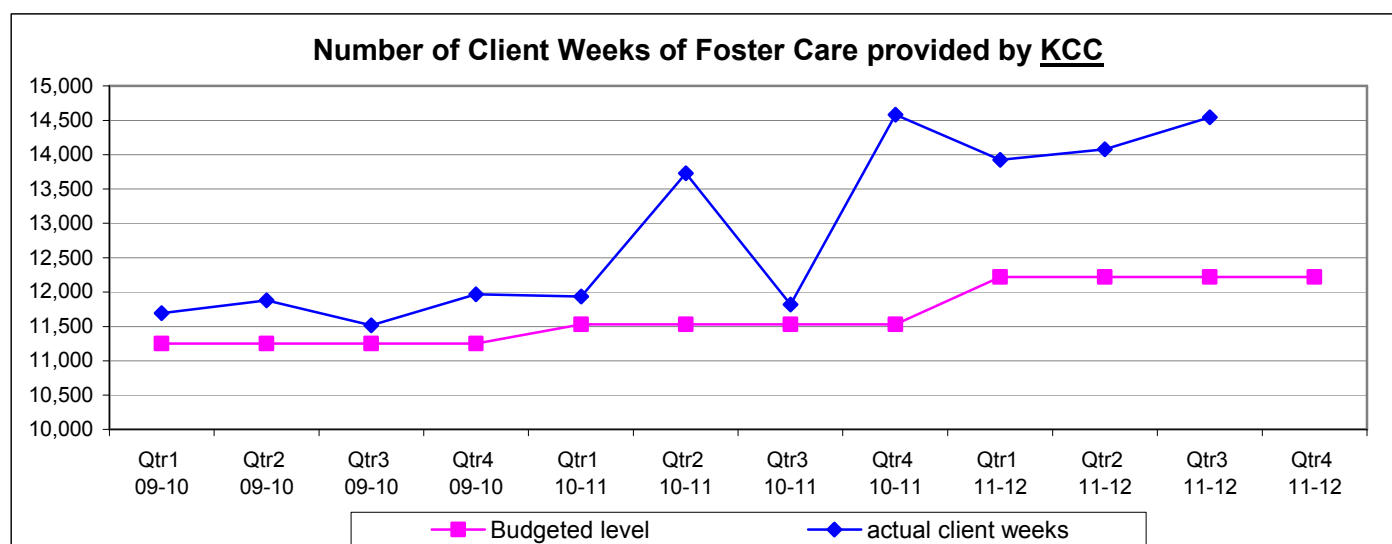


Comments:

- 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 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.
- The increase in the number of looked after children has placed additional pressure on the services for Looked After Children, including Residential Services, Fostering Services and 16+ services budgets.

2.2.1 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC (Non Related Fostering):

	2009-10				2010-11				2011-12			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	forecast
Apr - June	11,249	11,695			11,532	11,937	£395	£386	12,219	13,926	£399	£398
July - Sep	11,249	11,880			11,532	13,732	£395	£386	12,219	14,078	£399	£389
Oct - Dec	11,249	11,518			11,532	11,818	£395	£382	12,219	14,542	£399	£380
Jan - Mar	11,249	11,969			11,532	14,580	£395	£387	12,219		£399	
	44,997	47,062	£372	£385	46,128	52,067	£395	£387	48,876	42,546	£399	



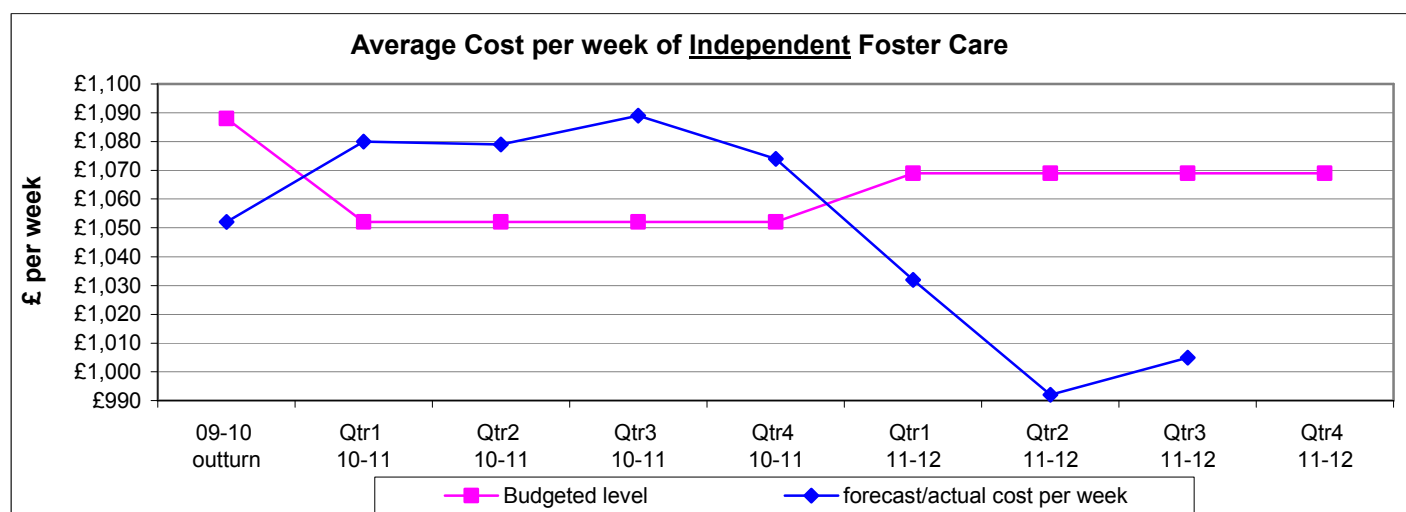
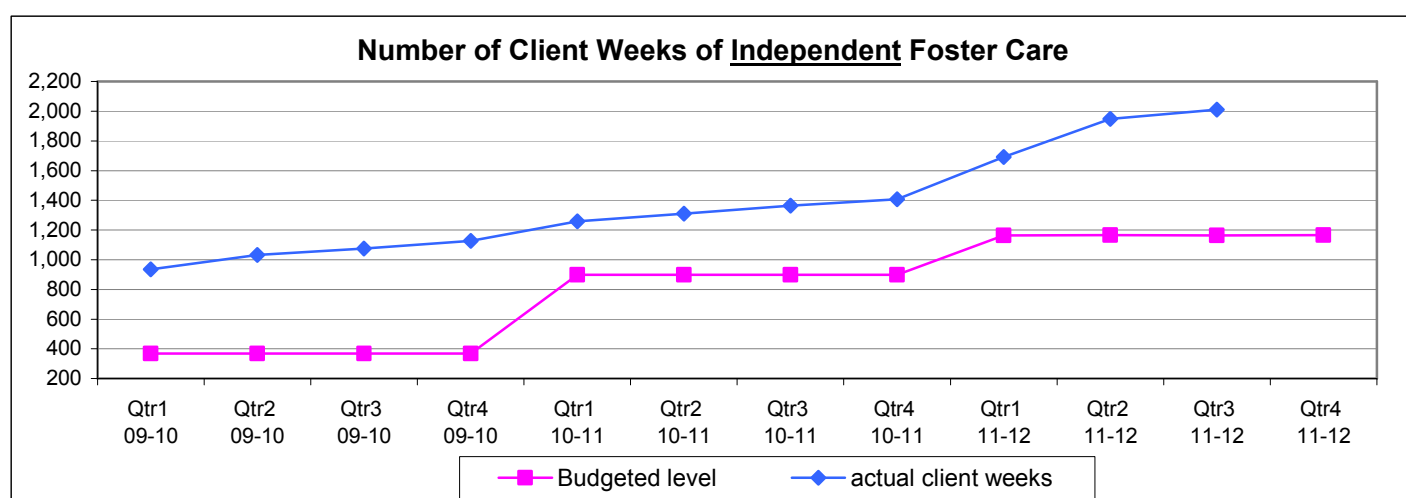
Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. 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.
- In addition, the 2011-12 budgeted level represents the level of demand as at the 3rd quarter's full monitoring report, which is the time at which the 2011-12 budget was set and approved. However, since that time, the service has experienced continued demand on this service.
- The current number of forecast weeks is 57,190 (including 16+, but excludes asylum), which is 8,314 weeks above the affordable level. At £399 per week, this increase in activity gives a pressure of £3,317k.

- The forecast unit cost of £379.60, (including both fostering and 16+, but excluding Asylum), is £19.30 below the budgeted level, which provides a saving of £1,104k.
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service is +£2,213k, as reported in sections 1.1.3.2 and 1.1.3.5.

2.2.2 Number of Client Weeks & Average Cost per Client Week of Independent Foster Care:

	2009-10				2010-11				2011-12			
	No of weeks		Average cost per client week		No of weeks		Average cost per client week		No of weeks		Average cost per client week	
	Budget Level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	forecast
Apr - June	369	935			900	1,257	£1,052	£1,080	1,177	1,693	£1,068.60	£1,032
July - Sep	369	1,032			900	1,310	£1,052	£1,079	1,178	1,948	£1,068.60	£992
Oct - Dec	369	1,075			900	1,363	£1,052	£1,089	1,177	2,011	£1,068.60	£1,005
Jan - Mar	369	1,126			900	1,406	£1,052	£1,074	1,178		£1,068.60	
	1,476	4,168	£1,088	£1,052	3,600	5,336	£1,052	£1,074	4,710	5,652	£1,068.60	



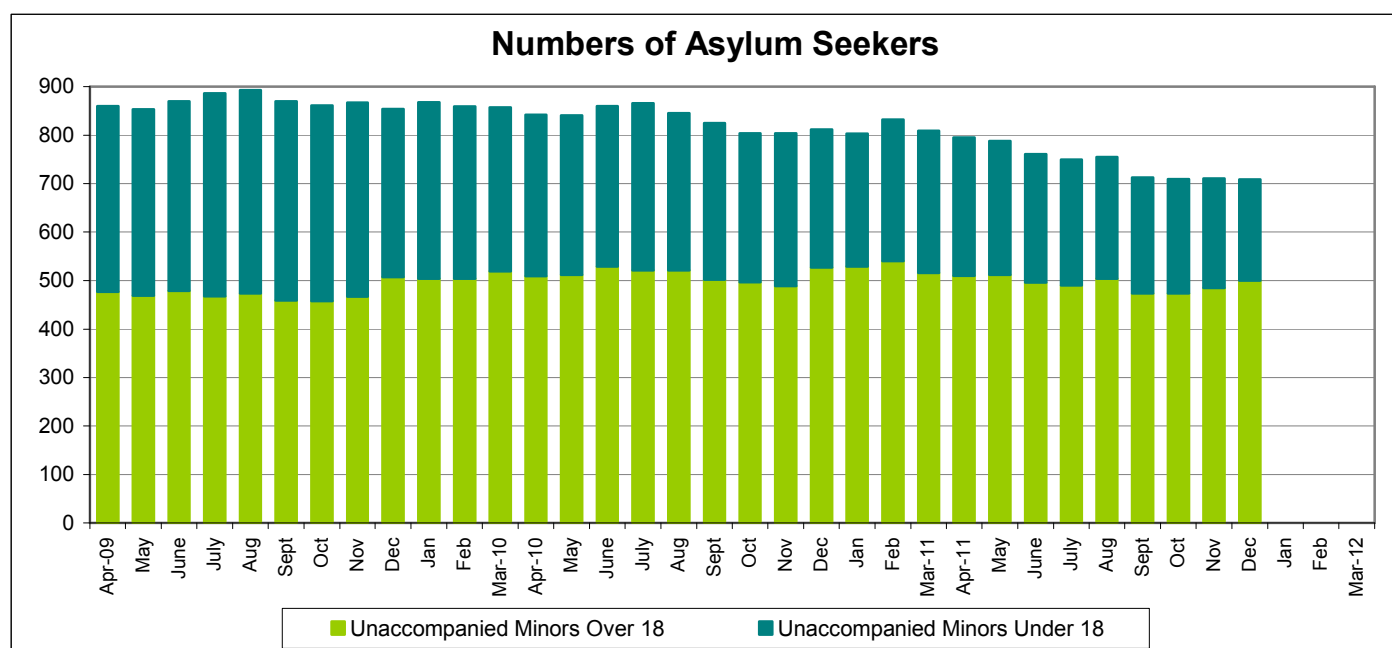
Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. 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 budgeted levels for 2010-11 were below the 2009-10 activity because although significant funding was made available as part of the 2010-13 MTP, this was insufficient to cover the demands for this service.

- For the 2011-12 budget further significant funding has been made available based on the actual level of demand at the 3rd quarter's monitoring position for 2010-11, the time at which the 2011-12 budget was set and approved. However, since that date the service has experienced continued demand on this service.
- The current number of forecast weeks is 7,497 (including 16+, but excludes asylum), which is 2,787 weeks above the affordable level. At £1,069 per week, this increase in activity gives a pressure of £2,978k.
- The forecast unit cost of £1,005 (including 16+, but excluding Asylum), is £63.30 below the budgeted level, which provides a saving of £474k.
- The cost of placements made in 2011-12 are at a significantly lower level than originally forecast, and lower than those placements that have ended in the same period. As a result the current forecast unit cost is 6.4% lower than 2010-11 outturn
- Overall therefore, the combined gross pressure on this service for both under 16's (and those with a disability) and the 16+ service is +£2,504k, as reported in sections 1.1.3.2 and 1.1.3.5.
- Whilst the current policy has been to use in-house placements where ever possible, the service has currently increased its IFA placements due to the current lack of availability of suitable in-house placements. However, we are expecting to reduce the number of mother and baby placements in the independent sector and replace them with in-house placements during quarter 4.

2.3 Numbers of Unaccompanied Asylum Seeking Children (UASC):

	2009-10			2010-11			2011-12		
	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients
April	383	477	860	333	509	842	285	510	795
May	384	469	853	329	512	841	276	512	788
June	391	479	870	331	529	860	265	496	761
July	418	468	886	345	521	866	260	490	750
August	419	474	893	324	521	845	251	504	755
September	411	459	870	323	502	825	238	474	712
October	403	458	861	307	497	804	235	474	709
November	400	467	867	315	489	804	225	485	710
December	347	507	854	285	527	812	208	500	708
January	364	504	868	274	529	803			
February	355	504	859	292	540	832			
March	338	519	857	293	516	809			

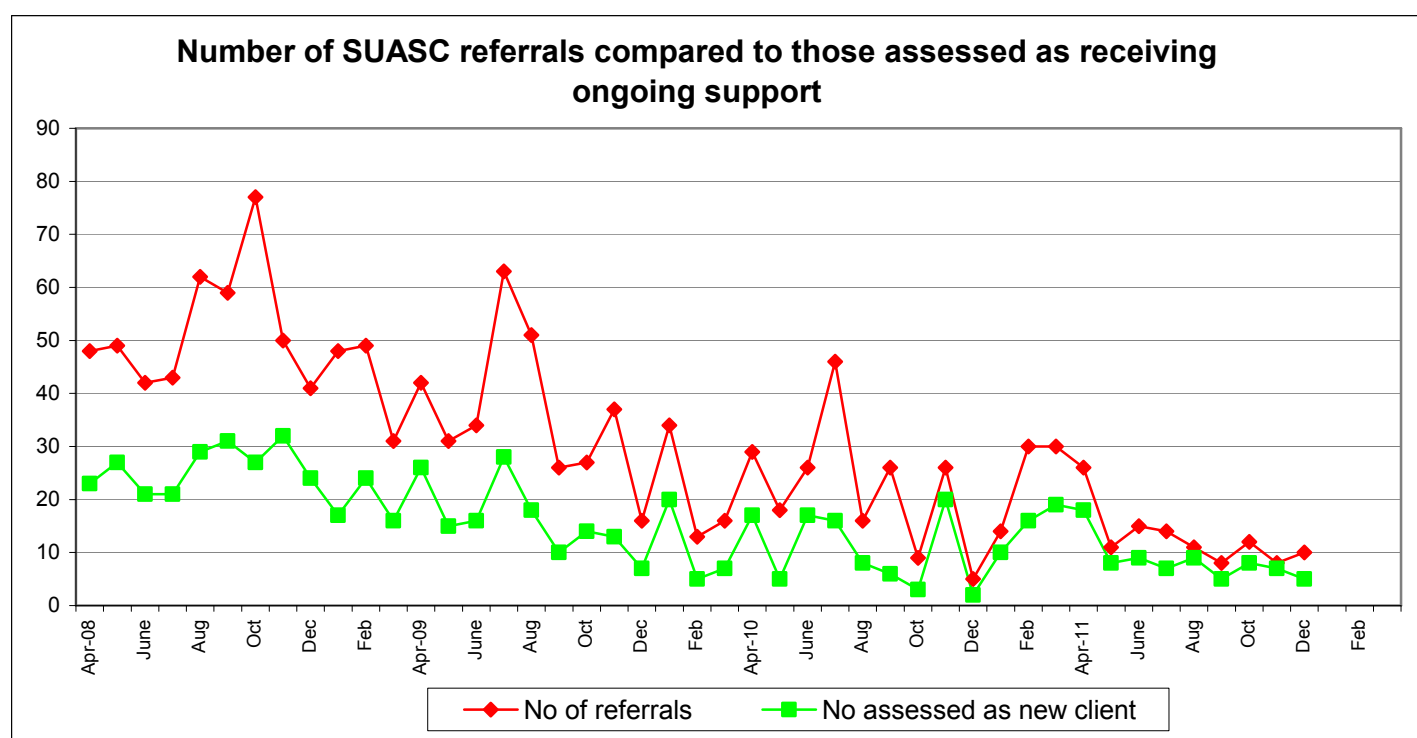


Comment:

- The overall number of children has reduced as a result of lower referrals, which are also lower than the budgeted number. It is unclear at this time whether this trend will continue. The number of clients supported, however, remains above the budgeted level of 700.
- Despite improved partnership working with the UKBA, the numbers of over 18's who are All Rights of appeal Exhausted (ARE) have not been removed as quickly as originally planned.
- In general, the age profile suggests the proportion 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 or are being challenged. These clients are initially recorded as having the Date of Birth that they claim but once their assessment has been completed, or when successfully appealed, their category may change.

2.4 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:

	2008-09			2009-10			2010-11			2011-12		
	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	48	23	48%	42	26	62%	29	17	59%	26	18	69%
May	49	27	55%	31	15	48%	18	5	28%	11	8	73%
June	42	21	50%	34	16	47%	26	17	65%	15	9	60%
July	43	21	49%	63	28	44%	46	16	35%	14	7	50%
August	62	29	47%	51	18	35%	16	8	50%	11	9	82%
Sept	59	31	53%	26	10	38%	26	6	23%	8	5	62%
Oct	77	27	35%	27	14	52%	9	3	33%	12	8	67%
Nov	50	32	64%	37	13	35%	26	20	77%	8	7	88%
Dec	41	24	59%	16	7	44%	5	2	40%	10	5	50%
Jan	48	17	35%	34	20	59%	14	10	71%			
Feb	49	24	49%	13	5	38%	30	16	53%			
March	31	16	52%	16	7	44%	30	19	63%			
	599	292	49%	390	179	46%	275	139	51%	115	76	66%

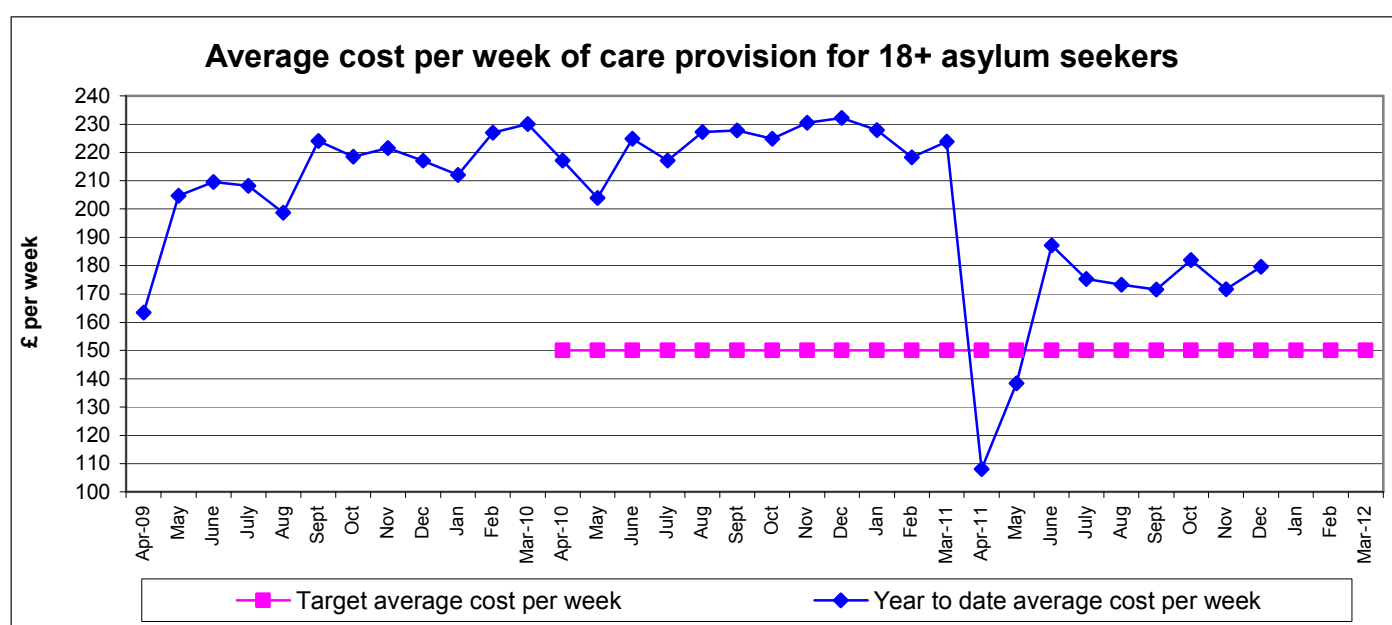


Comments:

- In general, referral rates have been lower since September 2009 which coincides with the French Government's action to clear asylum seeker camps around Calais. The average number of referrals per month is now 12.8, which is 43% of the budgeted number of 30 referrals per month.
- 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. In 2011-12 the rate has been 66%. The average number assessed as new clients is now 8.4, which is 44% lower than the original forecast of 15 new clients per month.

2.5 Average weekly cost of Asylum Seekers Care Provision for 18+ Care Leavers:

	2009-10		2010-11		2011-12	
	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p	Target average weekly cost £p	Year to date average weekly cost £p
April		163.50	150.00	217.14	150.00	108.10
May		204.63	150.00	203.90	150.00	138.42
June		209.50	150.00	224.86	150.00	187.17
July		208.17	150.00	217.22	150.00	175.33
August		198.69	150.00	227.24	150.00	173.32
September		224.06	150.00	227.79	150.00	171.58
October		218.53	150.00	224.83	150.00	181.94
November		221.64	150.00	230.47	150.00	171.64
December		217.10	150.00	232.17	150.00	179.58
January		211.99	150.00	227.96	150.00	
February		226.96	150.00	218.30	150.00	
March		230.11	150.00	223.87	150.00	



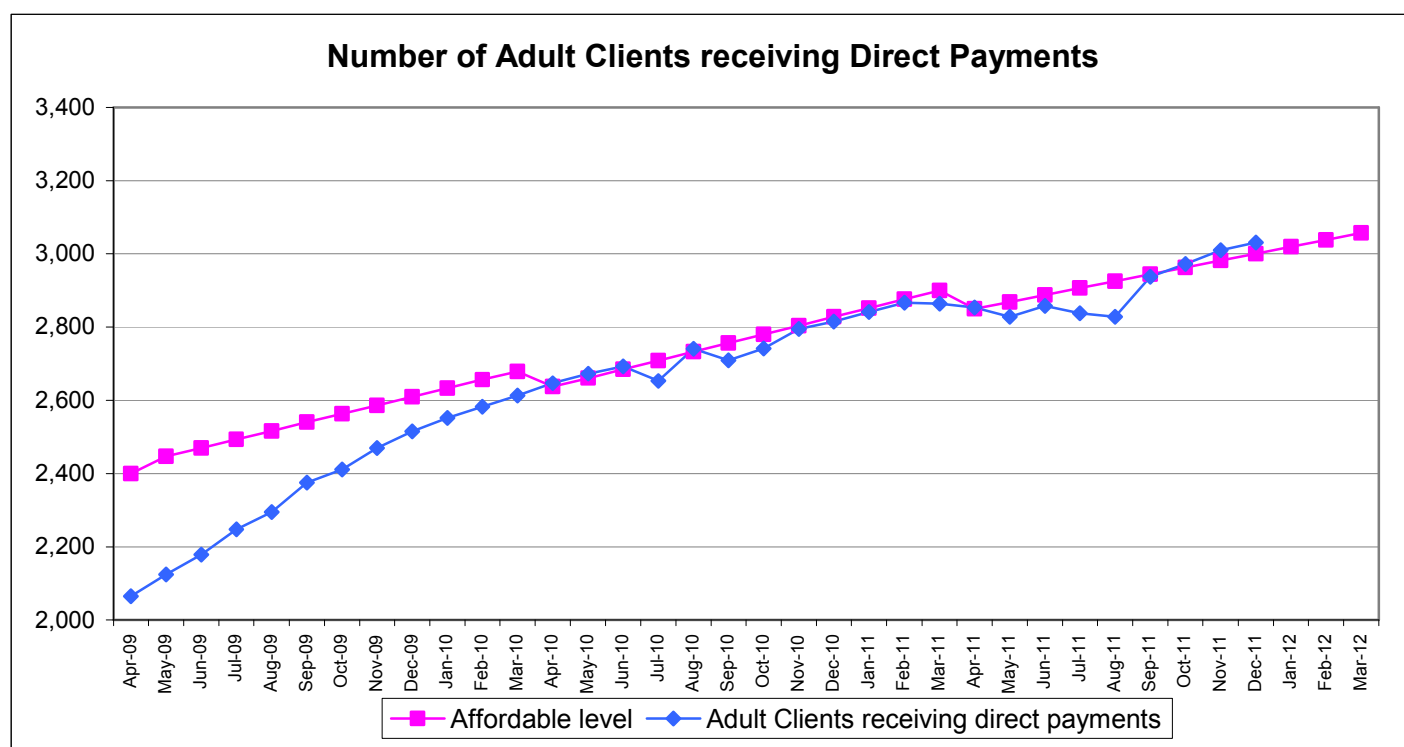
Comments:

- The funding levels for the Asylum Service agreed with the Government rely on us achieving an average cost per week of £150, in order for the service to be fully funded, which is also reliant on the UKBA accelerating the removal process. In 2011-12 UKBA have changed their grant rules and will now only fund the costs of an individual for up to three months after the All Rights of appeal Exhausted (ARE) process if the LA carries out a Human Rights Assessment before continuing support. We are currently seeking legal advice regarding this change. The LA remains responsible for costs under the Leaving Care Act until the point of removal.
- As part of our partnership working with UKBA, all ARE UASC in Kent are now required to report to UKBA offices on a regular basis, in most cases weekly. The aim is to ensure that UKBA have regular contact and can work with the young people to encourage them to make use of the voluntary methods of return rather than forced removal or deportation. As part of this arrangement any young person who does not report as required may have their support discontinued. As yet this has not resulted in an increase in the number of AREs being removed. The number of AREs supported continues to increase. As a result our ability to achieve a balanced position on the Asylum Service becomes more difficult.
- Moving clients on to the pilot housing scheme was slower than originally anticipated, however all our young people, who it was appropriate to move to lower cost accommodation, were moved by the end of 2010-11. However there remain a number of issues:

- For various reasons, some young people have not yet moved to lower cost properties, mainly those placed out of county. These placements are largely due to either medical/mental health needs or educational needs. All of these placements, are currently being reviewed to confirm their appropriateness.
- We are currently experiencing higher than anticipated level of voids, properties not being fully occupied. Following the incident in Folkestone in January 2011, teams are exercising a greater caution when making new placements into existing properties. This is currently being addressed by the Accommodation Team.
- We are still receiving damages claims relating to closed properties.
- The average weekly cost at the end of the third quarter of 2011-12 financial year was £179.58. We are forecasting that this will reduce to £176 by year end. While this remains significantly higher than our target of £150, it should be noted that the average cost of ARE and other “Non-Eligible” young people is £197 per week, significantly higher than those young people who are “Eligible” under UKBA’s grant rules. The unit cost excluding ARE and other “Non-Eligible” young people is £166 per week compared to the £150 per week claimable under the grant rules, which adds £267k to the pressure on the asylum budget as reported in section 1.1.3.4. (The average unit cost of £197 per week for ARE and other “non-eligible” young people adds £1,281k to the pressure on the asylum budget, as reported in section 1.1.3.4.)

2.6 Direct Payments – Number of Adult Social Care Clients receiving Direct Payments (DPs):

	2009-10		2010-11		2011-12	
	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments
April	2,400	2,065	2,637	2,647	2,850	2,854
May	2,447	2,124	2,661	2,673	2,869	2,828
June	2,470	2,179	2,685	2,693	2,888	2,858
July	2,493	2,248	2,709	2,653	2,906	2,838
August	2,516	2,295	2,733	2,741	2,925	2,828
September	2,540	2,375	2,757	2,710	2,944	2,937
October	2,563	2,411	2,780	2,742	2,963	2,972
November	2,586	2,470	2,804	2,795	2,982	3,010
December	2,609	2,515	2,828	2,815	3,001	3,031
January	2,633	2,552	2,852	2,841	3,019	
February	2,656	2,582	2,876	2,867	3,038	
March	2,679	2,613	2,900	2,864	3,057	

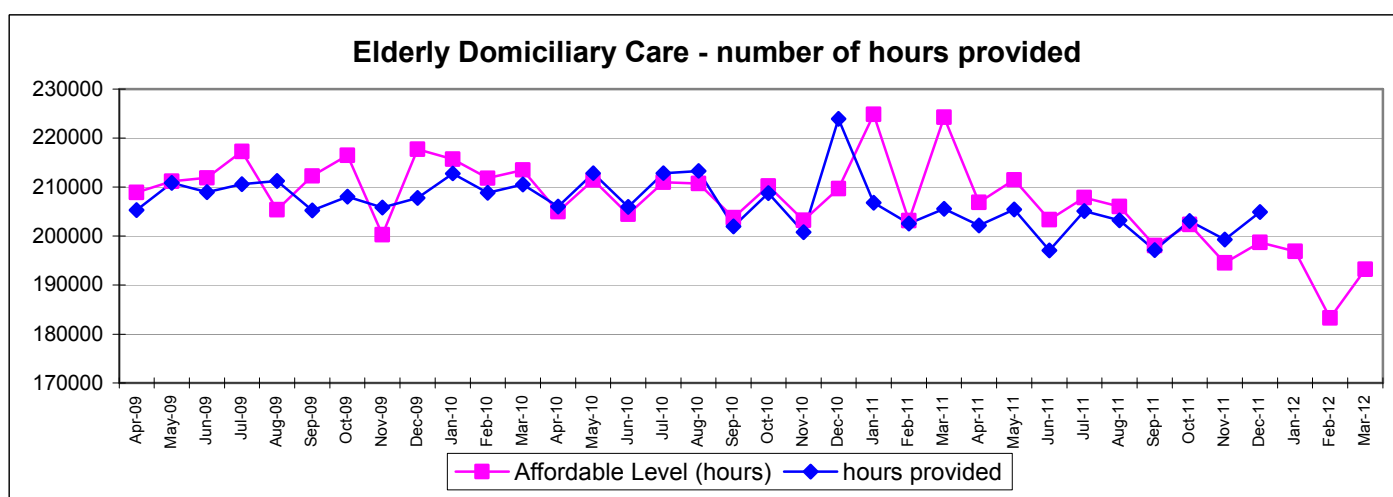
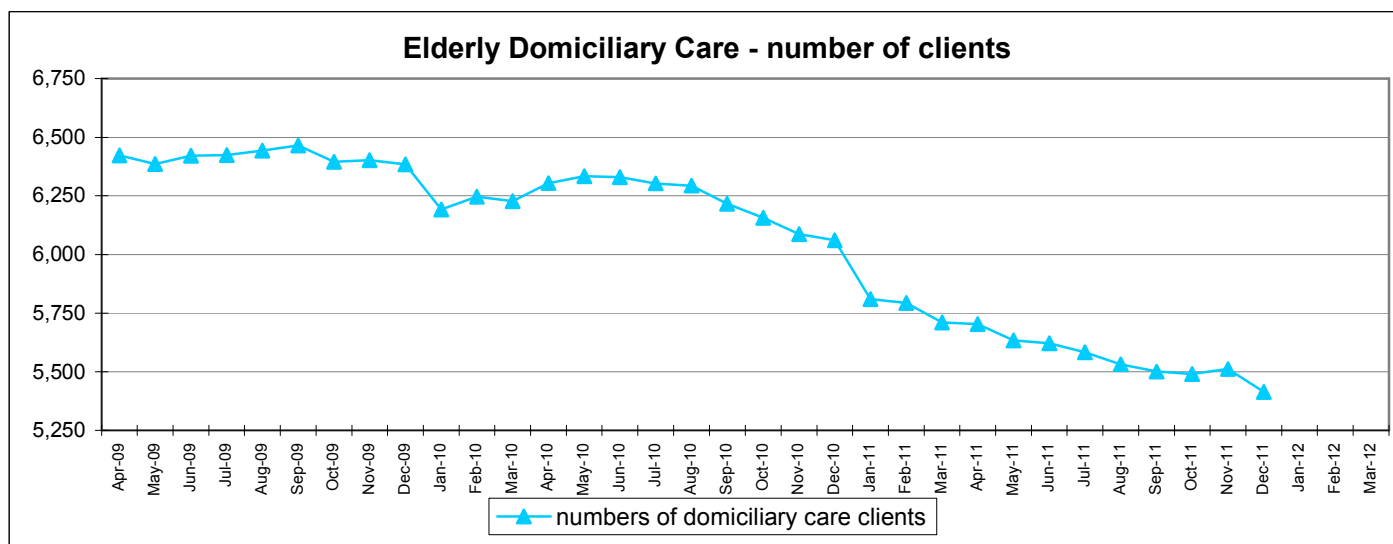


Comments:

- The activity being reported is the long term clients in receipt of direct payments as at the end of the month plus any one off payments during the year. The drive to implement personalisation and allocate personal budgets has seen continued increases in direct payments over the years. There will be other means by which people can use their personal budgets and this may impact on the take up of direct payments, we believe we may be seeing the beginning of this effect, since in the first few months of this financial year, client numbers appear to levelling out, although the number of one-off payments is skewing the analysis.

2.7.1 Elderly domiciliary care – numbers of clients and hours provided:

	2009-10			2010-11			2011-12		
	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	208,869	205,312	6,423	204,948	205,989	6,305	206,859	202,177	5,703
May	211,169	210,844	6,386	211,437	212,877	6,335	211,484	205,436	5,634
June	211,897	208,945	6,422	204,452	205,937	6,331	203,326	197,085	5,622
July	217,289	210,591	6,424	210,924	212,866	6,303	207,832	205,077	5,584
August	205,354	211,214	6,443	210,668	213,294	6,294	206,007	203,173	5,532
September	212,289	205,238	6,465	203,708	201,951	6,216	198,025	197,127	5,501
October	216,491	208,051	6,396	210,155	208,735	6,156	202,356	203,055	5,490
November	200,292	205,806	6,403	203,212	200,789	6,087	194,492	199,297	5,511
December	217,749	207,771	6,385	209,643	223,961	6,061	198,704	204,915	5,413
January	215,686	212,754	6,192	224,841	206,772	5,810	196,879		
February	211,799	208,805	6,246	203,103	202,568	5,794	183,330		
March	213,474	210,507	6,227	224,285	205,535	5,711	193,222		
TOTAL	2,542,358	2,505,838		2,521,376	2,501,274		2,402,516	1,817,342	



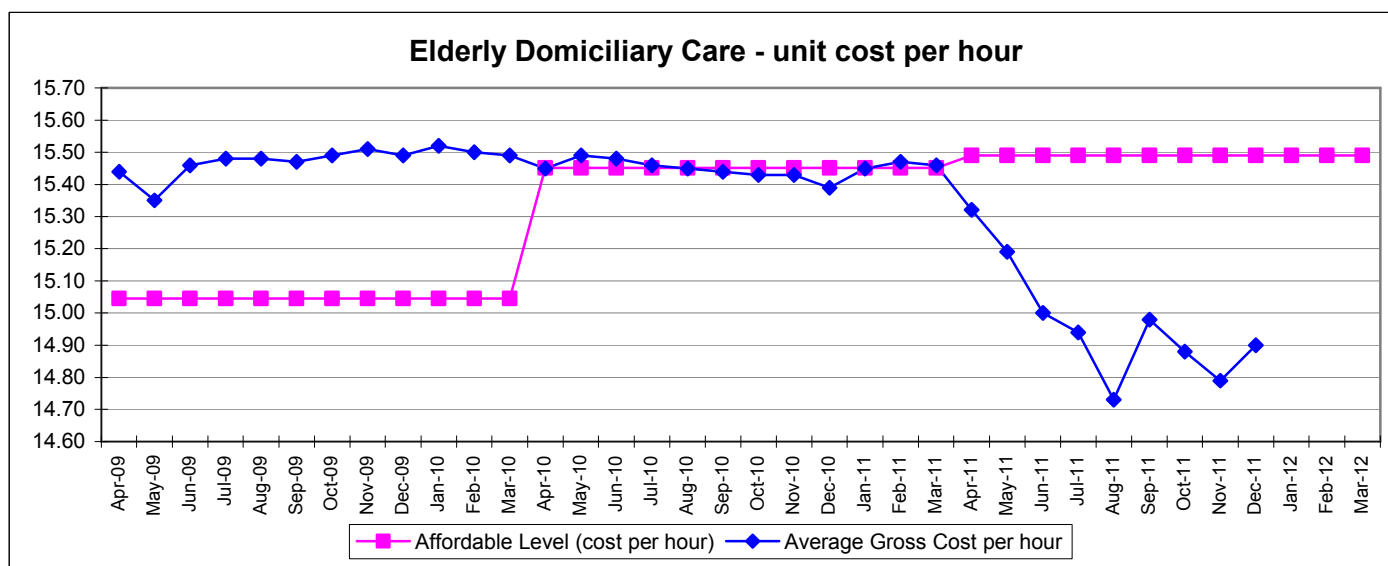
Comment:

- Figures exclude services commissioned from the Kent Enablement At Home Service.
- Affordable levels were changed slightly in quarter 2 to include the release of a provision and some rolled forward grant funding from 2010-11 which is now being used to fund activity.
- Affordable levels have been amended again this quarter to reflect the removal of SCRG transitional funding.

- The actual activity data has been amended from what has previously been reported following a refresh of the data which has been undertaken due to the volatility on this service line and ongoing validation in connection with Transactional Data Management (TDM) data and enablement.
- The current forecast is 2,390,089 hours of care against a revised affordable level of 2,402,516, a difference of -12,427 hours. This forecast is based on a current provision as at January of an average 8.1 hours per client per week. Using the forecast unit cost of £14.90 this reduction in activity reduces the forecast by £185k, as highlighted in section 1.1.3.12.c
- To the end of December 1,817,342 hours of care have been delivered against an affordable level of 1,829,085 a difference of -11,743 hours.
- Domiciliary for all client groups are volatile budgets, with the number of people receiving domiciliary care decreasing over the past few years as a result of the implementation of Self Directed Support (SDS). This is being compounded by a shift in trend towards take up of the enablement service. However, as a result of this, clients who are receiving domiciliary care are likely to have greater needs and require more intensive packages of care than historically provided - the 2010-2011 average hours per client per week was 7.8, whereas the average figure for 2011-12 is 8.4 for data to the end of December.

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

	2009-10		2010-11		2011-12	
	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	15.045	15.44	15.452	15.45	15.49	15.32
May	15.045	15.35	15.452	15.49	15.49	15.19
June	15.045	15.46	15.452	15.48	15.49	15.00
July	15.045	15.48	15.452	15.46	15.49	14.94
August	15.045	15.48	15.452	15.45	15.49	14.73
September	15.045	15.47	15.452	15.44	15.49	14.98
October	15.045	15.49	15.452	15.43	15.49	14.88
November	15.045	15.51	15.452	15.43	15.49	14.79
December	15.045	15.49	15.452	15.39	15.49	14.90
January	15.045	15.52	15.452	15.45	15.49	
February	15.045	15.50	15.452	15.47	15.49	
March	15.045	15.49	15.452	15.46	15.49	

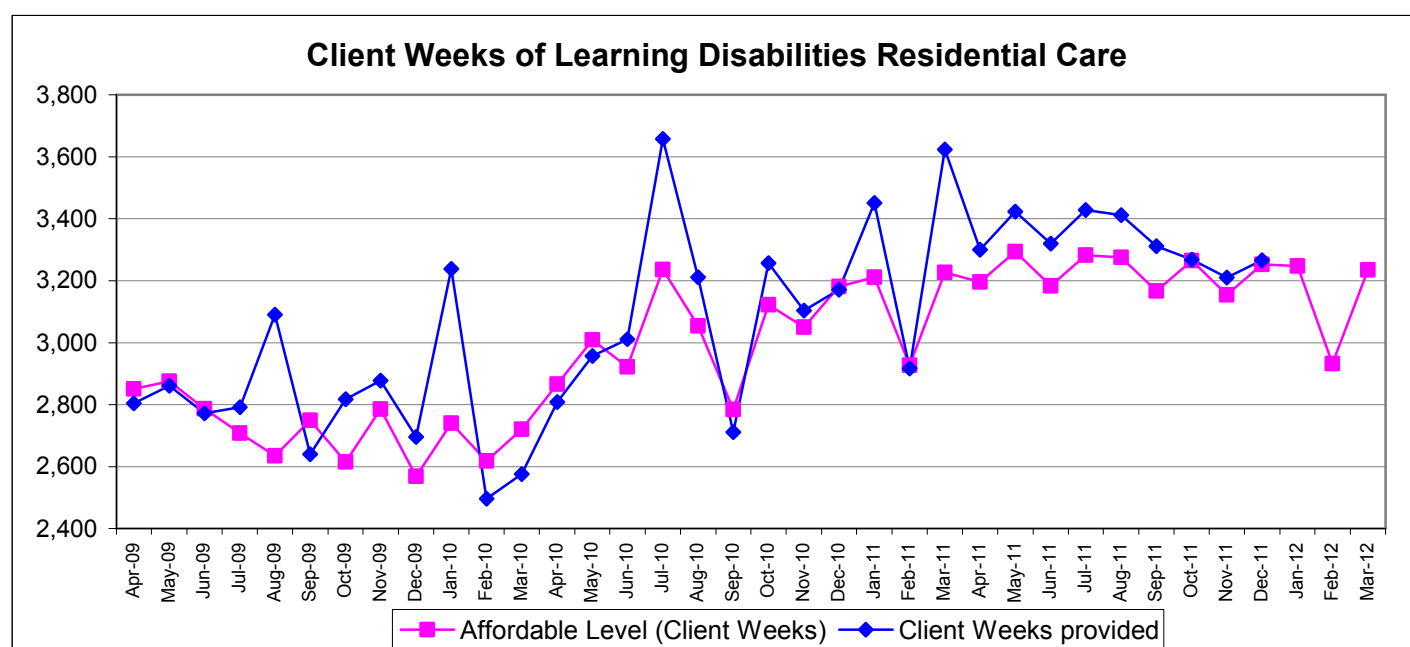


Comments:

- The forecast unit cost of £14.90 is lower than the affordable cost of £15.49 and this difference of -£0.59 reduces the forecast by £1,417k when multiplied by the affordable hours, as highlighted in section 1.1.3.12.c
- The unit cost continues to be lower than the affordable because current work with providers to achieve savings requires them to provide a service at a lower cost – this is ongoing work with all homecare providers and will contribute to the domiciliary re-let. In addition, we are focussing on reducing the unit rate of care packages which are provided in $\frac{1}{2}$ and $\frac{3}{4}$ hours which have traditionally been slightly more expensive.

2.8.1 Number of client weeks of learning disabilities residential care provided compared with affordable level (non preserved rights clients):

	2009-10		2010-11		2011-12	
	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	2,851	2,804	2,866	2,808	3,196	3,300
May	2,875	2,861	3,009	2,957	3,294	3,423
June	2,787	2,772	2,922	3,011	3,184	3,320
July	2,708	2,792	3,236	3,658	3,282	3,428
August	2,635	3,091	3,055	3,211	3,275	3,411
September	2,750	2,640	2,785	2,711	3,167	3,311
October	2,615	2,818	3,123	3,257	3,265	3,268
November	2,786	2,877	3,051	3,104	3,154	3,210
December	2,569	2,696	3,181	3,171	3,253	3,266
January	2,740	3,238	3,211	3,451	3,248	
February	2,619	2,497	2,927	2,917	2,932	
March	2,721	2,576	3,227	3,624	3,235	
TOTAL	32,656	33,662	36,593	37,880	38,485	29,937



Comments:

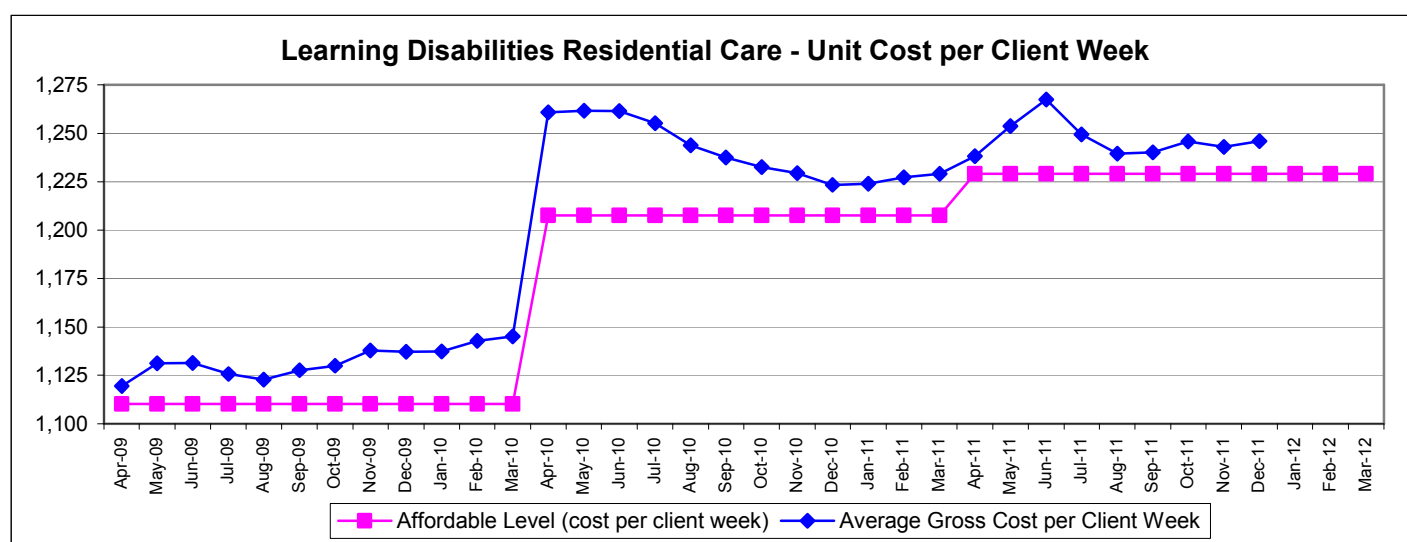
- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in LD residential care at the end of 2009-10 was 632, at the end of 2010-11 it was 713 and at the end of December 2011 it was 748 including any ongoing transfers as part of the S256 agreement, transitions, provisions and Ordinary Residence.
- The current forecast is 40,552 weeks of care against an affordable level of 38,485, a difference of +2,067 weeks. Using the forecast unit cost of £1,246.05, this additional activity adds £2,576k to the forecast, as highlighted in section 1.1.3.13a. The forecast activity for this service is based on known individual clients, by individual periods of service, including provisional, transitional and ordinary resident clients. (Provisional clients are those who may move from domiciliary/direct payments to residential as a result of deterioration in their condition/personal requirements, as well as clients already in receipt of residential care, but whose personal/financial circumstances deteriorate). This is a volatile demand led budget forecast meaning that each month may present changes to the forecast as new data is obtained. In some cases there are timing differences between when the clients are added into SWIFT (the client activity system), compared to the inclusion within the

financial forecast, maybe as a result of disputes or independent contract negotiations. The forecast appears high compared to the year to date activity because there is expected to be an increased take-up in the final quarter of the year with known new placements coming into the service - January's activity data is indicating approx 3,500 weeks, with further increases expected in the final months of the year.

- To the end of December 2011 29,937 weeks of care have been delivered against an affordable level of 29,070, a difference of +867 weeks.
- The forecast is based on individual clients, including those prospective young people coming in via transition. It is not always possible to predict the trend for this; comparisons with previous trends are consequently not always meaningful.

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

	2009-10		2010-11		2011-12	
	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	1,110.15	1,119.42	1,207.58	1,260.82	1,229.19	1,238.24
May	1,110.15	1,131.28	1,207.58	1,261.67	1,229.19	1,253.68
June	1,110.15	1,131.43	1,207.58	1,261.46	1,229.19	1,267.40
July	1,110.15	1,125.65	1,207.58	1,255.21	1,229.19	1,249.41
August	1,110.15	1,122.81	1,207.58	1,243.87	1,229.19	1,239.50
September	1,110.15	1,127.79	1,207.58	1,237.49	1,229.19	1,240.17
October	1,110.15	1,130.07	1,207.58	1,232.68	1,229.19	1,245.76
November	1,110.15	1,137.95	1,207.58	1,229.44	1,229.19	1,242.97
December	1,110.15	1,137.28	1,207.58	1,223.31	1,229.19	1,246.05
January	1,110.15	1,137.41	1,207.58	1,224.03	1,229.19	
February	1,110.15	1,142.82	1,207.58	1,227.26	1,229.19	
March	1,110.15	1,145.12	1,207.58	1,229.19	1,229.19	

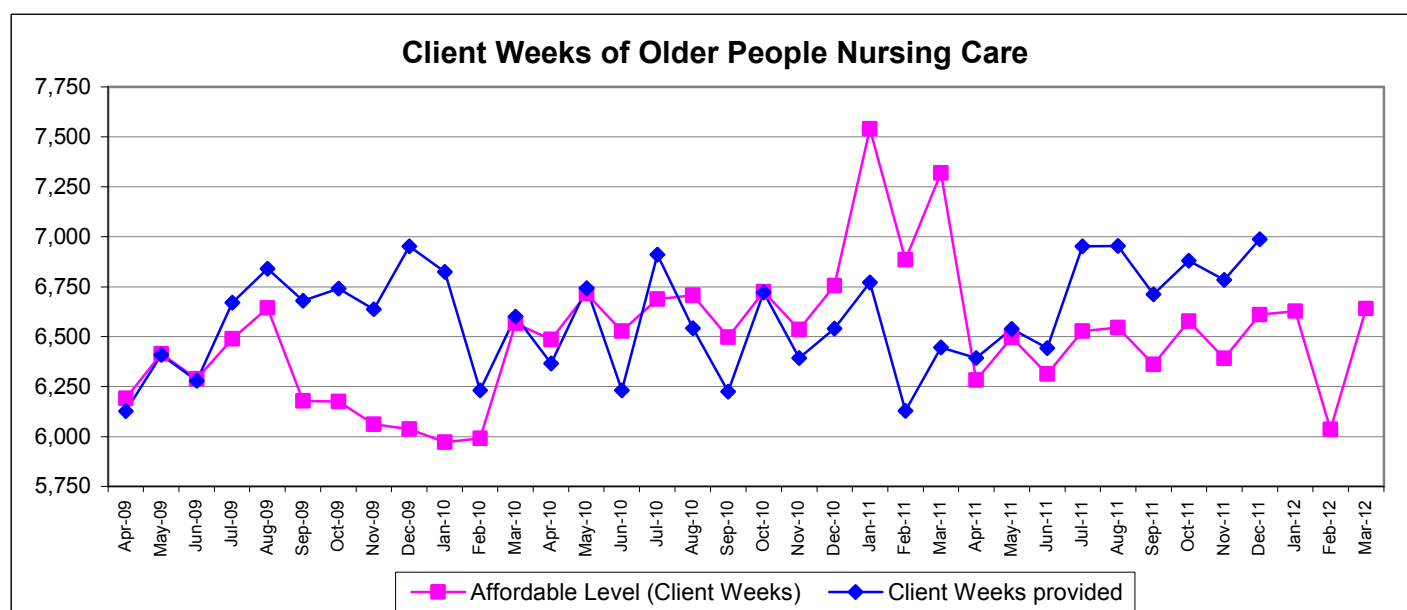


Comments

- Clients being placed in residential care are those with very complex and individual needs which make 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 £1,200 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 cost – 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 £1,246.05 is higher than the affordable cost of £1,229.19 and this difference of £16.86 creates a pressure of £649k when multiplied by the affordable weeks, as highlighted in section 1.1.3.13a.

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

	2009-10		2010-11		2011-12	
	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	6,191	6,127	6,485	6,365	6,283	6,393
May	6,413	6,408	6,715	6,743	6,495	6,538
June	6,288	6,279	6,527	6,231	6,313	6,442
July	6,489	6,671	6,689	6,911	6,527	6,953
August	6,644	6,841	6,708	6,541	6,544	6,954
September	6,178	6,680	6,497	6,225	6,361	6,713
October	6,175	6,741	6,726	6,722	6,576	6,881
November	6,062	6,637	6,535	6,393	6,391	6,784
December	6,037	6,952	6,755	6,539	6,610	6,988
January	5,973	6,824	7,541	6,772	6,628	
February	5,992	6,231	6,885	6,129	6,036	
March	6,566	6,601	7,319	6,445	6,641	
TOTAL	75,008	78,992	81,382	78,016	77,405	60,646



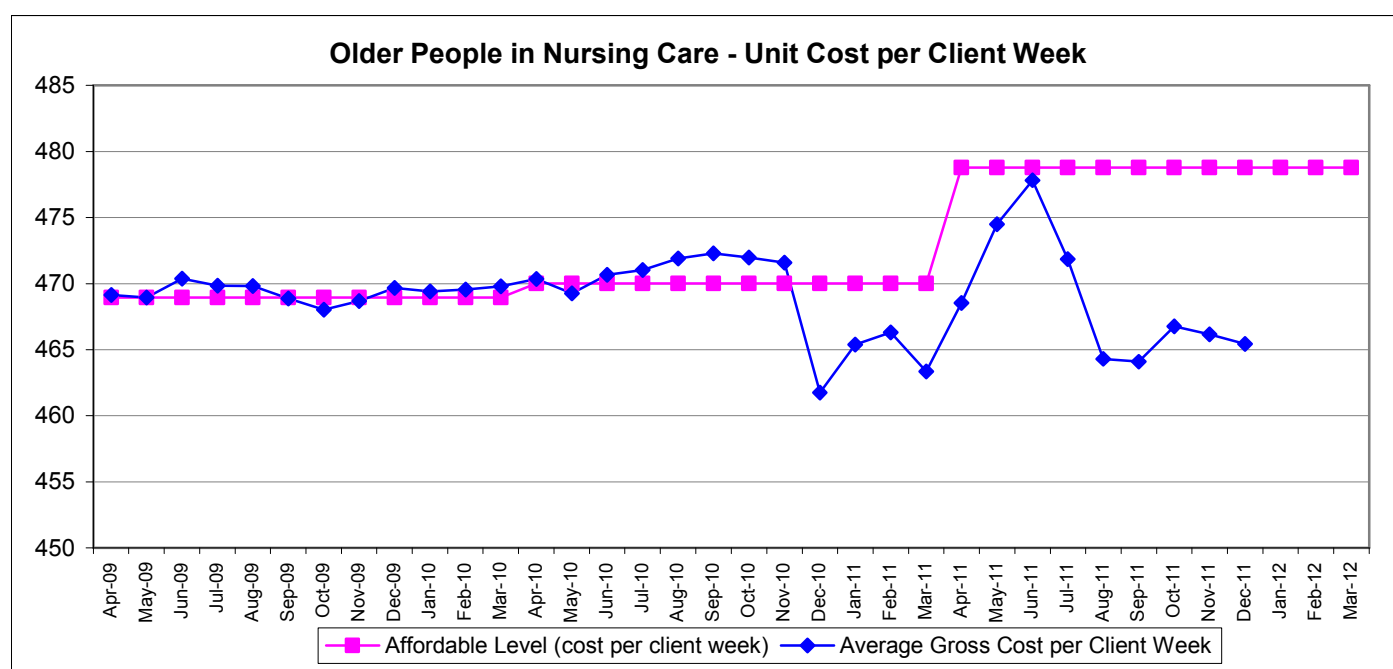
Comment:

- 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 2009-10 was 1,374, at the end of 2010-11 it was 1,379 at the end of December 2011 it was 1,508.
- The current forecast is 81,024 weeks of care against an affordable level of 77,405, a difference of +3,619. Using the actual unit cost of £465.44, this increased activity adds £1,684k to the forecast, as highlighted in section 1.1.3.13c
- To the end of December 2011 60,646 weeks of care have been delivered against an affordable level of 58,100 a difference of +2,546 weeks. The attrition rate this year appears to be lower than in previous years.
- 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. There is not the same distinction between clients with dementia in nursing care as with residential care as the difference in intensity of care for nursing care and nursing care with dementia is not as significant as it is for residential care. 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.

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

	2009-10		2010-11		2011-12	
	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	468.95	469.15	470.01	470.36	478.80	468.54
May	468.95	468.95	470.01	469.27	478.80	474.48
June	468.95	470.37	470.01	470.67	478.80	477.82
July	468.95	469.84	470.01	471.03	478.80	471.84
August	468.95	469.82	470.01	471.90	478.80	464.32
September	468.95	468.88	470.01	472.28	478.80	464.09
October	468.95	468.04	470.01	471.97	478.80	466.78
November	468.95	468.69	470.01	471.58	478.80	466.17
December	468.95	469.67	470.01	461.75	478.80	465.44
January	468.95	469.42	470.01	465.40	478.80	
February	468.95	469.55	470.01	466.32	478.80	
March	468.95	469.80	470.01	463.34	478.80	

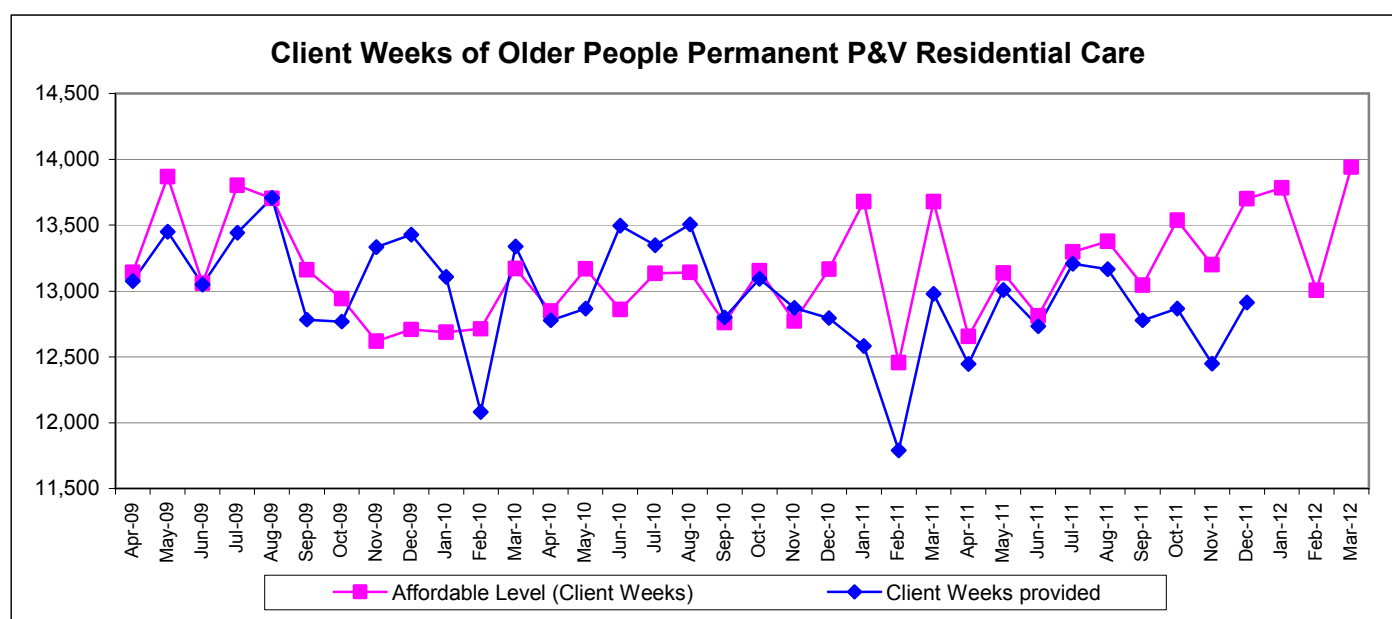


Comments:

- 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, which is why the unit cost can be quite volatile.
- The forecast unit cost of £465.44 is lower than the affordable cost of £478.80 and this difference of -£13.36 creates a saving of £1,034k when multiplied by the affordable weeks, as highlighted in section 1.1.3.13c

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

	2009-10		2010-11		2011-12	
	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided	Affordable Level (Client Weeks)	Client Weeks of older people permanent P&V residential care provided
April	13,142	13,076	12,848	12,778	12,655	12,446
May	13,867	13,451	13,168	12,867	13,136	13,009
June	13,059	13,050	12,860	13,497	12,811	12,731
July	13,802	13,443	13,135	13,349	13,297	13,208
August	13,703	13,707	13,141	13,505	13,377	13,167
September	13,162	12,784	12,758	12,799	13,044	12,779
October	12,943	12,768	13,154	13,094	13,538	12,868
November	12,618	13,333	12,771	12,873	13,200	12,448
December	12,707	13,429	13,167	12,796	13,700	12,914
January	12,685	13,107	13,677	12,581	13,782	
February	12,712	12,082	12,455	11,790	13,007	
March	13,172	13,338	13,678	12,980	13,940	
TOTAL	157,572	157,568	156,812	154,909	159,487	115,570



Comments:

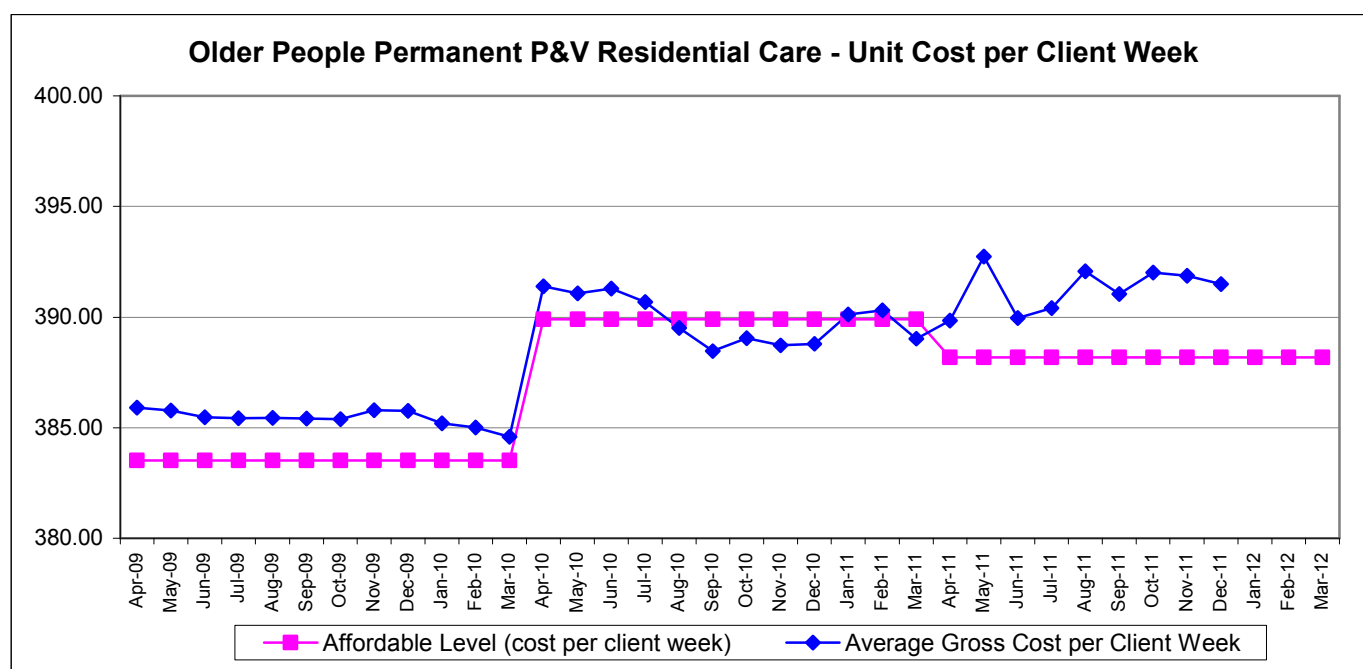
- Affordable levels were changed slightly in quarter 2 to include the release of a provision and some rolled forward grant funding from 2010-11 which is now being used to fund activity.
- Affordable levels have been amended again this quarter to reflect the removal of SCRG transitional funding.
- The 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 2009-10 was 2,751, at the end of 2010-11 it was 2,787 and by the end of December 2011 it was 2,764. It is evident that there are ongoing pressures relating to clients with dementia. Of the 2,751 clients in older people nursing care at the end of March 2010, 1,209 had Dementia (i.e. 43.9%) but as at 31 December 2011 this percentage had increased to 45.2% (i.e. 1,248 of the 2,764 total clients)
- The current forecast is 153,068 weeks of care against an affordable level of 159,487, a difference of -6,419 weeks. Using the forecast unit cost of £391.50 this reduced activity saves £2,513k within the forecast, as highlighted in section 1.1.3.13d. This forecast appears low compared to year to date activity but the forecast assumes that client numbers continue to reduce throughout the final quarter as, at the time of writing this report (mid February), the attrition rate has risen through the

winter months thus far, ahead of expectations, and hence the final quarter's activity is expected to be significantly lower than budgeted.

- To the end of December 115,570 weeks of care have been delivered against an affordable level of 118,758 a difference of -3,188 weeks.

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

	2009-10		2010-11		2011-12	
	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	383.52	385.90	389.91	391.40	388.18	389.85
May	383.52	385.78	389.91	391.07	388.18	392.74
June	383.52	385.47	389.91	391.29	388.18	389.97
July	383.52	385.43	389.91	390.68	388.18	390.41
August	383.52	385.44	389.91	389.51	388.18	392.07
September	383.52	385.42	389.91	388.46	388.18	391.04
October	383.52	385.39	389.91	389.06	388.18	392.02
November	383.52	385.79	389.91	388.72	388.18	391.87
December	383.52	385.76	389.91	388.80	388.18	391.50
January	383.52	385.20	389.91	390.12	388.18	
February	383.52	385.01	389.91	390.31	388.18	
March	383.52	384.59	389.91	389.02	388.18	

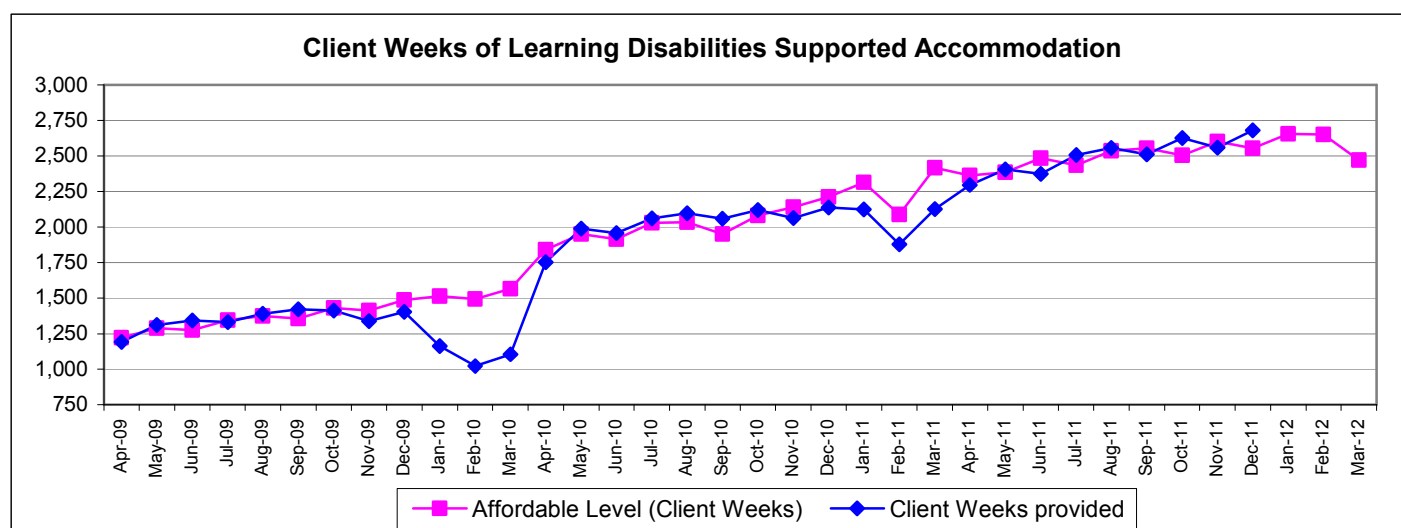


Comments:

- The 2011-12 affordable unit cost has marginally increased from what has previously been reported because this includes the unit cost for both regular Older People (OP) residential care & Older People Mental Health (OPMH) residential care, which are averaged to produce the unit cost reported here. The removal of SCRG transitional funding has altered the weighting towards OPMH which is slightly more expensive.
- Average unit cost per week has increased above the affordable level as a reflection of the increasing numbers of clients with dementia.
- The forecast unit cost of £391.50 is higher than the affordable cost of £388.18 and this difference of £3.32 creates a pressure of £530k when multiplied by the affordable weeks, as highlighted in section 1.1.3.13d.

2.11.1 Number of client weeks of learning disabilities supported accommodation provided compared with affordable level:

	2009-10		2010-11		2011-12	
	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	1,221	1,192	1,841	1,752	2,363	2,297
May	1,290	1,311	1,951	1,988	2,387	2,406
June	1,276	1,344	1,914	1,956	2,486	2,376
July	1,346	1,333	2,029	2,060	2,435	2,508
August	1,375	1,391	2,034	2,096	2,536	2,557
September	1,357	1,421	1,951	2,059	2,555	2,512
October	1,431	1,412	2,080	2,119	2,506	2,626
November	1,412	1,340	2,138	2,063	2,603	2,560
December	1,487	1,405	2,210	2,137	2,554	2,680
January	1,515	1,163	2,314	2,123	2,655	
February	1,493	1,021	2,088	1,878	2,652	
March	1,567	1,105	2,417	2,125	2,472	
TOTAL	16,770	15,438	24,967	24,356	30,204	22,522



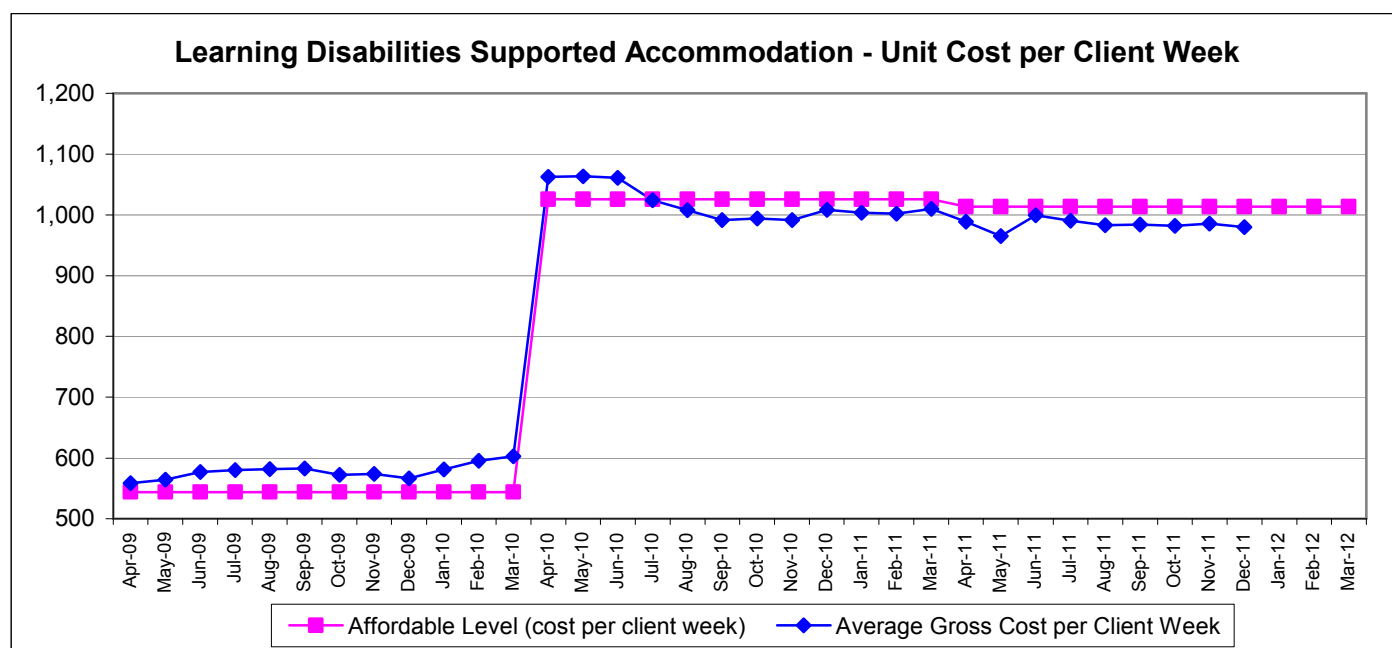
Comments:

- The above graph reflects the number of client weeks of service provided. The actual number of clients in LD supported accommodation at the end of 2009-10 was 309, at the end of 2010-11 it was 491, of which 131 were S256 clients, and at the end of December 2011 it was 612.
- The current forecast is 30,736 weeks of care, against an affordable level of 30,204, a difference of +532 weeks and includes people that we expect to be supported through supported accommodation and adult placement. Some of this is as a result of the transfer of clients from NHS who were previously S256, following the closure of LD Campus.
- Using the forecast unit cost of £979.83, this increase in activity adds £521k to the forecast, as reflected in section 1.1.3.14a.
- To the end of December 22,522, weeks of care have been delivered against an affordable level of 22,425, a difference of -97 weeks
- The forecast activity for this service is based on known individual clients, by individual periods of service, including provisional, transitional and ordinary resident clients. The service is provided via community support hours and/ or accommodation solutions and can be a complex package suited to meet the individual's needs. However, as an objective for the directorate is to achieve independent living for as many people as possible, supported accommodation has been a focus with the success of increased placements, particularly in recent months. It can be a volatile demand led budget and has to be forecast based on individuals, rather than straight line forecasts.

- 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 more and increasingly complex and unique cases will be successfully supported to live independently.

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

	2009-10		2010-11		2011-12	
	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	544.31	558.65	1,025.67	1,062.38	1,013.18	988.73
May	544.31	564.49	1,025.67	1,063.22	1,013.18	964.95
June	544.31	577.33	1,025.67	1,060.59	1,013.18	999.24
July	544.31	580.27	1,025.67	1,023.90	1,013.18	990.45
August	544.31	581.76	1,025.67	1,007.58	1,013.18	983.09
September	544.31	583.26	1,025.67	991.20	1,013.18	983.85
October	544.31	572.59	1,025.67	993.92	1,013.18	981.78
November	544.31	574.24	1,025.67	991.56	1,013.18	985.45
December	544.31	566.87	1,025.67	1,007.95	1,013.18	979.83
January	544.31	581.53	1,025.67	1,003.21	1,013.18	
February	544.31	595.89	1,025.67	1,001.98	1,013.18	
March	544.31	603.08	1,025.67	1,009.82	1,013.18	



Comments:

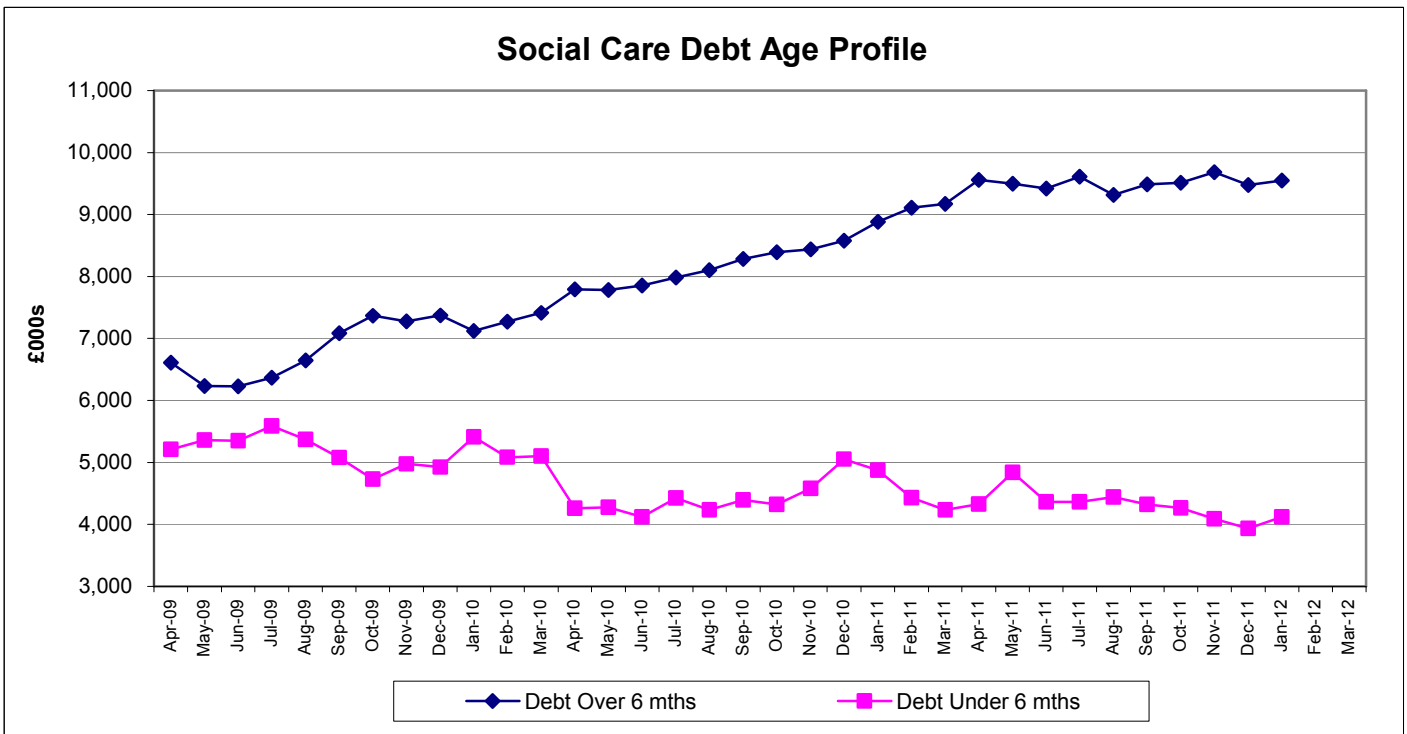
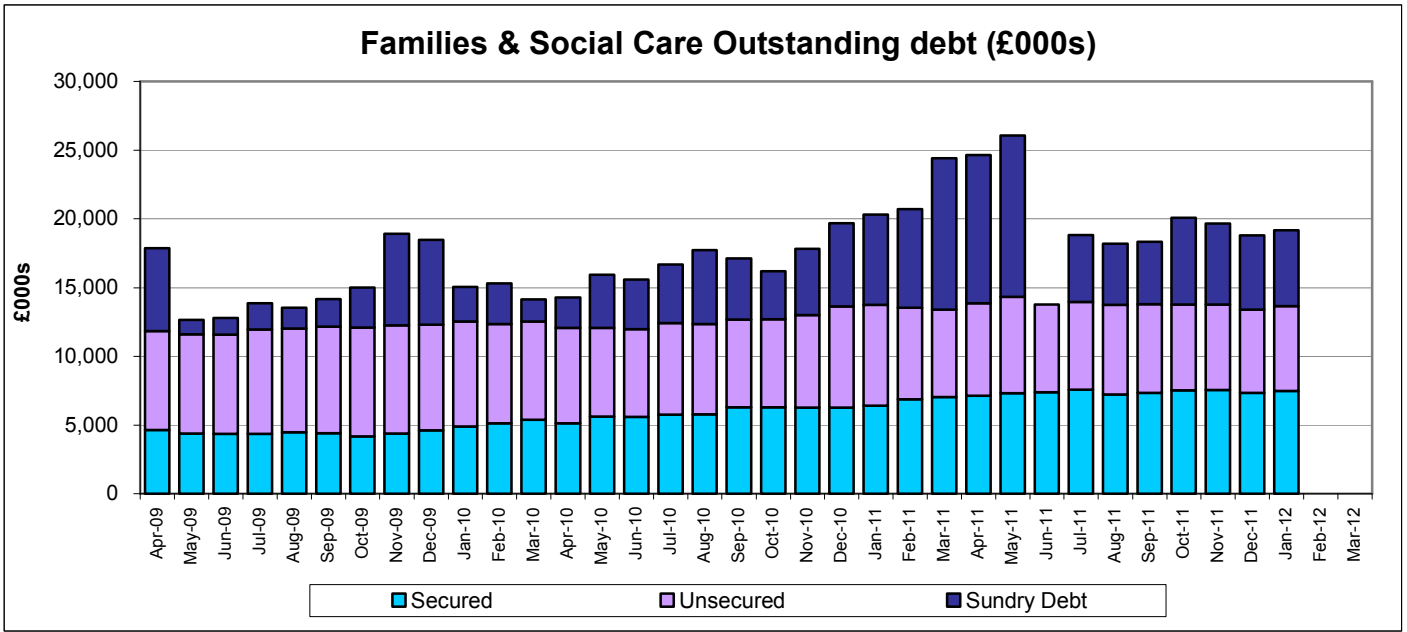
- The forecast unit cost of £979.83 is lower than the affordable cost of £1013.18 and this difference of -£33.35 provides a saving of £1,007k when multiplied by the affordable weeks, as reflected in section 1.1.3.14a.
- There are three distinct groups of clients: Section 256 clients, Ordinary Residence clients and other clients. Each group has a very different average unit cost, which are combined to provide an overall average unit cost for the purposes of this report.
- 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.

3. SOCIAL CARE DEBT MONITORING

The outstanding debt as at the end of January was £19.180m compared with October's figure of £20.078m (reported to Cabinet in December) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £5.518m of sundry debt compared to £6.304m in October. Within the outstanding debt is £13.662m relating to Social Care (client) debt which is a decrease of £0.112m from the last reported position to Cabinet in October. 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 should be noted that the Sundry debt reports were not successful in June, and hence no figure can be reported, the problem was rectified in time for the July report, but reports are unable to be run retrospectively.

Debt Month	Social Care Debt						
	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 mths £000s	Debt Under 6 mths £000s	Secured £000s	Unsecured £000s
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	15,305	2,956	12,349	7,266	5,083	5,128	7,221
Mar-10	14,157	1,643	12,514	7,411	5,103	5,387	7,127
Apr-10	14,294	2,243	12,051	7,794	4,257	5,132	6,919
May-10	15,930	3,873	12,057	7,784	4,273	5,619	6,438
Jun-10	15,600	3,621	11,979	7,858	4,121	5,611	6,368
Jul-10	16,689	4,285	12,404	7,982	4,422	5,752	6,652
Aug-10	17,734	5,400	12,334	8,101	4,233	5,785	6,549
Sep-10	17,128	4,450	12,678	8,284	4,394	6,289	6,389
Oct-10	16,200	3,489	12,711	8,392	4,319	6,290	6,421
Nov-10	17,828	4,813	13,015	8,438	4,577	6,273	6,742
Dec-10	19,694	6,063	13,631	8,577	5,054	6,285	7,346
Jan-11	20,313	6,560	13,753	8,883	4,870	6,410	7,343
Feb-11	20,716	7,179	13,537	9,107	4,430	6,879	6,658
Mar-11	24,413	11,011	13,402	9,168	4,234	7,045	6,357
Apr-11	24,659	10,776	13,883	9,556	4,327	7,124	6,759
May-11	26,069	11,737	14,332	9,496	4,836	7,309	7,023
Jun-11	13,780	*	13,780	9,418	4,362	7,399	6,381
Jul-11	18,829	4,860	13,969	9,609	4,361	7,584	6,385
Aug-11	18,201	4,448	13,753	9,315	4,438	7,222	6,531
Sep-11	18,332	4,527	13,805	9,486	4,319	7,338	6,467
Oct-11	20,078	6,304	13,774	9,510	4,264	7,533	6,241
Nov-11	19,656	5,886	13,770	9,681	4,089	7,555	6,215
Dec-11	18,788	5,380	13,408	9,473	3,935	7,345	6,063
Jan-12	19,180	5,518	13,662	9,545	4,117	7,477	6,185
Feb-12	0		0				
Mar-12	0		0				



ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY JANUARY 2011-12 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 virement of £0.199m from the debt charges underspending within the Finance & Business Support portfolio to reduce the budgeted contribution from Commercial Services within the Environment, Highways & Waste portfolio due to a reduction in the number of lease cars following the County Council decision to remove essential user status, as agreed by Cabinet on 9 January and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

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

	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
E&E Strategic Management & Directorate Support Budgets	7,779	-388	7,391	334	-108	226	Directorate funded redundancies (Highways). Additional income from Gypsy site rentals.
<u>Environment:</u>							
- Environment Management	3,740	-2,390	1,350	43		43	
- Coastal Protection	686		686	-2		-2	
	4,426	-2,390	2,036	41	0	41	
<u>Highways Services:</u>							
- Adverse Weather	3,159		3,159	754		754	Response to snow emergency.
- Bridges & Other Structures	2,753	-294	2,459	-128	75	-53	Reduced consultant costs.
- General maintenance & emergency response	20,117	-6,890	13,227	377	-4	373	Includes SLAB costs and additional temporary staff.
- Highway drainage	3,431	-74	3,357	13	-9	4	
- Highway improvements	1,690	-100	1,590	163	49	212	Member's Highway Fund temporary staffing costs.
- Road Safety	2,827	-1,213	1,614	731	-992	-261	Increased participants on Speed Awareness Courses.
- Signs, Lines & Bollards	1,819	0	1,819	-650		-650	Expenditure included in other budget headings. Budget reallocated for 12/13.
- Streetlight energy	5,104		5,104	26		26	
- Streetlight maintenance	3,767	-168	3,599	95		95	
- Traffic management	5,506	-2,924	2,582	14	-473	-459	s74 fees and Permit Scheme.

	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Tree maintenance, grass cutting & weed control	3,352	-192	3,160	25	-35	-10	
	53,525	-11,855	41,670	1,420	-1,389	31	
<u>Integrated Transport Strategy & Planning:</u>							
- Planning & Transport Policy	774	-15	759	149	-52	97	High speed train service - Deal/Sandwich.
- Planning Applications	1,102	-500	602	-155	205	50	Staff vacancies, reduced activity and reduced internal planning applications.
	1,876	-515	1,361	-6	153	147	
<u>Transport Services:</u>							
- Concessionary Fares	16,332	-27	16,305	-1,279	-8	-1,287	Successful contract negotiations and reduction in journey numbers.
- Freedom Pass	13,625	-2,230	11,395	-275	-155	-430	Lower than budgeted passes / journeys.
- Subsidised Bus Routes	9,259	-1,637	7,622	4	-8	-4	
- Sustainable Transport	2,503	-1,448	1,055	118	-185	-67	Multi modal transport models.
	41,719	-5,342	36,377	-1,432	-356	-1,788	
<u>Waste Management</u>							
<u>Recycling & Diversion from Landfill:</u>							
- Household Waste Recycling Centres	8,416	-1,109	7,307	-7	-770	-777	Market prices above budgeted prices for sale of various recyclable materials.
- Partnership & Behaviour Change	805	-126	679	-179	-25	-204	Reduced activity following review.
- Payments to Waste Collection Authorities (DCs)	5,249	-102	5,147	-133		-133	Savings from waste tonnages partially offset by additional enabling payments made under Joint Waste Arrangements.
- Recycling Contracts & Composting	10,262	-609	9,653	-382	-72	-454	Reduced waste tonnage & improved contract prices when compared with working budget.
	24,732	-1,946	22,786	-701	-867	-1,568	
<u>Waste Disposal:</u>							
- Closed Landfill Sites & Abandoned Vehicles	779	-266	513	39	-5	34	
- Disposal Contracts	29,476	-430	29,046	-4,300	271	-4,029	Waste tonnage lower than budgeted and less waste processed via Allington and more to landfill.
- Landfill Tax	6,880		6,880	1,733		1,733	Waste diverted to landfill from Allington.
- Transfer Stations	8,583	-75	8,508	132		132	Reduced waste tonnage offset by additional costs of planned maintenance and contribution to capital.
	45,718	-771	44,947	-2,396	266	-2,130	

	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Commercial Services		-6,932	-6,932		150	150	Total Contribution Pay costs not absorbed.
Total E, H & W portfolio	179,775	-30,139	149,636	-2,740	-2,151	-4,891	
Regeneration & Enterprise portfolio							
Development Staff & Projects	1,311	-1,311	0			0	
Total E&E controllable	181,086	-31,450	149,636	-2,740	-2,151	-4,891	

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:

Environment, Highways & Waste portfolio:

1.1.3.1 **Strategic Management and Directorate Support: Gross +£334k, Income -£108k, Net +£226k**

A significant proportion (£229k) of the gross pressure relates to the requirement for the Directorate to fund part of the redundancy costs arising from restructuring, as some of the costs are not eligible for corporate funding from the Workforce Reduction Fund because this funding is only available where there is a reduction in the overall number of posts. Improved debt management and advice provided to residents has resulted in improved rent collection in the Gypsy and Traveller Unit and is reflected in the income forecast on this budget line (-£95k).

1.1.3.2 **Highways Services:**

a. **Adverse Weather: Gross +£754k, Income £0k, Net +£754k**

The cost of the snow/ice emergency in early February has been factored in to these forecasts and a pressure of £700k has been estimated, which includes costs of leasing equipment, engaging farmers in snow clearance and staff time. Savings on routine salting runs are estimated to be in the region of £131k due to the generally mild winter requiring fewer salting runs than budgeted, but these are offset by £217k of additional costs associated with managing adverse weather situations, predominantly salt bins and plough maintenance.

b. **Bridges and Other Structures: Gross -£128k, Income +£75k, Net -£53k**

A reduction in the cost of consultancy support of £93k is included in the forecast underspend on the gross budget.

c. **General Maintenance and Emergency Response: Gross +£377k, Income -£4k, Net +£373k**

This pressure includes the cost of signs lines and bollards (estimated at £302k) that cannot be easily separated from other expenditure (this is offset by a forecast underspend in 1.1.3.2.f below), plus an element of additional temporary staff (£90k) covering vacancies at a higher cost than budgeted.

Robust monitoring of the Highway's revenue budget has identified £1.205m of funds within the general maintenance and repairs budget that can be transferred to the capital budget in order to bring forward urgent road repairs and streetlight column replacement. This funding has been identified during a transitional year for the Directorate, which has seen a major restructure and a significant shift from Ringway to Enterprise for maintenance contracts. The Highways division is confident that a balanced revenue budget can still be delivered if these funds are transferred from revenue to capital, assuming that extraordinary conditions (such as a very severe winter) do not arise. Cabinet approved this transfer on 25 January 2012.

- d. Highway Improvements: Gross +£163k, Income +£49k, Net +£212k
The engagement of temporary staff to progress schemes for the Members Highway Fund has resulted in a forecast pressure of £135k. A major exercise to get the balance of funds in approved scheme status by 31 December 2011 has created a significant amount of work and this has required additional staff. Over 700 schemes have been approved. Part of the ongoing process is to absorb these costs in the Member Highway Fund, but as that exercise has not yet been completed, the Directorate has taken a prudent approach and reflected this as a pressure in this month's monitoring.
- e. Road Safety: Gross +£731k, Income -£992k, Net -£261k
The increasing volume of participants in speed awareness courses is the main contributing factor to the significant forecast variations in the gross (+£490k) and income (-£864k) budgets. The remaining gross and income variances are due to several items all below £100k.
- f. Signs, Lines and Bollards: Gross -£650k, Income £0k, Net -£650k
A significant proportion of the cost of signs, lines and bollards is now included in other budget lines with £302k estimated within General Maintenance alone and consequently reflected as an underspend in this line. A planned revenue contribution to capital of £100k which is no longer required and a general reduction in revenue works from this budget line (approximately £180k), also contribute to the overall forecast underspend.
- g. Traffic Management: Gross +£14k, Income -£473k, Net -£459k
The forecast underspend has resulted from a combination of Section 74 fees (-£253k) and income from the Permit Scheme (-£244k). Section 74 fees are recovered from works promoters (utility companies etc) who have taken an unreasonably prolonged occupation of the highway and the additional Permit Fee income reflects the recovery of the full costs incurred, including Directorate and Corporate overheads, which are not charged directly to this budget line.

1.1.3.3 Integrated Transport Strategy & Planning:

- a. Planning & Transport Policy: Gross +£149k, Income -£52k, Net +£97k
A pressure of £97k is included in this budget line and relates to the costs associated with the new High Speed Train service from Sandwich and Deal via Dover to support the East Kent economy following the Pfizer closure.
- b. Planning Applications: Gross -£155k, Income +£205k, Net +£50k
This forecast reflects the reduction in internal planning applications following the reduction in the schools devolved formula capital budgets. This has impacted on the gross forecast in terms of less staff and activity (-£155k) and income in terms of less fees from schools (+£205k).

1.1.3.4 Transport Services:

- a. Concessionary Fares: Gross -£1,279k, Income -£8k, Net -£1,287k
Two major bus operators had registered appeals against the 2011-12 payments proposed by KCC. This is the first year that the authority has assumed full responsibility for this service and the budget included an element to cover issues such as the cost of appeals. A prudent approach was taken in earlier months and the full value of these appeals was included in the forecast expenditure. The Directorate had previously reported that negotiations with the bus operators has resulted in a mutually agreed position that reduced the potential cost by £918k and this saving is reflected in the current forecast. In addition to this, our external consultants have advised that total journey numbers are likely to be lower in 2011/12 and this has led to the additional forecast underspend on gross expenditure of £361k. Clearly there is a risk in declaring this reduction, but it is supported by activity trends.

b. Freedom Pass: Gross -£275k, Income -£155k, Net -£430k

As with Concessionary Fares forecasting activity, expenditure and income for the Freedom Pass is an extremely complex area. Influencing factors will include the cost of the pass, length of journeys, the weather, capacity of vehicles and individual pupil choice amongst others. Consequently the Directorate employs the services of consultants to provide expert advice. The latest intelligence indicates that the gross budget is likely to be underspent by £275k. Whilst journey numbers exceeded the budget in the first two quarters, there is a noticeable reduction in passes in issue, probably as a result of the increased fee, which it is anticipated will translate into lower journey numbers in the final two quarters.

The increase in the cost to individual pupils has been reflected in the Directorate's budget as an annual saving requirement of £1m, however only a part year effect was built into the 2011-12 budget, as the price increase did not take effect until the start of the new academic year in September, with a £500k saving budgeted for the current year. Income is forecast to be £655k this year, giving a £155k surplus. Although the number of passes in circulation is below the budgeted level, in reality most passes are purchased at the start of the academic year in September with only a small proportion (less than 2%) purchased in the period April – August, i.e. in the next financial year, so the part year effect of the saving in 2011-12 will be far greater than the 50% assumed in the budget, and is likely to be nearer 98%. However, the forecast income of £655k, is appreciably below 98% of £1m (£980k), because the reduction in the number of passes in circulation is greater than anticipated. If this trend continues and journey numbers do not reduce as anticipated, then there could be a potential impact on the achievability of the £1m saving in 2012-13 and beyond.

b. Sustainable Transport: Gross +£118k, Income -£185k, Net -£67k

The £118k pressure on the gross budget relates to the development of multi modal transport models that are developed to predict the transport impact of new developments. The income element mainly relates to contributions for the use of the Ashford Model (£148k). The reduction on both the gross and income budgets since last quarter's monitoring reflects work on the Thanet Model now planned for 2012-13.

1.1.3.5 Waste Management:

The budgeted waste tonnage for 2011-12 is 760,000 tonnes. Tonnage for the first nine months of this financial year combined with the experience of the last two financial years has allowed the Directorate to estimate that the final tonnage will be 40,000 tonnes less than the affordable level.

1.1.3.5.1 Recycling & Diversion from Landfill

a. Household Waste Recycling Centres: Gross -£7k, Income -£770k, Net -£777k

Additional income of £770k is predicted as a result of a new income stream of £120k from the sale of lead batteries which were previously collected at zero cost or for a small charge; and an additional £650k income from the sale of recyclables (eg scrap metal, textiles and paper/card) as markets remain buoyant and income above budgeted levels has been achieved.

b. Partnership & Behaviour Change: Gross -£179k, Income -£25k, Net -£204k

Following a review of activity in this area and a planned reduction in activity, an underspend of £179k is forecast for this financial year.

c. Payments to Waste Collection Authorities (DCs): Gross -£133k, Income Nil, Net -£133k

A gross underspend of £133k is forecast for this line due to a combination of reduced tonnage, approximately 8000 tonnes, for recycling credits paid to District Councils and additional enabling payments made to District Councils under Joint Waste arrangements. Reduced payments to the District Councils for Recycling Credits is anticipated to deliver an underspend of -£251k, whilst enabling payments add a pressure of +£118k to this budget line. This additional support payment enables the collection of weekly food waste and delivers gross disposal savings and improved performance.

d. Recycling Contracts & Composting: Gross -£382k, Income -£72k, Net -£454k

A combination of reduced waste tonnage, approximately 6,000 tonnes, for recycling and composting and improved contract prices are anticipated to deliver an underspend of £382k in this financial year. Approximately £120k is due to improved prices and £262k is due to reduced activity. In addition to this, £72k income is projected from the sale of recyclable material

1.1.3.5.2 **Waste Disposal**

a. Disposal Contracts: Gross -£4,300k, Income +£271k, Net -£4,029k

A gross underspend of £4,300k is forecast for this budget line due to reduced residual waste tonnage being processed at the Allington Waste to Energy Plant when compared to the budget profile. The final tonnage figure for processing waste via Allington is expected to be 57,000 tonnes less than budget, however it is forecast that an additional 31,000 tonnes of waste will be sent to landfill due to the planned routine maintenance at the plant being extended. This underspend is partially offset by £271k reduction in income compared to budget due to the cessation of trade recharge for the co-collection of trade waste with domestic household waste by the Waste Collection Authorities. The disposal cost for trade waste has not been incurred by KCC and this forms part of the gross underspend.

b. Landfill Tax: Gross +£1,733k, Income Nil, Net +£1,733k

A pressure of £1,733k is forecast due to extended planned routine maintenance at the Allington Waste to Energy Plant during this financial year, when it was necessary to divert a greater tonnage than anticipated to landfill; approximately a further 31,000 tonnes will be landfilled than planned. This overspend is more than offset by disposal savings in 1.1.3.5.2(a) above.

c. Transfer Stations: Gross +£132k, Income Nil, Net +£132k

A gross pressure of £132k is anticipated as a result of:

- a pressure on the capital project at the North Farm Transfer Station due to the removal of unforeseen contaminated land during the construction phase, this capital pressure of £526k is being funded from revenue.
- Additional maintenance at Church Marshes Transfer Station is anticipated to cost a further £230k.
- a £624k saving is due to reduced waste tonnage, managed through the Transfer Stations, when compared to the budget.

1.1.3.6 **Commercial Services: Income -£150k, Net -£150k**

A shortfall in contribution of £150k has arisen due to the inability to absorb the impact of Total Contribution Pay (TCP) in 2011-12.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Waste: Landfill Tax - diversion of waste to landfill due to extended planned routine maintenance at Allington Waste to Energy Plant.	+1,733	EHW	Waste: Disposal Contracts - reduction in total residual waste volumes managed (including domestic and co-collected trade waste) and lower than budgeted residual waste tonnage processed through Allington WtE due to extended planned routine maintenance at the plant.	-4,300
EHW	Highways: General Maintenance & Emergency Response - Revenue contribution to capital to bring forward urgent road repairs and streetlight column replacement.	+1,205	EHW	Highways: General Maintenance & Emergency Response - Robust monitoring during a transitional year which included a major staff restructure and a change in the contractor for maintenance contracts has identified an underspend that can be released for capital works.	-1,205
EHW	Highways: Adverse Weather - Estimated additional cost of response to February snow emergency.	+700	EHW	Transport: Concessionary Fares - Successful negotiations with major bus operators have resulted in an agreement to settle appeals at a lower level than the original claims.	-918
EHW	Waste: Transfer Stations - revenue contribution to capital for the overspend on the improvements to North Farm TS for unforeseen removal of contaminated land.	+526	EHW	Highways: Road Safety - Additional income arising from speed awareness courses.	-864
EHW	Highways: Road Safety - Additional costs arising from increased participation in speed awareness courses.	+490	EHW	Waste: Household Waste Recycling Centres - Additional income from the sale of various recyclable materials	-650
EHW	Highways: General Maintenance & Emergency Response - Includes an element of 'Signs, Lines and Bollards' expenditure.	+302	EHW	Waste: Transfer Stations - lower than budgeted waste tonnage.	-624
EHW	Waste: Disposal Contracts - Reduction in trade waste recharge (income) from Waste Collection Authorities as result of Districts ceasing the co-collection of trade waste with domestic household waste.	+271	EHW	Transport: Concessionary Fares - Journey numbers are forecast to be lower than budgeted.	-361
EHW	Waste: Transfer Stations - operational need for additional planned maintenance at Church Marshes TS	+230	EHW	Highways: Signs, Lines & Bollards - Significant proportion of expenditure now charged directly to other budget lines.	-302
EHW	Strategic Management & Directorate Support Budgets - Directorate funded redundancy payments arising from the Highways restructure.	+229	EHW	Transport: Freedom Pass - Anticipated reduction in journey numbers.	-275

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Highways: Adverse Weather - additional costs associated with managing adverse weather situations including salt bins & plough maintenance	+217	EHW	Waste: Recycling Contracts & Composting - lower than budgeted waste tonnage.	-262
EHW	Planning Applications - Reduction in income from internal planning applications resulting from a reduction in schools devolved formula capital budgets.	+205	EHW	Highways: Traffic Management - Successful recovery of S74 fees from works promoters (utility companies).	-253
EHW	Commercial Services: reduced contribution as unable to absorb Total Contribution Pay.	+150	EHW	Waste: Payments to Waste Collection Authorities (DC's) - lower than budgeted waste tonnage for Recycling Credit payments to WCA's and reduced payments under Third Party Recycling Credit scheme.	-251
EHW	Highways - Highway Improvements - Temporary staffing costs to deal with Member Highway Fund initiatives.	+135	EHW	Highways: Traffic Management - Permit Scheme income.	-244
EHW	Waste: Payments to Waste Collection Authorities (DCs) - additional enabling payments made to Districts under Joint Waste Arrangements.	+118	EHW	Highways: Signs, Lines & Bollards - General reduction in revenue works.	-180
EHW	Sustainable Transport - Cost of multi modal transport models offset by underspend arising from income.	+118	EHW	Waste: Partnership & Behaviour Change - underspends achieved in this area following a review of budgeted activity.	-179
			EHW	Planning Applications - Staff vacancies and reduced activity cost commensurate with reduction in schools planning applications.	-155
			EHW	Transport: Freedom Pass - Additional income from fee increase.	-155
			EHW	Sustainable Transport - Income from Ashford multi modal transport models offsetting pressure.	-148
			EHW	Highways: Adverse Weather - fewer than budgeted salting runs.	-131
			EHW	Waste: Recycling Contracts & Composting - Improved contract prices.	-120
			EHW	Waste: Household Waste Recycling Centres - New income stream from sale of lead acid batteries.	-120
			EHW	Highways: Signs, Lines & Bollards - Planned revenue to capital transfer no longer required.	-100
		+6,629			-11,797

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:

Waste have reviewed the trends of recent years in respect of waste tonnage and disposal costs and have incorporated savings commensurate with that data in the 2012-15 MTFP. However, there is no guarantee that tonnage will continue to reduce so any future variations will need to be considered as part of the ongoing monitoring process.

The successful negotiation with the major bus operators in respect of Concessionary Fares has also been reflected in the 2012-15 MTFP.

1.1.6 Details of re-phasing of revenue projects:

None

1.1.7 Details of proposals for residual variance:

The most significant element of the Directorate's forecast underspend arises from Waste Management. This is directly related to tonnage and whilst the forecast reflects the previous year's experience and tonnage data to date, it must be treated with an element of caution. The Directorate has a direct influence over the disposal and recycling of waste, but limited control over the amount of waste that is put into the system. Any surge in waste tonnage above the current forecast outturn of 720,000 tonnes will impact the financial outturn of the Directorate and the forecast underspend reported in this report. It must be noted that previous years underspend on Waste Management was negated by additional costs arising in Highways as a result of hard winters and this could be repeated in 2011-12. At the time of writing the Division has successfully managed a snow/ice emergency and contained the costs within Highways and Transportation. If there were a serious deterioration in weather conditions, this would undoubtedly impact the bottom line.

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 in the 2012-15 MTFP as agreed by County Council on 9 February 2012, 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 £m	2011-12 £m	2012-13 £m	2013-14 £m	Future Yrs £m	TOTAL £m
Environment, Highways & Waste Portfolio						
Budget	188.298	100.805	59.424	62.859	340.869	752.255
Adjustments:						
Highways Major Maintenance		0.005				0.005
Integrated Transport Schemes		0.214				0.214
Energy and Water Efficiency Investment Fund-Virement to BSP&HR		-0.113				-0.113
Energy Usage Reduction Programme-Virement to BSP&HR		-0.485				-0.485
Ashford Ring Road		0.100				0.100
Revised Budget	188.298	100.526	59.424	62.859	340.869	751.976
Variance		-2.033	3.116	0.091	1.048	2.222
split:						
- real variance		1.509	0.397	0.184	0.132	2.222
- re-phasing		-3.542	2.719	-0.093	0.916	

Real Variance		1.509	0.397	0.184	0.132	2.222
Re-phasing		-3.542	2.719	-0.093	0.916	

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 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
			£m	£m	£m	£m
Overspends/Projects ahead of schedule						
EHW	Highways Major Maintenance	real	1.239			
			1.239	0.000	0.000	0.000
Underspends/Projects behind schedule						
EHW	Land & compensation Part 1	phasing	-0.964			
EHW	East Kent Access Phase 2	phasing		-0.703		
EHW	HWRC - Ashford Transfer Station	phasing		-0.585		
EHW	Member Highway Fund	phasing	-0.369			
EHW	Sittingbourne Northern Relief Road	phasing		-0.285		
			-1.333	-1.573	0.000	0.000
			-0.094	-1.573	0.000	0.000

1.2.4 Projects re-phasing by over £1m:

None

1.2.5 Projects with real variances, including resourcing implications:

There is a real variance of +£2.222m (+£1.509m in 2011-12, +£0.397m in 2012-13, +£0.184m in 2013-14 and +£0.132m in future years)

Preliminary Design Fees: -£0.144m (in 2011-12): As reported to Cabinet on 9 January 2012 there has been limited preliminary design work carried out this year and an underspend of £0.120m was earmarked to fund the cost of repairs to Westwood Road and Victoria Way in Broadstairs following an unexpected collapse of the road surface. It is proposed that the remaining fund of £0.024m is used to fund an overspend on the A2 Slip Road Scheme which is the result of a marginal increase in landscaping costs.

Highway Maintenance: +£1.239m (in 2011-12): The net overspend is due to the following:

- On 25 January 2012, Cabinet agreed a revenue to capital transfer of £1.2m to fund urgent road repairs and street lighting column replacement. As a general rule we do not change cash limits for non budgeted revenue contributions.
- There is a £0.139m overspend to be met from a £0.120m underspend detailed above and a £0.019m underspend on Small Community Projects where funding was made available in 2010-11 to compensate for payments made from the mainstream Highways programme in previous years.
- A £0.100m revenue contribution had been intended for signing and lining. However a combination of lower than anticipated volumes of work and rechargeable work has meant the funding is no longer required.

Household Waste Recycling Centre/Transfer Station – North Farm: +£0.224m (in 2011-12): Expenditure has increased due to further unforeseen contaminated waste which must be removed. The increased cost will be met from a revenue contribution.

Sittingbourne Northern Relief Road: +£0.363m (+£0.104m in 2011-12, +£0.021m in 2012-13, +£0.137m in 2013-14 and +£0.101m in future years): The cost of this scheme has increase due to a higher tender price for landscaping works, some residual site supervision in future years and final contract cost being marginally higher on completion than estimated. The additional costs will be funded by S106 contributions.

Cyclopark: +£0.352m (+£0.150m in 2011-12 and +£0.202m in 2012-13): additional facilities including a workshop have been added to the project. The additional work is to be met from a £0.150m contribution from Sport England and the balance from other external contributions and a revenue contribution.

Energy and Water Efficiency Fund: +£0.252m (+£0.174m in 2012-13, +£0.047 in 2013-14 and +£0.031m in 2014-15): The increase reflects future years expenditure which will be funded from revenue repayments of investments agreed earlier in the scheme.

Overall this leaves a residual balance of -£0.064m on a number of more minor projects.

1.2.6 **General Overview of capital programme:**

(a) Risks

Most of the major projects completed construction and opened to traffic in Q3 with only East Kent Access Phase 2 in the final stages of construction leading to an anticipated completion in May 2012. The residual risks are therefore mainly commercial risks associated with the contract final accounts and remaining risks associated with CPO land acquisition and Land Compensation Act Part 1 (LCA) claims.

(b) Details of action being taken to alleviate risks

- Maintenance and regular review of costs risk registers
- Support from independent cost consultants to validate claims and minimise exposure
- Negotiation with partner agencies to secure reimbursement for KCC
- Negotiation with the Department for Transport regarding funding future risk from approved allocations
- Agreement with the Homes and Communities Agency and Ashford Borough Council to utilise surplus GAF funding

1.2.7 **Project Re-Phasing**

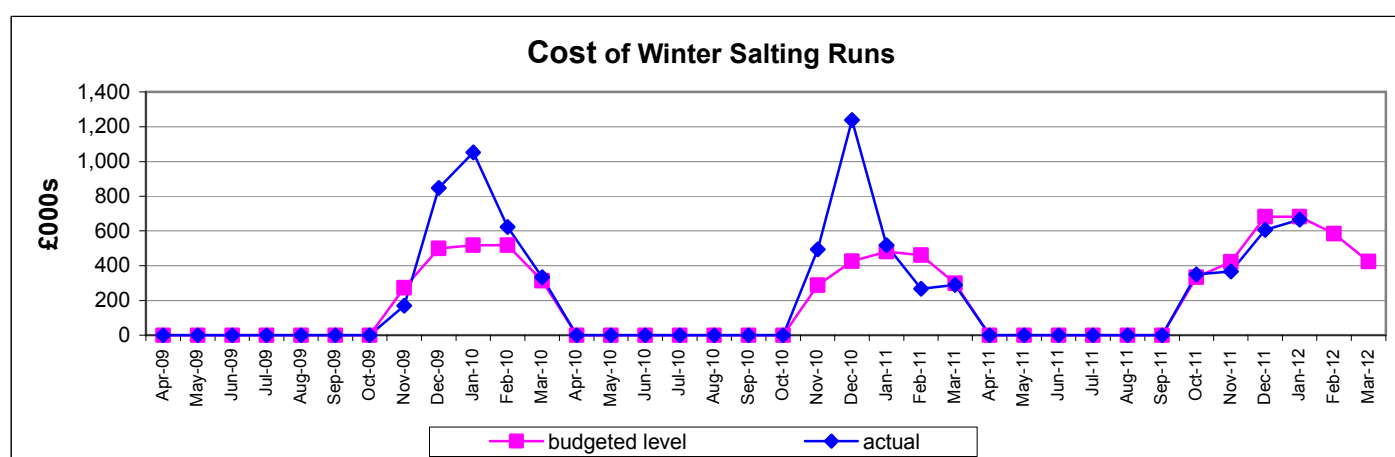
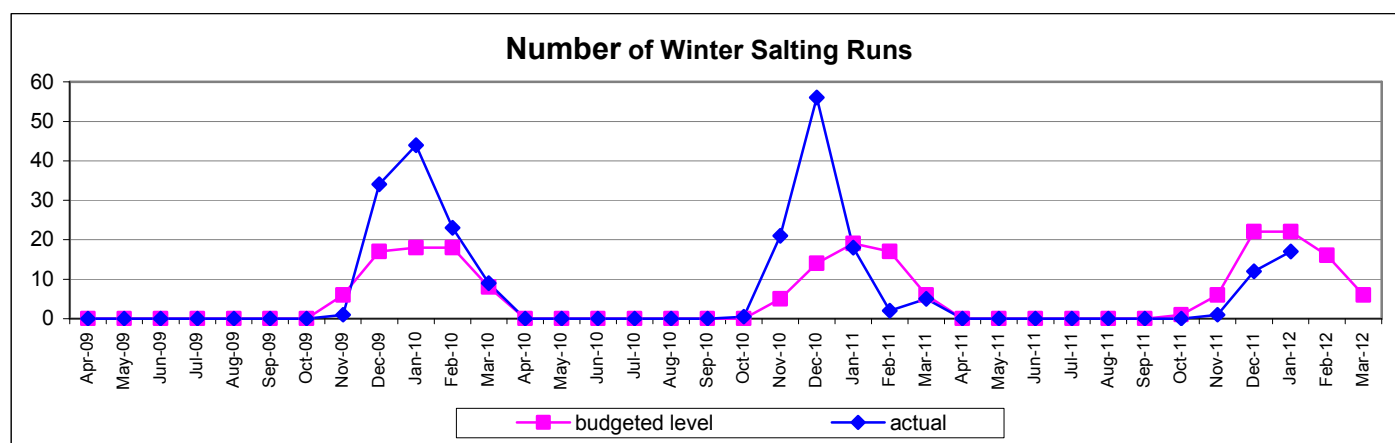
Cash limits are changed for projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m will be reported and the full extent of the re-phasing will be shown. The possible re-phasing is detailed in the table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

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Highways Major Maintenance					
Amended total cash limits	30.986	31.797	30.516	87.299	180.598
re-phasing	-0.211	0.211	0.000	0.000	0.000
Revised project phasing	30.775	32.008	30.516	87.299	180.598
Member Highway Fund					
Amended total cash limits	2.200	2.200	2.200	2.200	8.800
re-phasing	-0.369	0.369	0.000	0.000	0.000
Revised project phasing	1.831	2.569	2.200	2.200	8.800
Integrated Transport Scheme					
Amended total cash limits	4.068	4.616	2.824	9.174	20.682
re-phasing	-0.246	0.246	0.000	0.000	0.000
Revised project phasing	3.822	4.862	2.824	9.174	20.682
Non TSG Land, Compensation Claims					
Amended total cash limits	1.782	1.380	0.321	0.300	3.783
re-phasing	-0.964	1.135	-0.099	-0.072	0.000
Revised project phasing	0.818	2.515	0.222	0.228	3.783
HWRC - Ashford Transfer Station (Approval to Spend)					
Amended total cash limits	0.750	0.000	0.000	0.000	0.750
re-phasing	-0.585	0.585	0.000	0.000	0.000
Revised project phasing	0.165	0.585	0.000	0.000	0.750
HWRC - Ashford Transfer Station (Approval to Plan)					
Amended total cash limits	0.100	4.150	0.000	0.000	4.250
re-phasing	-0.100	0.100	0.000	0.000	0.000
Revised project phasing	0.000	4.250	0.000	0.000	4.250
Sittingbourne Northern Relief Road					
Amended total cash limits	7.032	0.216	1.211	1.210	9.669
re-phasing	-0.285	0.270	0.015		0.000
Revised project phasing	6.747	0.486	1.226	1.210	9.669
East Kent Access Phase 2					
Amended total cash limits	27.346	2.133	0.544	2.000	32.023
re-phasing	-0.703	-0.276	-0.009	0.988	0.000
Revised project phasing	26.643	1.857	0.535	2.988	32.023
Total re-phasing >£100k	-3.463	2.640	-0.093	0.916	0.000
Other re-phased Projects below £100k	-0.079	0.079	0.000	0.000	0.000
TOTAL RE-PHASING	-3.542	2.719	-0.093	0.916	0.000

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Cost of winter salting runs:

	2009-10				2010-11				2011-12			
	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	-	-	-	-	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	0.5	-	6	-	0	1	351	335
November	1	6	171	273	21	5	494	288	1	6	368	423
December	34	17	847	499	56	14	1,238	427	12	22	607	682
January	44	18	1,052	519	18	19	519	482	17	22	665	682
February	23	18	622	519	2	17	268	461		16		584
March	9	8	335	315	5	6	291	299		6		425
TOTAL	111	67	3,027	2,125	102.5	61	2,816	1,957	30	73	1,991	3,131

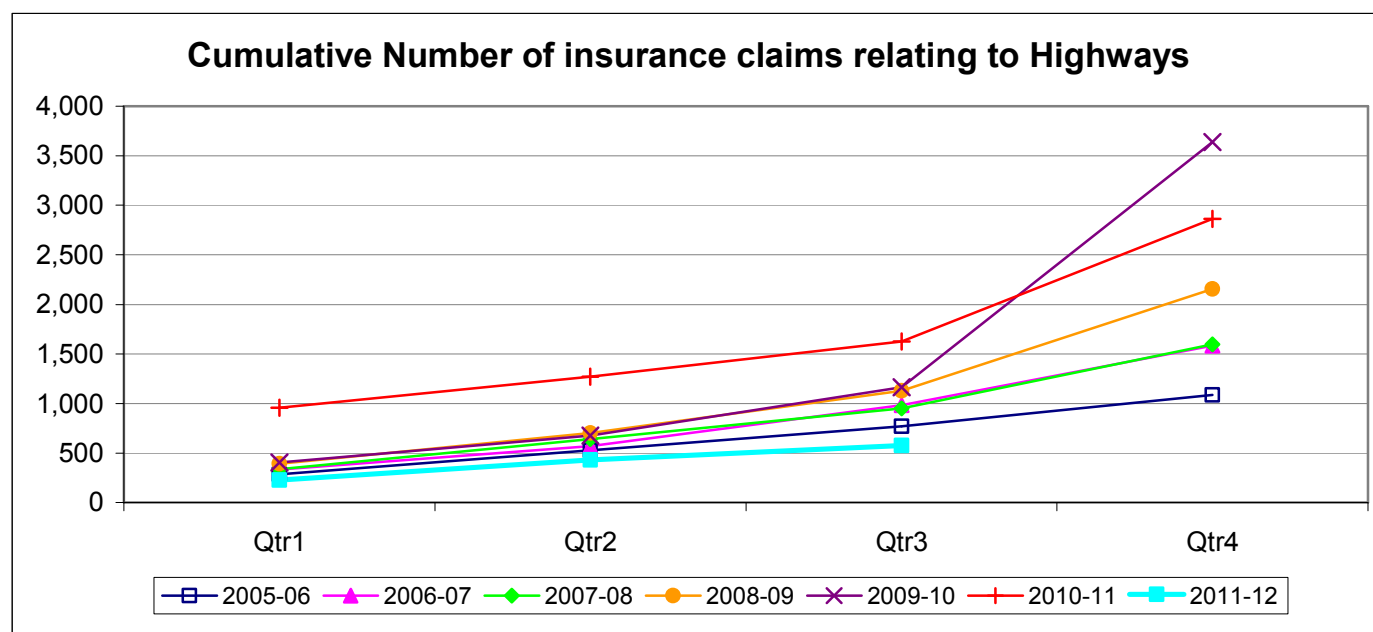


Comment:

- Under the Ringway contract, local and specific overheads and depot charges were dealt with separately and were consequently excluded, whereas the new Enterprise contract is for an all inclusive price so these costs are now included, hence the increase in the budgeted cost in 2011-12 compared to previous years.
- Due to the generally mild winter, salting runs are currently below the budgeted level and as a result a forecast underspend of £131k is reported in section 1.1.3.2a.

2.2 Number of insurance claims arising related to Highways:

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April-June	286	335	337	393	405	956	229
July-Sept	530	570	640	704	677	1,269	431
Oct-Dec	771	982	950	1,128	1,165	1,625	578
Jan- Mar	1,087	1,581	1,595	2,155	3,639	2,863	

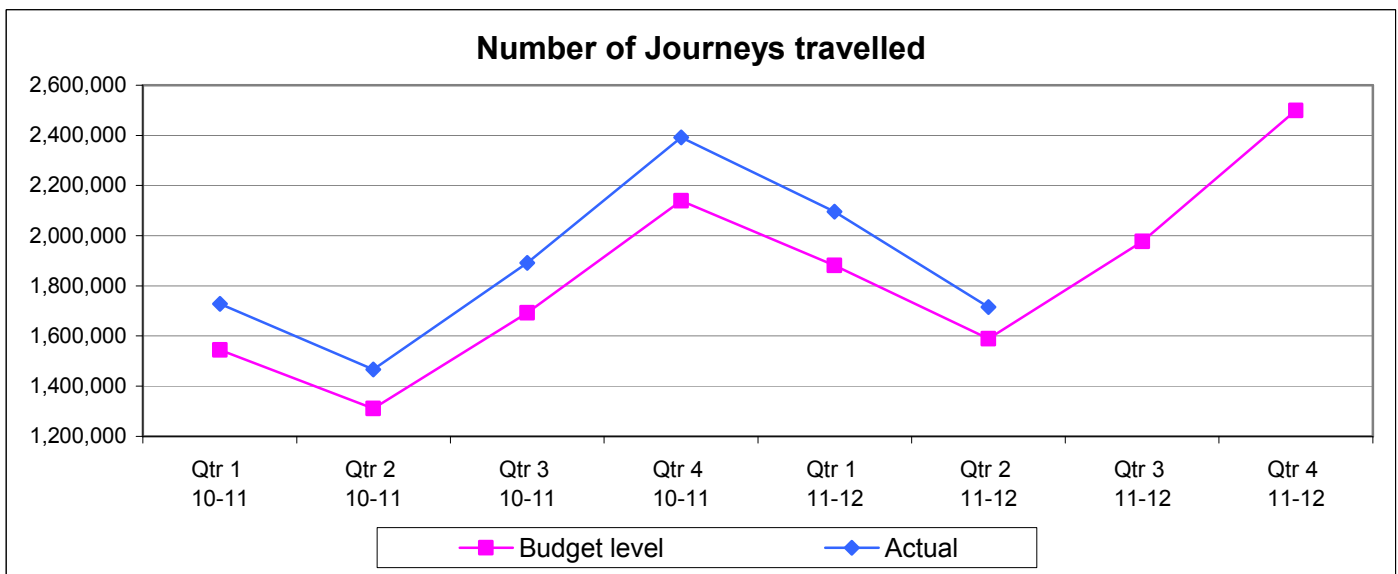
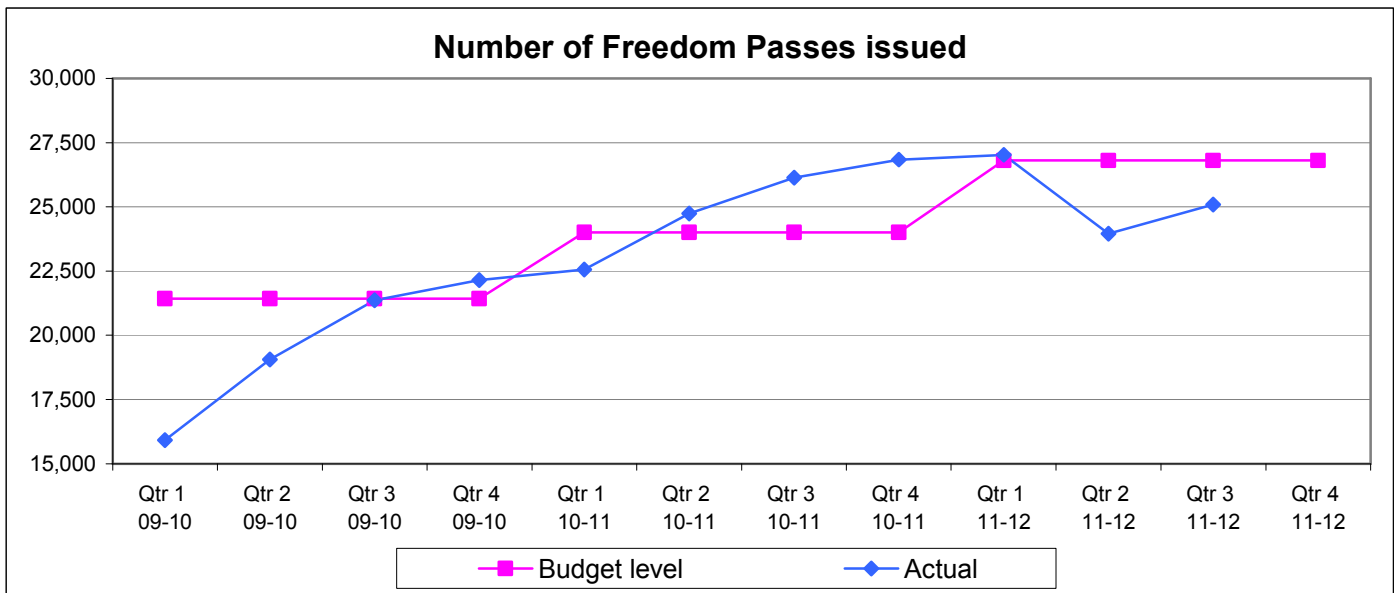


Comments:

- Numbers of claims will continually change 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 24 January 2012.
- Claims were high in each of the last three years largely due to the particularly adverse weather conditions and the consequent damage to the highway along with some possible effect from the economic downturn. These claim numbers are likely to increase further as more claims are received for incidents which occurred during the period of the bad weather.
- The Insurance section continues to work closely with Highways to try to reduce the number of successful claims and currently the Authority is managing to achieve a rejection rate on 2011-12 claims where it is considered that we do not have any liability, of about 86%.
- Claims are lower in the current year than in recent years. This could be due to many factors including a milder winter, an improved state of the highway following the find and fix programmes of repair and an increased rejection rate on claims. Also, it is likely that these claim numbers will increase as new claims are received relating to accidents occurring in previous quarters as explained in the first bullet point above.

2.3 Freedom Pass - Number of Passes in circulation and Journeys travelled:

	2009-10				2010-11				2011-12			
	Passes		Journeys travelled		Passes		Journeys travelled		Passes		Journeys travelled	
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual
Qtr 1 April - June	21,434	15,923			24,000	22,565	1,544,389	1,726,884	26,800	27,031	1,882,098	2,095,980
Qtr 2 July - Sept	21,434	19,060			24,000	24,736	1,310,776	1,465,666	26,800	23,952	1,588,616	1,714,315
Qtr 3 Oct - Dec	21,434	21,369			24,000	26,136	1,691,828	1,891,746	26,800	25,092	1,976,884	
Qtr 4 Jan - Mar	21,434	22,157			24,000	26,836	2,139,053	2,391,818	26,800		2,499,462	
							6,686,046	7,476,114			7,947,060	3,810,295



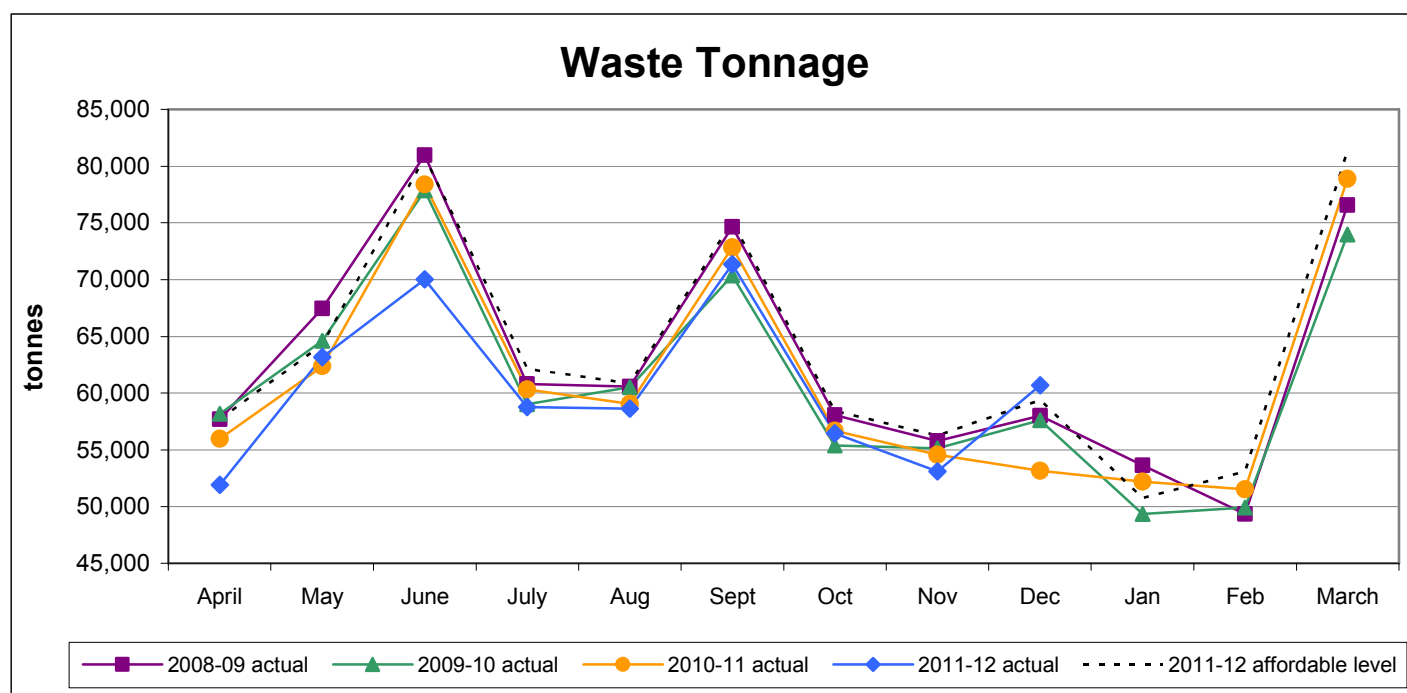
Comments:

- The figures above for journeys travelled represent the number of passenger journeys which directly or indirectly give rise to reimbursement to the bus operator under the Kent Freedom Pass scheme. It was anticipated that the increase in the cost of the pass from £50 to £100 this year will limit the increases in demand that have been experienced since the introduction of the pass and this is reflected in the number of passes in circulation at the end of quarter 2 and quarter 3. However, the number of journeys may not change in line with pass numbers as those students who are more likely not to take up a pass because of the increased cost, will be those travelling the least number of journeys, whilst those who do continue to take out the pass may increase journeys to gain maximum value from the pass. However, it is currently anticipated that the lower number of passes in circulation will translate into fewer journeys in the final two quarters of the year and as a result, an underspend is currently forecast against the Freedom Pass budget as reported in section 1.1.3.4b.
- The above figures do not include journeys travelled relating to home to school transport as these costs are met from the Education, Learning & Skills portfolio budget and not from the Kent Freedom Pass budget.
- The actual journey numbers travelled in quarter 3 is not yet available as the bus operators are paid on projected numbers and this is reconciled to actual journeys based on claims later on. This data is expected to be available for the outturn report.
- Comparable figures for 2009-10 journeys travelled are not available because the scheme was still being rolled out and was changing radically year on year and we do not have the data in order to split out the home to school transport journeys.

2.4 Waste Tonnage:

	2008-09	2009-10	2010-11	2011-12	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level
April	57,688	58,164	55,975	51,918	57,687
May	67,452	64,618	62,354	63,184	64,261
June	80,970	77,842	78,375	70,022	80,772
July	60,802	59,012	60,310	58,753	62,154
August	60,575	60,522	59,042	58,623	60,847
September	74,642	70,367	72,831	71,337	75,058
October	58,060	55,401	56,690	56,449	58,423
November	55,789	55,138	54,576	53,118	56,246
December	58,012	57,615	53,151	60,669	59,378
January	53,628	49,368	52,211		50,766
February	49,376	49,930	51,517		53,093
March	76,551	73,959	78,902		81,315
TOTAL	753,545	731,936	735,934	544,073	760,000

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



Comments:

- These waste tonnage figures include residual waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- To date, the cumulative total amount of waste managed for the first three quarters is approximately 31,000 tonnes less than the affordable level stated above.
- The period April to December 2011 shows a 1.67% reduction in tonnage when compared to the corresponding period for the last financial year.
- The current year end forecast for 2011-12 in section 1.1.3.5 of this annex assumes waste volumes will be around 720,000 tonnes. This equates to a reduction of 2.17% when compared to the corresponding total for the last financial year. Any movement, up or down, will impact on the savings forecast in section 1.1.3.5.

CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY JANUARY 2011-12 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 report to reflect a number of technical adjustments to budget.
- The inclusion of a number of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Communities, Customer Services & Improvement portfolio							
C&C Strategic Management & Directorate Support Budgets	5,551	-1,451	4,100	107	262	369	Shortfall in savings and income target in the Communications and Engagement division.
<u>Other Services for Adults:</u>							
- Drug & Alcohol Services	20,008	-18,483	1,525	-42	20	-22	Reduced expenditure on Sex Exploitation Project. Reduced internal income offset by reduced spend on other running costs.
- Supporting People	29,796		29,796	3	-3	0	
	49,804	-18,483	31,321	-39	17	-22	
<u>Community Services:</u>							
- Archive Service (incl Museum Development)	1,342	-424	918	-77	-42	-119	Reduced staff costs from vacancy management offset by Interreg project costs; reimbursement of staff costs from European regional development fund (ERDF)
- Arts Development (incl Turner Contemporary)	2,374	-90	2,284	-37	-27	-64	Reduced staff costs from vacancy management offset by increased running costs; additional income from various contributors towards project costs.
- Community Learning Services	16,427	-16,766	-339	-440	535	95	Lower enrolment numbers (and lower drawdown on maximum contract values)& the associated reduction in employer contributions. Gross costs reduced accordingly but unable to fully mitigate the income reduction.

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Community Safety	1,877	-226	1,651	75	-49	26	Increased staff costs due to backfill of maternity leave, & funding of two partnership officer's posts. Contribution from Gravesham BC towards anti terrorism costs.
- Community Wardens	2,843	-1	2,842	-98	-9	-107	Vacancy management savings and reduced transport costs. Reimbursement of costs from Kent Police.
- Contact Centre & Consumer Direct	6,951	-2,917	4,034	-157	47	-110	Shortfall against savings target offset by reduced-staff costs in response to declining call volumes. Reduced income from Trading Standards South East Limited (TSSEL) due to declining call volumes, offset by increased internal and fees income.
- Gateways	2,184	-279	1,905	71	-86	-15	Additional spend on County Wide Projects bought forward as a result of delay in roll out of Gateways and additional Intereg Funding.
- Library Services	16,559	-2,332	14,227	-65	-30	-95	Planned reduction in running costs to offset moving costs associated with Kent History & Library centre; reduced staff costs due RFID project. Increased contributions from Kent Cultural Trading, internal income, offset by reduced merchandising and fees income.
- Sports Development	2,795	-1,446	1,349	-8	-63	-71	Income from Dover District Council for Sandwich Open Golf higher than expected.
- Supporting Independence & Supported Employment	2,942	-2,009	933	-376	48	-328	Reduced staff costs from vacancies expected to be held for the remainder of the year; reduced spend (and income) re: the Future Jobs Fund. Reduced contributions from DWP due to lack of take up for placements. Delays in recruitment of vulnerable learners has led to a reduction in costs & corresponding reduction in the need to draw down from reserves.

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Big Society Fund	5,000		5,000	-4,000	0	-4,000	Reduced spend due to the delay in launching the Big Society programme, roll fwd will be required to fund re-phasing into 12-13 & 13-14.
	61,294	-26,490	34,804	-5,112	324	-4,788	
<u>Environment:</u>							
- Country Parks	1,749	-973	776	19	-19	0	Minor movements on gross spend and fee income.
- Countryside Access (incl PROW)	3,244	-1,145	2,099	24	-21	3	Increased gross costs & income from Kent Heritage project, offset by reduced spend on running costs and reduced fee income.
	4,993	-2,118	2,875	43	-40	3	
<u>Local Democracy:</u>							
- Local Boards	639		639	88	0	88	Shortfall in savings target in relation to Community Engagement Officers posts.
- Member Grants	1,303		1,303	0	0	0	
	1,942	0	1,942	88	0	88	
<u>Regulatory Services:</u>							
- Coroners	2,840	-475	2,365	-195	0	-195	Reduced pay element for coroners, fees for deputy coroner and witness expenses due to delays in long inquests; reduced funeral directors and pathologist fees. A roll forward bid will be made for 12/13 to ensure future budget not overspent.
- Emergency Planning	923	-199	724	-11	-12	-23	Reduced staff costs from vacancy management, offset by costs of one off equipment purchases. Increased external contributions and fees income.
- Registration	2,988	-3,166	-178	-113	80	-33	Reduced spend due to vacancy management and savings on running costs. Income variance due to delay in contract with Bexley BC being offset by income from General Register Office (GRO)
- Trading Standards (including Kent Scientific Services)	4,464	-865	3,599	-216	68	-148	Advancement of 12/13 savings to be achieved in 11/12 and savings on gross, mainly on staff. Shortfall against KSS income target.
	11,215	-4,705	6,510	-535	136	-399	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Support for Individual Children:</u>							
- Youth Service	10,326	-4,234	6,092	-88	-8	-96	Reduced spend mainly through vacancy management, offset by increased other running costs/activities and lower than expected drawdown from reserves. Increased external contributions and internal income, offset by reduced fee income.
- Youth Offending Service	6,061	-2,726	3,335	-106	-97	-203	Reduced Expenditure on transport due to staff re-location and reduced activity/spend on secure accommodation, offset by additional spend from one-off funding which has also resulted in increased income.
	16,387	-6,960	9,427	-194	-105	-299	
Total controllable	151,186	-60,207	90,979	-5,642	594	-5,048	

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 Strategic Management & Directorate Support Budgets: Gross +£107k, Income +£262k Net +£369k

The gross variance is due primarily to pressures of £246k in the Communications and Engagement division, offset by a number of minor variances across a number of services within this service grouping, which when aggregated, amounts to -£139k

The gross pressure of £246k within Communications and Engagement comprises the part-year effect (£500k) of the staff restructure savings proposal of £1.5m that will not be achieved until 2012-13 and the part-compensating underspend on staff costs, e.g. managing vacancies, of -£254k.

The -£139k of minor variances across the other services have been achieved in line with the directorate's policy of curtailing all non essential expenditure and extending vacancy management wherever possible.

The income variance can largely be explained by a shortfall against an income target of £244k for Communications and Engagement, which has been addressed in the budget build for 2012-13, and other minor variances across the other services of +£18k.

Overall therefore, the net pressure of £369k comprises a pressure on Communications and Engagement of +£490k (+£246k gross and +£244k income), which is being offset by underspends across this grouping of services of -£121k.

1.1.3.2 Community Services:

a. Community Learning Services: Gross -£440k, Income +£535k, Net +£95k

The Community Learning and Skills service has in the past - and has experienced again - a significant shortfall on income, which the service is unable to fully mitigate.

The income variance of £535k comprises of the following: the service has reduced its forecast in relation to sales, fees and charges, due to declining enrolment numbers (+£293k), which results in a lower than anticipated drawdown on maximum contract values. This decline in enrolment numbers has led to an expected reduction in contributions from employers (+£89k). Also, there is likely to be a reduction in the employer responsive grant income figures and, based upon current performance to date, it has been necessary to reduce the forecast for 16-18 apprenticeships, adult apprenticeships and work based learning by a total of £153k.

The service is unable to fully offset these funding reductions in the current year but a gross variance of -£440k is reported reflecting the management action adopted by the service to mitigate the shortfall in income: the service has brought forward staff and management restructures (offset by one-off costs to be incurred for redundancy); withheld training and development budget for tutors; reduced business & development budgets aimed at increasing the range and quality of services offered to students and employers and has ceased making a contribution towards childcare costs so that people can attend certain courses. External partners will now contribute towards these costs and therefore no impact on the individual.

A net shortfall against the budgeted contribution to KCC of £95k is therefore reported. Further funding changes could present a significant challenge to the service, both in-year and in the future.

b. Community Wardens: Gross -£98k, Income: -£9k, Net - £107k

The service has made savings on staff expenditure of -£103k, mainly through vacancy management, but also through the retirement of the head of the wardens' service post which has been deleted. A recruitment programme will commence in March and it is expected that 10 warden vacancies will be filled during the month. Other compensating variances of +£5k account for the remainder of the gross variance.

c. Contact Centre & Consumer Direct: Gross -£157k, Income +£47k, Net -£110k

A pressure continues to remain in relation to a shortfall against a savings target (+£246k) associated with the Kent Contact and Assessment Service (KCAS), which following a one-off specific management action yielding a saving of £93k, has a residual deficit of £153k. The previously reported +£120k pressure associated with the integration of Children's & Families Information Service (CFIS) has been mitigated by a one-off solution.

Other gross variances include reduced staff costs in the Contact Centre (-£35k); reduced staff costs with regard to Consumer Direct South East (CDSE) (-£186k), and other smaller variances totalling -£89k, producing an overall gross variance of -£157k.

The staff savings within CDSE have been made in order to off-set a reduction in forecast income of +£169k, as a result of reduced call volumes (as income is performance based). This income shortfall is being partially off-set by an increase in internal income (-£92k) and an increase in sales, fees and charges (-£30k) producing an overall +£47k income variance.

d. Gateways: Gross +£71k, Income -£86k, Net -£15k

The opening of a number of Gateways has been delayed resulting in a gross underspend of -£272k, but the service has re-prioritised and accelerated future year's planned activity with an additional +£129k of spend on cross authority projects. In addition, £150k has not been drawn down from a reserve due to the delay in the roll out and other smaller compensating variances account for the remaining +£64k.

The income variance mainly relates to additional external funding from Interreg to support cross authority projects -£71k.

e. Library Services: Gross -£65k, Income -£30k, Net -£95k

The service has made savings on gross expenditure, mainly through a planned reduction in running costs (-£250k) to mitigate against additional running costs associated with the Kent

History and Library Centre (KHLC) where a switch in funding from revenue to capital is required due to the nature of the moving costs (+£155k).

In addition there is a £200k staffing saving from the acceleration of Radio Frequency Identification (RFID) technology saving - which has been reported previously - and there are further staffing savings of £152k from front of house integration of library and registration duties.

This is offset however by; a +£150k revenue contribution to capital to fund phase II of the RFID roll out; additional internal recharges of +£54k (mainly legal fees); CRB check costs of +£22k; revenue costs associated with capital projects of +£35k; development of TAKTIX, an online information software package, of +£27k and various other small gross pressures that equate to +£94k in total.

The Library Service is forecasting a reduction in their Audio Visual and merchandising income of +£90k reflecting a continuation of the trend of reducing sales over the past number of years, together with reduced income from fines of +£43k. This shortfall is part-compensated by additional external contributions of -£94k and increased income from internal clients of -£83k. Other minor differences of +£14k reconcile to the overall income variance of -£30k.

f. Supporting Independence & Supported Employment: Gross -£376k, Income +£48k, Net -£328k

Kent Supported Employment (KSE) is forecasting a shortfall in external income of £83k from the Department for Work and Pensions (DWP) and a reduction in income from internal clients of £26k. The Supporting Independence Programme (SIP) has a net surplus on income of -£61k, mainly from internal clients.

The Kent Supported Employment service has made savings on gross expenditure of -£303k, -£291k of which is from not appointing to vacant posts in lieu of known income reductions. There is also a £73k underspend reported for the Supporting Independence Programme (SIP).

Separate to this, the Vulnerable Learners' programme is now expecting certain costs to be incurred in the first part of 2012-13 so the forecast for staff costs has reduced by £257k but so has the drawdown from reserves so there is a nil net effect.

g. Big Society: Gross -£4,000k, Income Nil, Net -£4,000k

The Big Society Fund was established as part of Kent County Council's Bold Steps for Kent, with initial one-off funding from KCC in 2011-12 in order to support new and existing social enterprises that benefit the local community and enhance the economic and social environment of Kent e.g. a Bold Steps ambition of growing the economy and to some extent putting the citizen in control.

The Fund was established with two quite different themes, the first being a loan fund to social enterprises that are perhaps unable to secure loans through other routes. They would repay the loans, with the funds then re-cycled in order to finance further loans. Social enterprises applicants will be required to support employment opportunities for Kent residents, which can mean full or part-time employment, voluntary work, work-based training, apprenticeships or other such employment related activity.

To manage risk, it is suggested that the total commitment to the fund is capped at £3m and sequenced on an annual basis, with the release of the first £1m physically being allotted by the end of the current financial year but the impact effectively in 2012-13. A further £1m would then be available for the following two years. The scheme will be managed by Kent Community Foundation, on behalf of Kent County Council, who has operated schemes like this in the past.

KCC reserves the right not to make the further donations in 2012-13 and 2013-14 to the fund if the market appetite is not evident and each year an Annual Report will be presented to KCC in order for them to assess the market conditions. It is proposed that £1m is paid to Kent Community Foundation before 31 March 2012 and the remaining £2m will be required to roll forward to 2012-13 and 2013-14 in order to fund our commitment to the £1m annual donations to prime the KCF loan fund, subject to annual approval.

The second use for the Big Society monies available is in relation to the Government's proposal to try and encourage Youth Employment. These funds of £2.0m, will be required to pump prime the

Kent Employment programme, whose purpose is to encourage Kent businesses to recruit unemployed young people who have been unemployed for a significant period.

This will be achieved by supporting employers with grants for recruiting young people from this cohort, with further funding available from Government. The launch of this programme is due to take place just prior to the end of this financial year and is due to go live from April 1st. The programme will look to deliver a minimum of 660 long term employment opportunities for 18-24 year olds in Kent.

The £2m will be used to pay the grants to employers and will look to lever in additional funds from Work programme providers and Job Centre Plus (JCP). Due to the launch, it is unlikely that a significant proportion of the £2m will be spent in the current year and therefore this funding will be required to roll forward to support this programme, which is a strategic priority of the Council, in 2012-13.

Overall therefore, a roll forward of £4m will be required.

1.1.3.3 **Regulatory Services:**

a. Coroners: Gross -£195k, Income Nil, Net - £195k

During the handover between the retiring coroner and the now KCC-employed coroner for the Mid-Kent and Medway jurisdiction, it became apparent that there were a number of long inquests awaiting a court date, witnesses or specialist tests that needed to be undertaken. These cases had not been notified to the authority until mid way through this year. It is now apparent that these cannot be completed in the current financial year and a resultant underspend of £195k is forecast.

So as not to place pressure on the 2012-13 budget, given that this budget regularly overspends, a roll forward will be required to fund this re-phasing of inquests. The estimated cost of clearing this long inquest backlog is £150k.

b. Trading Standards (Incl. Kent Scientific Services): Gross -£216k, Income +£68k, Net -£148k

The net variance of -£148k is an aggregate of -£214k Trading Standards and +£66k Kent Scientific Services (KSS), the latter showing an increase in overspend of +£38k since the last quarter's monitoring.

The primary reason for the Trading Standards variance is an acceleration of the saving (-£172k) expected to be delivered in 2012-13 from the review of service priorities. This was brought forward, as well as extending vacancy management where possible (-£49k); in order to deliver some of the planned savings a year early in an attempt to part mitigate the directorate's pressure elsewhere. This has delivered a £221k underspend in total and other minor gross variances across both services reconcile back to the -£216k gross movement.

Within Kent Scientific Services, there is an income shortfall – both internal and external – of +£109k which has been noted in previous reports. In addition to other laboratories not closing, and therefore KSS not increasing its customer base, existing clients are reducing the number of samples that are being placed until their own budgetary position becomes clearer. This is partially offset by additional income of £41k within Trading Standards.

1.1.3.4 **Support for Individual Children:**

a. Youth Service: Gross -£88k, Income -£8k, Net -£96k

The service has delivered savings on gross expenditure mainly through the acceleration of management savings from the integration of the youth and youth offending services; the decision not to recruit to Community Youth Tutors' posts and holding vacancies at area offices which has delivered -£179k. The service has made further one-off staff savings by not appointing to the vacant Head of Outdoor Education post -£78k. However, these savings are partially offset by a lower than anticipated drawdown from reserves of +£72k, plus the cost of replacement and new training equipment for the Outdoor Education Centre of +£97k.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Strat. Mgmt & Directorate Support: shortfall against Communications & Engagement activity savings target to be mitigated by management action.	+500	C&C	Big Society: Delayed launch of youth employment programme	-2,000
C&C	CLS: Reduced fees & charges and contributions from employers due to declining enrolment numbers	+382	C&C	Big Society: re-phasing of loan fund to social enterprises	-2,000
C&C	SIP: Reduction in staff and other related expenditure for the Vulnerable Learners Scheme. A delay in the identification of the learners means the scheme will continue into 2012/13.	+257	C&C	CLS: Management action to part mitigate income shortfall	-440
C&C	Contact Centre: Shortfall against savings target of KCAS	+246	C&C	Libraries: Reduced staff costs arising from Radio Frequency Identification (RFID) self service implementation	-200
C&C	Communications & Engagement: Shortfall against income target	+244	C&C	Kent Supported Employment: Staff vacancies anticipated to be held for the remainder of the year.	-291
C&C	Contact Centre (Consumer Direct): Reduced income from Trading Standards S.E.Ltd; income is based upon price per call basis and call volumes have declined.	+169	C&C	Gateways: Reduced spend due to delayed opening of Gateways	-272
C&C	Libraries: Additional moving costs associated with Kent History & Library Centre (KHLC), mitigated by reduced spend on other running costs	+155	C&C	Youth Service: Reduced staff costs arising from vacancy management.	-257
C&C	CLS: Reduced employer responsive grant income for 16-18 & adult apprenticeships and work based learning due to economic climate	+153	C&C	SIP - reduction in the drawdown from reserves in relation to the Vulnerable Learners Scheme. These reserves will now be called upon in 2012/13.	-257
C&C	Gateways: Reduction to expected drawdown from reserves, no longer required due to delay in the rollout of the programme.	+150	C&C	Strat. Mgmt & Directorate Support: Comms & Engagement staff vacancy management savings	-254
C&C	Libraries: Revenue contribution to capital to fund phase 2 of RFID project, as programme extended to update 10 more libraries.	+150	C&C	Libraries: Planned reduction in running costs to mitigate additional KHLC moving costs	-250
C&C	Libraries: Reduced income from fines, Audio Visual and Merchandising.	+133	C&C	Trading Standards : Reduced staff costs achieved through Vacancy Management and advancement of 2012-13 savings	-221
C&C	Gateways: Additional running costs as other projects are brought forward to compensate for delay in roll out of the programme.	+129	C&C	Coroners: Reduced Staff costs & Specialist fees due to delays in long inquests	-195
C&C	Contact Centre: Shortfall against Children & Families Information Service (CFIS) saving	+120	C&C	Contact Centre (Consumer Direct): Reduced staff costs, primarily through vacancy management, as management action towards the reduced income stream from TSSEL	-186

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Trading Standards (incl KSS): shortfall in income due to lower than anticipated demand for services from other local authorities	+109	C&C	Libraries: Reduced staff costs arising from front of house reviews	-152
			C&C	Strat Mgmt & Directorate Support: savings from curtailing non essential spend & extending vacancy management	-139
			C&C	Contact Centre: One-off solution to cover the shortfall against the CFIS saving target.	-120
			C&C	Community Wardens: Staff savings due to Warden vacancies and retirement of Head of Warden service	-103
		+2,897			-7,337

1.1.4 Actions required to achieve this position:

E.g. Management Action achieved to date including vacancy freeze, changes to assessment criteria etc. This section should provide details of the management action already achieved, reflected in the net position reported in table 1.

1.1.4.1 Contact Kent

The Contact Centre was allocated a savings target of £406k for the current year, of which £366k related to the integration of the Kent Contact & Assessment Service (KCAS) and Children & Families Information Services (CFIS).

Due to a delay in the integration of KCAS and reductions in grant funding meaning that the CFIS saving was not deliverable in-year, alternative ways of mitigating the saving in the current year were sought. Subsequently one-off solutions have been found but a residual variance remains. This has been further reduced because the call quality has improved meaning that the call quality bonuses for the CDSE service have now been included in the forecasts.

1.1.4.2 Communications & Media Relations

This division, which for the purposes of the restructure, includes Local Boards (Community Engagement Officers) - has a savings target of £1.5m to achieve in 2011-12. The full year effect of the staff restructure will not be wholly achieved in the current year and this presented an in-year pressure for the service.

The overall position on this service in the current year is detailed below, and explained in the subsequent narrative:

	£m
Anticipated part year savings from restructure	-1.000
Vacancy management savings	-0.254
Shortfall in income	+0.244
TOTAL	-1.010
2011-12 Savings Target	-1.500
Shortfall – Communications	0.490
Shortfall – Local Boards (incl CEO costs)	0.088
Total Shortfall – Communications & Engagement	0.578

a) Staff restructure

A restructure of the service has been explored. The restructure proceeded and was set to deliver in excess of £1m, full year effect. However one aspect of the proposals - in relation to Community Engagement Officers (previously Community Liaison Managers) - did not proceed as expected and this element of the saving (full year effect approximating to £265k) will not be achieved. The part-year effect of this shortfall against the savings target in the current year is shown under Local Boards; with a net overspend of £88k showing against this budget line for 2011-12.

b) Vacancy Management Savings

In-year vacancy management and not backfilling staff on maternity has enabled the service to deliver £254k of staff savings and therefore this area has been fully exhausted unless further vacancies – in the new structure – ensue in the coming months. There remains a residual pressure and this is being offset by other underspends across the directorate.

1.1.4.3 Moratorium on non essential expenditure

In order to deliver a balanced budget position, the directorate will continue to review all non critical expenditure, with the view of maximising opportunities to reduce expenditure without adversely affecting service delivery. This has delivered significant savings since the last monitoring report.

1.1.4.4 Vacancy Management

Where possible, and not just within the Communications and Engagement division, the directorate will continue to maintain and extend vacancies as far as practicable. Currently vacancies are, in some cases, being held for up to 16 weeks and our ability to maintain vacancy management at this level - without impacting on service delivery - is becoming a significant challenge.

1.1.4.5 Vacancy management, primarily within Trading Standards, Libraries and Kent Supported Employment, has delivered significant underspends to part mitigate the above gross overspends and is a significant contributor – as well as the £4m underspend on Big Society (£2m delay in the Youth Employment launch and £2m future year donations to the loan fund) - in enabling the directorate to report a current net underspend of -£5,048k, a significant improvement from the +£126k reported in quarter two's monitoring report.

1.1.5 **Implications for MTFP:**

The pressures and savings reflected in this report have been addressed in the recently approved 2012-15 MTFP. However, within this, assumptions have been made regarding grant, external funding and income levels, but there is a risk that unexpected reductions in year could materialise especially within the CLS & YOS services where grant funding is very volatile.

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

As referred to in section 1.1.3, there are a number of budgets where anticipated expenditure is now not being incurred until 2012-13 due to re-phasing, so to match the budget with the spend roll forward will be required as follows:

Coroner Service - £150k: a residual pressure in relation to a backlog of long inquests will now fall into the next financial year and so as not to place undue pressure on the 2012-13 budget, a roll forward will be required to fund this re-phasing.

Big Society - £4,000k: the Youth Employment programme will not launch until the end of this financial year and will go live from 1st April meaning that the current year's budget (£2m) will need to roll forward to honour the grants payable to local businesses that will be employing up to 660 long-term unemployed youths. Similarly, only the first of the three £1m donations to the loan fund – to be operated by Kent Community Foundation – will be made in the current financial year so a further £2m will need to roll to honour our commitment to those future donations.

1.1.7 Details of proposals for residual variance:

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.

The directorate is forecasting an underspend of £5,048k of which £4,150k will be required to roll forward to fund the re-phasing detailed in section 1.1.6 above. In addition, the recently approved 2012-15 MTFP for the Customer & Communities portfolio assumes roll forward of £433k underspend from 2011-12 to support the 2012-13 budget. This leaves a residual “uncommitted” underspend of £465k.

The directorate will be submitting the following bid for roll forward from this residual underspending:

Communications & Engagement £200k: It has become apparent that in order to maintain levels of income and partnership funding in future years that a dedicated central campaign budget needs to be established in order to focus on funding and the authority’s strategic priorities. As part of the centralisation of Communications and Engagement, only staff budgets transferred into the new Communication and Engagement division in C&C directorate, with activity budgets remaining within the service units.

The newly appointed Programme Managers will be visiting each service within KCC over the coming months to understand their required outcomes and priorities for the future years. The Communication and Engagement division will be reviewing all activity spend and ensuring that this represents best value for money and will aim to recycle certain funds to create such a campaign budget. A roll forward request of £200k will therefore be made in order to provide a budget for 2012-13, with future years’ budgets to be created through the work that the Programme Managers will be conducting with the service units.

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 in the 2012-15 MTFP as agreed by County Council on 9 February 2012, 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 £m	2011-12 £m	2012-13 £m	2013-14 £m	Future Yrs £m	TOTAL £m
Customer & Communities						
Budget	37.088	18.035	6.512	5.006	10.199	76.840
Adjustments:						
Rephasing as per December Monitoring		-0.483	0.483			
Library Modernisation Programme		-0.006	0.043			0.037
The Beaney Centre - Additional Funding		0.329				0.329
Revised Budget	37.088	17.875	7.038	5.006	10.199	77.206
Variance		-0.308	0.646			0.338
split:						
- real variance		0.263	0.075			0.338
- re-phasing		-0.571	0.571			
Real Variance		0.263	0.075			0.338
Re-phasing		-0.571	0.571			

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 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
Overspends/Projects ahead of schedule						
	None					
			+0.000	+0.000	+0.000	+0.000
Underspends/Projects behind schedule						
C&C	Edenbridge Community Facility	Phasing		-0.421		
			-0.000	-0.421	-0.000	-0.000
			+0.000	-0.421	+0.000	+0.000

1.2.4 Projects re-phasing by over £1m:

None

1.2.5 Projects with real variances, including resourcing implications:

There is a real variance of +£0.338m (+£0.273m in 2011-12 and +£0.065m in 2012-13)

Modernisation of Assets: +£0.111m (in 2011-12): The increase in costs is a combination of the following:

- Hextable Dance: +£0.067m: necessary works required under the terms of the lease with South East Dance
- Swattenden Centre: +£0.031m: modernisation of the Duke of Edinburgh classroom
- Trading Standards: +£0.013m: purchase of a new vehicle

The increase costs will be funded from a revenue contribution.

Kent History & Library Centre: +£0.207m (+£0.142m in 2011-12 and £0.065m in 2012-13): Due to variations in the design, certain internal specifications have altered, such as IT infrastructure, and the fit out programme are scheduled to cost an additional £0.098m. There are also additional costs in relation to art installation. These have been fully funded from developer contributions received, but not previously included within this budget.

Overall this leaves a residual balance of +£0.020m on a number of minor projects.

1.2.6 General Overview of capital programme:

The risks set out in (a) below must be read in conjunction with section (b), which are the actions being taken to alleviate the potential risks.

(a) Risks

Library Modernisation Programme – Broadstairs is the main project, which if delayed, could result in significant re-phasing of costs into 2012-13. As this is linked to the Modernisation of Assets (MOA) programme (an aim to conduct works simultaneously in order to minimise cost and disruption), delays in relation to Disability Discrimination Act (DDA) works and planned maintenance would also ensue. The risk of increased costs for this or any other modernisation is not considered to be significant.

Modernisation of Assets Programme – the programme of works is determined in conjunction with service requirements, corporate priorities and largely the Library Modernisation programme. Any delay from whatever source will impact directly on delivering improvements to facilities and result in slippage of the inter-related programmes.

The Beaney – Higher costs from design team claims for additional fees, and additional fitting out costs could lead to unavoidable further increases to the overall project cost.

Gateways – Sheerness running costs exceed anticipated levels.

Kent History & Library Centre – Design or project variations may also cause additional pressures on the budget although the build is almost complete.

Turner – the gallery is now complete and therefore the risk of variations is limited but may still arise due to necessary changes to remedial works that have not been budgeted for.

Ramsgate Library – there is small risk that the costs of the final snagging works will exceed the funds available or that the surplus will have to be returned to the Administrator.

Tunbridge Wells Library – a risk that the associated costs to ensure full DDA and fire compliance, and the costs of the lift installation, cannot be met from the existing budget.

Community Centre at Edenbridge – now that the project has commenced, any delay could result in a delay to the completion and opening of the project.

Web Platform – programme delivery and cost is impacted by the availability of in-house technicians/external consultants.

(b) Details of action being taken to alleviate risks

Library Modernisation Programme – the Library Modernisation Project Board, including support from the Property Group, is overseeing this programme and co-ordinating appropriate project management, design development, estates and financial advice and linking into the Modernisation of Assets programme as appropriate. Expenditure has been profiled over the coming year, in line with latest information available.

Modernisation of Assets Programme – by working very closely with Property and Heads of Service, careful planning is in place to ensure that, as far as possible, investment is co-ordinated with other funds available and targets service priorities in the most cost effective manner.

The Beaney – a fixed price agreement with the contractor for the construction costs is now in place, with the anticipated opening date to be confirmed but remains on schedule. There is an ongoing assessment of all risks by the project managers and the schedule of associated costs is continually reviewed and challenged. Further value engineering in relation to the fit out is taking place and the project managers are actively and robustly addressing various claims by the design team to minimise/ eliminate any additional costs.

Turner – any variations would need to be assessed and funding sought where appropriate and should any occur, these will be reported through this report.

Gateways – The anticipated running costs and available budgets are being assessed in detail with Property and partner colleagues.

Kent History & Library Centre – The costs associated with the design changes will be met from banked developer contributions not allocated within the current budget. Additional funding is being sought from external partners and other sources towards the art installation, with the developer contributions to be reallocated should significant sums be achieved. Any further variations would need to be assessed and funding sought where appropriate.

Ramsgate Library – the outstanding defects liability has been costed by the Quantity Surveyor and formed part of the settlement negotiations. The programme of work is now being tendered and will be monitored against the funds available. The tender process will commence in February 2012 and progress will be monitored through these reports.

Tunbridge Wells Library – any additional works and therefore funding will have to be prioritised alongside other DDA priorities within the MOA programme. Half the costs of the works to the library will be shared equally with TWBC.

Community Centre at Edenbridge – This is a design and build contract signed at a fixed price, limiting to a minimum future cost rises. The anticipated opening of the new centre remains on schedule.

Web Platform – With active support from ISG, delay to the programme should be minimised with completion now expected in 2012-13. Governance for Customer Service Strategy-related web projects will be overseen by the Access & Assessment Team.

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.

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Village Halls & Community Centres					
Amended total cash limits	0.278	0.200	0.200	0.600	1.278
re-phasing	-0.110	0.110	0.000	0.000	0.000
Revised project phasing	0.168	0.310	0.200	0.600	1.278
Edenbridge Community Centre					
Amended total cash limits	0.451	0.248	0.000	0.000	0.699
re-phasing	-0.421	0.421			0.000
Revised project phasing	0.030	0.669	0.000	0.000	0.699
Total re-phasing >£100k	-0.531	0.531	0.000	0.000	0.000
Other re-phased Projects below £100k					
	-0.040	0.040	0.000	0.000	0.000
TOTAL RE-PHASING	-0.571	0.571	0.000	0.000	0.000

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

N/A

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY JANUARY 2011-12 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 virement of £0.070m from the Health Reform budget in the Business Strategy, Performance & Health Reform portfolio to the Public Health Management and Support budget within the Adult Social Care & Public Health portfolio for health inequalities and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Adult Social Care & Public Health portfolio							
Public Health Management & Support	809	-430	379	31	-33	-2	£14k additional activity & income for Public Health Champions; £12k additional activity & income from C&C Directorate for Domestic Abuse Training
Public Health - Health Promotion	314	-221	93	-4	1	-3	
Public Health - Local Involvement Network (LINK)	0	0	0			0	
Total ASC&PH portfolio	1,123	-651	472	27	-32	-5	
Customer & Communities portfolio							
Public Health - Health Watch	78		78	2	0	2	
Total C&C portfolio	78	0	78	2	0	2	
Regeneration & Enterprise portfolio							
Directorate Management & Support	419		419	0	0	0	
Development Staff & Projects	4,421	-275	4,146	0	0	0	
Total R&E portfolio	4,840	-275	4,565	0	0	0	
Finance & Business Support portfolio							
Finance & Procurement	19,800	-7,102	12,698	290	194	484	Cost of back-fill for the dedicated Finance ERP team and short-term contracts to cover restructure of Unit; delays to delivery of savings in lieu of main restructure of whole Finance Function; reduced contracts with schools & academies

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
HR Business Operations	8,198	-5,810	2,388	-730	968	238	Under-delivery of increased income targets in SPS, partially offset by reduced staffing/ activity costs; overspend in ESC mainly on staffing; reduced activity in L&D offset by reduced income
Total F&BS portfolio	27,998	-12,912	15,086	-440	1,162	722	
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	3,177	-5,153	-1,976	2	-11	-9	
Governance & Law	8,196	-9,647	-1,451	1,603	-2,036	-433	£863k disbursements costs & income; additional costs & income from trading activities
Business Strategy	3,462	-204	3,258	-54	-52	-106	U/spend on supplies & services across Unit; Interreg grant claim more than originally budgeted for
Property & Infrastructure	26,816	-6,787	20,029	-1,237	741	-496	U/spend on Corporate Landlord and Workplace Transformation - rephasing to 2012/13; savings from mgmt restructure & staff vacancies
Human Resources	12,668	-3,129	9,539	-592	-176	-768	-£328k Adult Learning Resource Team; -£209k Social Work Professional team
Information & Communication Technology (incl Schools ICT)	33,631	-14,070	19,561	2,178	-2,521	-343	IT pay as you go activity funded by income; KPSN renewals programme and project rephasing
Public Health - Local Involvement Network (LINK)	503	-30	473	-10	10	0	Reduced activity funded from Kent & Medway Network - receipt in advance set up for unspent money
Health Reform	180		180	-86	0	-86	Delays to planned Health Reform activity
Total BSP&HR portfolio	88,633	-39,020	49,613	1,804	-4,045	-2,241	
Democracy & Partnerships portfolio							
Finance - Audit	1,511	-701	810	-146	39	-107	-£65k u/spend on Insurance offset by reduced drawdown from Insurance Fund; -£68k delays in recruiting to vacancies/ -£27k additional income in Internal Audit

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Business Strategy - International, Partnerships & Cabinet Office	1,069	-269	800	-63	18	-45	General u/spend on activity across Unit resulting in reduced income, offset by £63k new income from Districts for Kent Forum support
Democratic & Member Services	3,935	-3	3,932	60	-60	0	£99k o/spend on staffing offset by underspend on transport; additional income from Academies for admission appeals & training
Local Democracy:							
- County Council Elections	505		505	0	0	0	
- District Grants	703		703	0	0	0	
Total D&P portfolio	7,723	-973	6,750	-149	-3	-152	
TOTAL CORPORATE POSC	124,354	-52,905	71,449	1,215	-2,886	-1,671	
Total BSS Controllable	130,395	-53,831	76,564	1,244	-2,918	-1,674	

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:

Finance & Business Support Portfolio:

1.1.3.1 Finance & Procurement: Gross +£290k, Income +£194k, Net +£484k

The projected net pressure is due to the following main issues: the cost of back-fill for the dedicated Finance Enterprise Resource Planning (ERP) team and the cost of short-term contracts during the restructure of the Unit (**+£353k**); and a delay in delivering 2011-12 savings which transferred in from 'old' Directorate Finance Terms in lieu of the main restructure of the whole Finance Function (**+£238k**).

There has also been a reduction in income from contracts with schools and academies (**+£227k**), which has been offset by a corresponding reduction in related gross staffing and activity costs (**-£227k**).

1.1.3.2 Human Resources – Business Operations: Gross -£730k, Income +£968k, Net +£238k

Schools Personnel Service (SPS) was given an additional income target of £150k for 2011-12, but this was set without the knowledge that there would be a £300k loss of guaranteed income from ELS as a result of responsibility for undertaking CRB checks and other support being devolved to schools, meaning that income levels are now dependent on the amount of business secured with schools. Consequently SPS are forecasting an under-delivery of income of **+£453k**, but also a partially compensating underspend mainly on salaries of **-£260k**. The Learning & Development unit is experiencing significantly reduced take-up of training courses compared to previous years, causing under-delivery of income of **+£592k**, which is offset by reduced expenditure of **-£625k**. Employee Services are also forecasting a gross pressure of **+£186k**, mainly on staffing.

Business Strategy, Performance & Health Reform Portfolio:

- 1.1.3.3 **Strategic Management & Directorate Support budgets: Gross +£2k, Income -£11k, Net -£9k**
 A variance of **+£408k** has arisen as a result of the development of the Enterprise Resource Planning (ERP) project. Cabinet agreed in December that this can be met by a temporary drawdown from the IT Asset Maintenance reserve in the current year. A drawdown of £950k was originally identified but £542k of this has now rephased to 2012-13. The 2012-13 cost will also need to be met by a temporary drawdown from the IT Asset Maintenance reserve and repayment of the full £950k funding back to the IT Asset Maintenance Reserve will occur in 2012-13, as reflected in the recently approved 2012-15 MTFP.
- 1.1.3.4 **Governance & Law – Legal Services: Gross +£1,603k, Income -£2,036k, Net -£433k**
 Variances on gross spend (**+£740k**) and income (**-£1,173k**) 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 **+/-£863k** are due to increased costs & their recovery for Disbursements.
- 1.1.3.5 **Property & Infrastructure: Gross -£1,237k, Income +£741k, Net -£496k**
 Some of the variance on gross spend (**-£584k**) relates to a reduction in Corporate Landlord activity; this is partially offset by a reduction in income of **+£315k** as a result of unachievable internal recharge and income targets inherited in the centralisation of Corporate Landlord budgets. The reduced activity relating to Corporate Landlord is one-off and has arisen as a result of the centralisation of budgets from 1 April 2011, which has caused some delays to activity. The centralisation of budgets occurred during a period of significant reorganisation within the Property & Infrastructure Group, and this has contributed to the one-off delays in expenditure both in Corporate Landlord, as well as the Workplace Transformation Programme (**-£257k**).
 A saving of **-£250k** has been realised from the first tier management restructure and vacancy management across Property & Infrastructure Group. There has also been a reduction in income from capital projects and the room booking unit of **+£305k**.
- 1.1.3.6 **Human Resources: Gross -£592k, Income -£176k, Net -£768k**
 Much of the underspend on gross relates to a **-£328k** underspend in the Adult Learning Resource Team, mainly due to delays to planned activity such as developing new strategies for the Private & Voluntary sector. There is a further underspend on gross of **-£209k** which relates to a reduction in the cost of providing social work professional training due to a reduction in external commissioning and reduced venue costs.
 The income variance is largely due to additional income in the Workforce & Professional Development Unit from trading services (-£72k) and savings resulting from greater take-up of salary sacrifice schemes recovered from directorates (-£71k).
- 1.1.3.7 **Information & Communication Technology (including Schools ICT): Gross +£2,178k, Income -£2,521k, Net -£343k**
 Variances of **+£2,452k** and **-£2,452k** on gross and income respectively reflect the increased demand for additional IT Pay-as-you-go projects. Project demand is difficult to predict during budget setting.
 A further underspend on gross of **-£309k** has arisen in Kent Public Services Network (KPSN) and is caused by a delay between orders being placed with our external provider and their anticipated completion due to delivery constraints, resulting in some orders not being completed before 31st March 2012.
- 1.1.3.8 **Health Reform: Gross -£86k, Income -£0k, Net -£86k**
 The -£86k underspend is due to rephasing of the implementation of the Corporate Activities this money was identified to deliver. This underspend will be required to roll forward in order to fund the costs of implementing these activities in 2012-13.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
Portfolio		£000's	Portfolio		£000's
BSPHR	ICT: Information Systems costs of additional pay as you go activity	+2,452	BSPHR	ICT: Information Systems income from additional pay as you go activity	-2,452
BSPHR	Legal Services: increased costs of Disbursements	+863	BSPHR	Legal income resulting from additional work (partially offset by increased costs)	-1,173
BSPHR	Legal services cost of additional work (offset by increased income)	+740	BSPHR	Legal Services: increased income relating to Disbursements	-863
FBS	HR Business Ops: Learning & Development reduced income due to reduced take-up of training courses	+592	FBS	HR Business Ops: Learning & Development reduced expenditure in line with reduced take-up of training courses	-625
FBS	HR Business Ops: Schools Personnel Service under delivery of increased income target/loss of internal income.	+453	BSPHR	Property & Infrastructure: one-off reduced Corporate Landlord activity as result of centralisation of budgets and reorganisation of Unit	-584
BSPHR	Strat Mgt & Dir Support: Development of ERP project	+408	BSPHR	Strat Mgmt & Dir Support: temporary drawdown of reserves to fund ERP project, to be repaid in 2012-13	-408
FBS	Finance & Procurement: back-fill for dedicated Finance ERP Oracle Project team and short-term contracts to cover the restructure of the Unit	+353	BSPHR	HR: Delays to planned activity such as developing new strategies for the PV sector in the Adult Learning Resource Team	-328
BSPHR	Property & Infrastructure: reduction in internal recharging/income as a result of unachievable income targets inherited in the centralisation of budgets to Corporate Landlord	+315	BSPHR	ICT: Kent Public Services Network work ordered but not completed before 31st March 2012	-309
BSPHR	Property & Infrastructure: reduced income from capital projects and room booking unit	+305	FBS	HR Business Ops: Schools Personnel Service underspend mainly on salaries, partially off-setting under delivery of income target	-260
FBS	Finance & Procurement: delay to 2011/12 savings which transferred in from 'old' Directorate Finance Teams in lieu of main restructure of the whole of the Finance Function	+238	BSPHR	Property & Infrastructure: rephasing of Workplace Transformation Programme	-257
FBS	Finance & Procurement: Reduction in income from contracts with schools & academies.	+227	BSPHR	Property & Infrastructure: part-year saving from first tier management restructure and vacancy management	-250
FBS	HR Business Ops: pressure on Employee Services budget mainly on staffing	+186	BSPHR	Finance & Procurement: Reduced staff costs & related expenditure as result of reduction in income from contracts with schools & academies.	-227
			BSPHR	HR: Reduction in the cost of providing social work professional training.	-209
		+7,132			-7,945

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

eg Management Action achieved to date including vacancy freeze, changes to assessment criteria etc. This section should provide details of the management action already achieved, reflected in the net position reported in table 1.

1.1.4.1 Vacancy management is in place across all BSS units.

1.1.5 **Implications for MTFP:**

1.1.5.1 Finance & Procurement (Finance & Business Support Portfolio)

Delayed savings in 2011-12 will be delivered in 2012-13 as part of the Finance & Procurement reorganisation. These savings are reflected in the recently approved 2012-15 MTFP.

1.1.5.2 Strategic Management & Directorate Support budgets (Business Strategy, Performance & Health Reform Portfolio)

Repayment of the full £950k funding for ERP to the IT Asset Maintenance Reserve will occur in 2012-13, and this has been built into the 2012-15 MTFP.

1.1.5.3 HR (Finance & Business Support Portfolio & (Business Strategy, Performance & Health Reform Portfolio)

Within HR, the allocation of the 2011-12 savings targets has been re-visited as part of setting the 2012-13 budgets for individual units to ensure that achievable budgets are set across the function.

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

Business Strategy, Performance & Health Reform Portfolio

1.1.6.1 Property & Infrastructure

Workplace Transformation activity has been significantly re-phased as a result of the need to revise strategic priorities such as the shaping of One Council/Bold Steps for Kent. Roll forward of £257k will be required in order to fund this re-phasing into 2012-13.

1.1.6.2 ICT

Kent Public Services Network – Orders have been placed with the External Provider (£309k) but due to delivery constraints, will not be completed before 31st March 2012. Consequently, roll forward will be required to fund this commitment in 2012-13.

1.1.6.3 Health Reform

The -£86k underspend on Health Reform is due to re-phasing of the implementation of the Corporate Activities this money was identified to deliver. Roll forward of this underspend will be required in order to complete these activities in 2012-13.

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

This section should provide details of the management action outstanding, as reflected in the assumed management action figure reported in table 1 and details of alternative actions where savings targets are not being achieved.

1.1.7.1 Property & Infrastructure

The remaining forecast net underspend in the Property & Infrastructure Group (£239k) is largely due to one-off delays in budgeted activity during a time of significant change caused by the centralisation of property budgets to form the Corporate Landlord function and the reorganisation of the Unit. During 2011-12 a lot of time has been invested in understanding the budgets and requirements of the buildings inherited by Corporate Landlord from across the authority, which has caused delays in activity such as maintenance. It is likely that this underspend will be the subject of a roll-forward request in order to undertake some of the maintenance backlog.

1.1.7.2 Of the -£1,674k underspend, revenue project re-phasing accounts for +£652k (as detailed in section 1.1.6 above), leaving an underlying underspend of -£1,022k. Of this, there is likely to be a request to roll-forward £239k for property maintenance, leaving £783k “uncommitted”.

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 in the 2012-15 MTFP as agreed by County Council on 9 February 2012, 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	2011-12	2012-13	2013-14	Future Yrs	TOTAL
	£m	£m	£m	£m	£m	£m
Business Strategy, Performance & Health Reform						
Budget	11.489	11.309	13.291	6.701	4.245	47.035
Adjustments:						
Sustaining Kent-Maintaining the Infrastructure		0.598				0.598
						0.000
						0.000
Revised Budget	11.489	11.907	13.291	6.701	4.245	47.633
Variance		-4.063	3.944	0.000	0.000	-0.119
split:						
- real variance		-0.119				-0.119
- re-phasing		-3.944	3.944			0.000
Regeneration & Enterprise						
Budget	17.224	4.856	42.170	36.000	28.000	128.250
Adjustments:						
						0.000
						0.000
Revised Budget	17.224	4.856	42.170	36.000	28.000	128.250
Variance		-1.239	1.239	0.000	0.000	0.000
split:						
- real variance						0.000
- re-phasing		-1.239	1.239			0.000
Directorate Total						
Revised Budget	28.713	16.763	55.461	42.701	32.245	175.883
Variance	0.000	-5.302	5.183	0.000	0.000	-0.119
Real Variance	0.000	-0.119	0.000	0.000	0.000	-0.119
Re-phasing	0.000	-5.183	5.183	0.000	0.000	0.000

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2011-12 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
Overspends/Projects ahead of schedule						
			+0.000	+0.000	+0.000	+0.000
Underspends/Projects behind schedule						
BSPHR	Modernisation of Assets	phasing	-1.310			
BSPHR	Sustaining Kent - Maintaining the Infrastructure	phasing		-1.253		
Regen	Rural Broadband	phasing		-1.064		
BSPHR	Workplace Transformation Program	phasing			-0.750	
BSPHR	Integrated childrens System	phasing			-0.502	
BSPHR	Energy Efficiency & Renewable Energy in the KCC Estate			-0.253		
			-1.310	-2.570	-1.252	-0.000
			-1.310	-2.570	-1.252	+0.000

1.2.4 Projects re-phasing by over £1m:

1.2.4.1 Modernisation of Assets re-phasing of -£1.310m (in 2011-12)

The reduced activity relating to Modernisation of Assets is largely due to delays to planned activity during a time of significant change caused by the centralisation of property budgets to form the Corporate Landlord function on 1 April 2012, and the reorganisation of the Unit. During 2011-12 a lot of time has been invested in understanding the budgets and requirements of the buildings inherited by Corporate Landlord, which has caused delays in activity. A plan to 'catch up' on this re-phased activity is in place for 2012-13.

Revised phasing of the scheme is now as follows:

	Prior Years	2011-12	2012-13	2013-14	future years	Total
	£m	£m	£m	£m	£m	£m
BUDGET & FORECAST						
Budget		1.964	2.446	1.661	3.172	9.243
Forecast		0.654	3.756	1.661	3.172	9.243
Variance	0.000	-1.310	1.310	0.000	0.000	0.000
FUNDING						
Budget:						
prudential		1.653	1.885	1.261	2.772	7.571
revenue		0.061	0.061	0.000	0.000	0.122
grant		0.250	0.500	0.400	0.400	1.550
TOTAL	0.000	1.964	2.446	1.661	3.172	9.243
Forecast:						
prudential		0.493	3.045	1.261	2.772	7.571
revenue		0.061	0.061	0.000	0.000	0.122
grant		0.100	0.650	0.400	0.400	1.550
TOTAL	0.000	0.654	3.756	1.661	3.172	9.243
Variance	0.000	-1.310	1.310	0.000	0.000	0.000

1.2.4.2 Sustaining Kent – Maintaining the Infrastructure re-phasing of -£1.253m (in 2011-12)

£0.655m of this re-phasing relates to a delay in Unified Communications due to technical resource availability and a considerable amount of time spent on ensuring the technical design meets the Government Connects Code of Connection Security requirements. The remaining £0.598m re-phasing relates to other work-streams within the programme.

Revised phasing of the scheme is now as follows:

	Prior Years	2011-12	2012-13	2013-14	future years	Total
	£m	£m	£m	£m	£m	£m
BUDGET & FORECAST						
Budget	5.962	3.459	1.424			10.845
Forecast	5.962	2.206	2.677			10.845
Variance	0.000	-1.253	1.253	0.000	0.000	0.000
FUNDING						
Budget:						
prudential/revenue	5.815	2.861	1.424			10.100
revenue	0.147	0.213			0.000	0.360
prudential		0.292				0.292
external other		0.930				0.930
TOTAL	5.962	4.296	1.424	0.000	0.000	11.682
Forecast:						
prudential/revenue	5.815	1.608	2.677			10.100
revenue	0.147	0.213				0.360
prudential		0.292				0.292
external other		0.930				0.930
TOTAL	5.962	3.043	2.677	0.000	0.000	11.682
Variance	0.000	-1.253	1.253	0.000	0.000	0.000

1.2.4.3 Rural Broadband re-phasing of -£1.064m (in 2011-12)

The re-phasing reflects the agreed need to align this programme with delivery of the Kent & Medway Broadband UK (BDUK) programme.

Revised phasing of the scheme is now as follows:

	Prior Years	2011-12	2012-13	2013-14	future years	Total
	£m	£m	£m	£m	£m	£m
BUDGET & FORECAST						
Budget		1.064	0.520			1.584
Forecast			1.584			1.584
Variance	0.000	-1.064	1.064	0.000	0.000	0.000
FUNDING						
Budget:						
prudential		0.080	0.520		0.000	0.600
Capital receipt		0.984				0.984
TOTAL	0.000	1.064	0.520	0.000	0.000	1.584
Forecast:						
prudential			0.600			0.600
Capital receipt			0.984			0.984
TOTAL	0.000	0.000	1.584	0.000	0.000	1.584
Variance	0.000	-1.064	1.064	0.000	0.000	0.000

1.2.5 Projects with real variances, including resourcing implications:

There is a real variance of -£0.119m in 2011-12.

Business Strategy, Performance & Health Reform portfolio:

Disposal Cost: -£0.126m (in 2011-12): The reorganisation of the Property & Infrastructure Group in 2011-12 has resulted in significant staff changes during the year. This has impacted on the disposals process, leading to a complete review of the disposals programme.

Overall this leaves a residual balance of +£0.007m on a minor project.

1.2.6 General Overview of capital programme:

(a) Risks

N/A

(b) Details of action being taken to alleviate risks

N/A

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.

	2011-12	2012-13	2013-14	Future Years	Total
	£m	£m	£m	£m	£m
Rural Broadband (Regen)					
Amended total cash limits	1.064	0.520	0.000	0.000	1.584
re-phasing	-1.064	1.064	0.000	0.000	0.000
Revised project phasing	0.000	1.584	0.000	0.000	1.584
Swale Parklands (Regen)					
Amended total cash limits	0.534	0.000	0.000	0.000	0.534
re-phasing	-0.175	0.175	0.000	0.000	0.000
Revised project phasing	0.359	0.175	0.000	0.000	0.534
Modernisation of Assets (BSPHR)					
Amended total cash limits	1.964	2.446	1.611	3.172	9.193
re-phasing	-1.310	1.310	0.000	0.000	0.000
Revised project phasing	0.654	3.756	1.611	3.172	9.193
Sustaining Kent - Maintaining the Infrastructure (BSPHR)					
Amended total cash limits	3.459	1.424	0.000	0.000	4.883
re-phasing	-1.253	1.253	0.000	0.000	0.000
Revised project phasing	2.206	2.677	0.000	0.000	4.883
Energy Efficiency & Renewable Energy (BSPHR)					
Amended total cash limits	0.253	0.250	0.000	0.000	0.503
re-phasing	-0.253	0.253	0.000	0.000	0.000
Revised project phasing	0.000	0.503	0.000	0.000	0.503
Work Place Transformation (BSPHR)					
Amended total cash limits	0.750	3.320	4.250	0.000	8.320
re-phasing	-0.750	0.750	0.000	0.000	0.000
Revised project phasing	0.000	4.070	4.250	0.000	8.320
Enterprise Resource Programme (BSPHR)					
Amended total cash limits	0.648	0.750	0.000	0.000	1.398
re-phasing	0.126	-0.126	0.000	0.000	0.000
Revised project phasing	0.774	0.624	0.000	0.000	1.398
Integrated Children's System (BSPHR)					
Amended total cash limits	0.652	0.674	0.000	0.000	1.326
re-phasing	-0.502	0.502	0.000	0.000	0.000
Revised project phasing	0.150	1.176	0.000	0.000	1.326
Total re-phasing >£100k	-5.181	5.181	0.000	0.000	0.000
Other re-phased Projects below £100k	-0.002	0.002	0.000	0.000	0.000
TOTAL RE-PHASING	-5.183	5.183	0.000	0.000	0.000

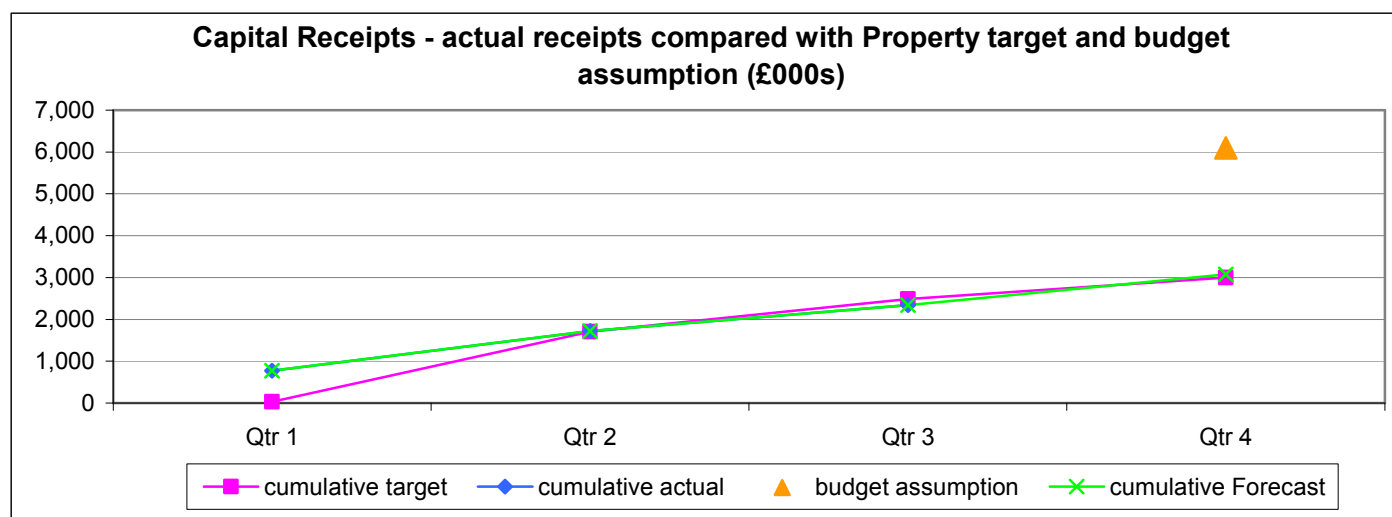
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts – actual receipts compared to budget profile:

	2011-12			
	Budget funding assumption £000s	Cumulative Target Profile £000s	Cumulative Actual Receipts £000s	Cumulative Forecast receipts £000s
April - June		30	769	769
July - September		1,710	1,725	1,725
October - December		2,490	2,345	2,345
January - March		3,000		3,079
TOTAL	6,102	3,000	1,725	3,079

Budget funding assumption has been updated to reflect the 2012-15 MTFP agreed at County Council on 9th February.

The cumulative target profile shows the anticipated receipts at the start of the year totalled £3.0m. 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. There are banked receipts achieved in prior years which were not required to be used for funding until 2011-12.



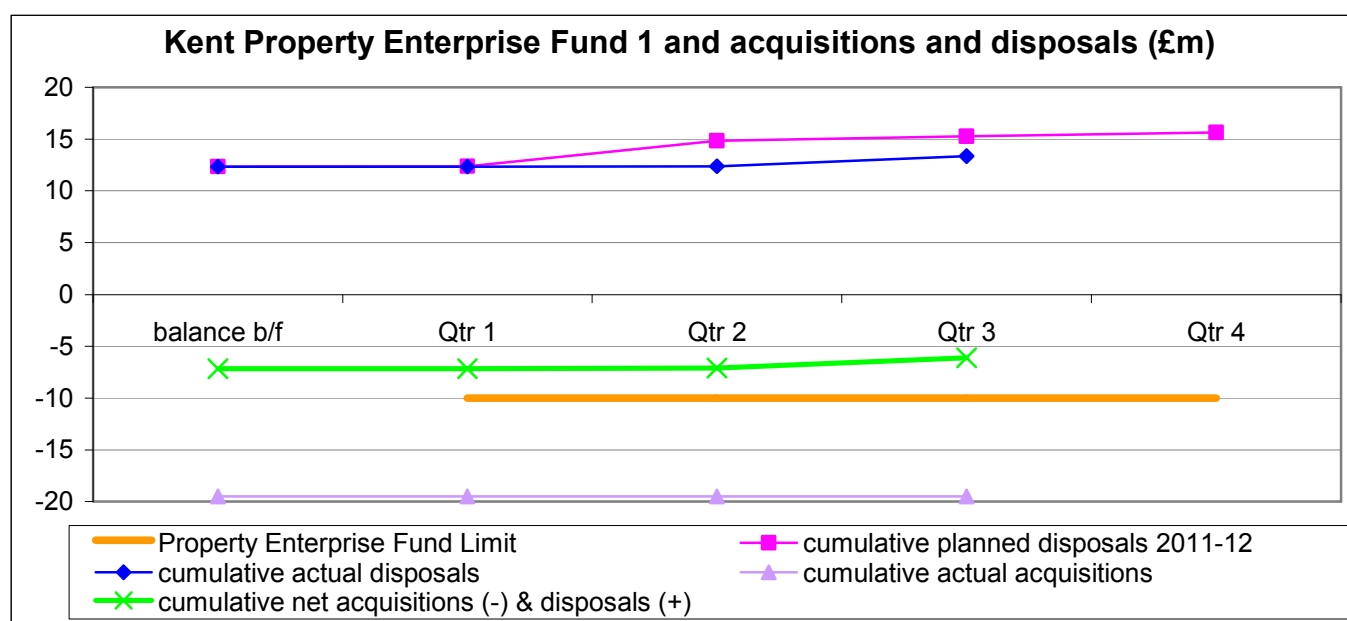
Comments:

- The table below compares the capital receipt funding required per the capital programme this year, with the expected receipts available to fund this.
- Property Group is actually forecasting a total of £2.993m to come in from capital receipts during the year. Taking into consideration the receipts banked in previous years and receipts from other sources there is a forecast a surplus of £2.082m in 2011-12. This is due to receipts being forecast to be achieved during 2011-12 which are held to fund spend in future years of the programme.

	2011-12 £'000
Capital receipt funding per revised 2012-15 MTFP	6,102
Property Groups' actual (forecast for 11-12) receipts	2,993
Receipts banked in previous years for use	3,735
Capital receipts from other sources	1,456
Potential Surplus Receipts	2,082

2.2 Capital Receipts – Kent Property Enterprise Fund 1:

	2011-12				
	<i>Kent Property Enterprise Fund Limit</i> £m	Cumulative Planned Disposals (+) £m	Cumulative Actual Disposals (+) £m	Cumulative Actual Acquisitions (-) £m	Cumulative Net Acquisitions (-) & Disposals (+) £m
Balance b/f		12.342	12.342	-19.504	-7.162
April - June	-10	12.377	12.342	-19.504	-7.162
July - September	-10	14.862	12.393	-19.504	-7.111
October - December	-10	15.282	13.373	-19.504	-6.131
January - March	-10	15.638			0

Background:

- County Council approved the establishment of the Property Enterprise Fund 1 (PEF1), 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 the disposal of assets are 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 2010-11 on PEF1 was **-£7.162m**.

A value of **£1.909m** has been identified for disposal in 2011-12. This is the risk adjusted figure to take on board the potential difficulties in disposing some of the properties.

As at the 31 January 2012 there have been two disposals generating a receipt of £1.031m.

The fund has been earmarked to provide **£0.197m** for Gateways and **£0.300m** for improvements to Maidstone High Street in this financial year.

There has been a **£0.212m** repayment towards the £5.304m owed by East Kent Opportunities for the Spine Road, Manston.

At present there are no committed acquisitions to report, however forecast outturn for costs of disposals (staff and fees) is currently estimated at **£0.043m**.

Forecast Outturn

Taking all the above into consideration, the Fund is expected to be in a deficit position of £5.581m at the end of 2011-12.

Opening Balance – 01-04-11	-£7.162m
Planned Receipts (Risk adjusted)	£1.909m
Costs	-£0.043m
Acquisitions	-
Other Funding:	
- Gateways	-£0.197m
- Improvements to Maidstone High Street	-£0.300m
Repayment of Spine Road, Manston	£0.212m
Closing Balance – 31-03-12	-£5.581m

Revenue Implications

In 2011-12 the fund is currently forecasting £0.022m of low value revenue receipts but, with the need to fund both costs of borrowing (£0.549m) against the overdraft facility and the cost of managing properties held for disposal (net £0.277m), the PEF1 is forecasting a £2.407m deficit on revenue which will be rolled forward to be met from future income streams.

2.3 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. However, due to the slower than expected recovery, breakeven, is likely to occur over a rolling seven to eight 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

	2011-12 Forecast
	£m
Capital:	
Opening balance	-22.209
Properties to be agreed into PEF2	-2.009
Forecast sale of PEF2 properties	12.771
Disposal costs	-0.511
Closing balance	-11.958
Revenue:	
Opening balance	-3.417
Interest on borrowing	-0.683
Holding costs	-0.407
Closing balance	-4.507
Overall closing balance	-16.465

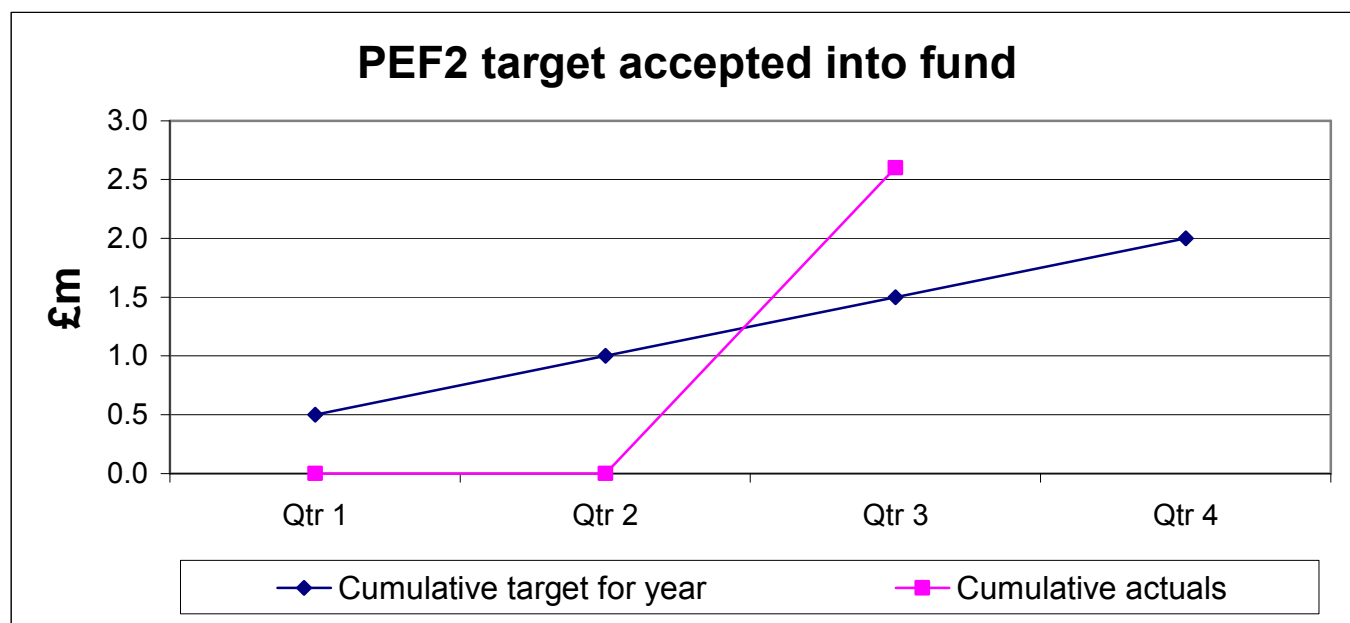
The forecast closing balance for PEF2 is -£16.465m, this is within the overdraft limit of £85m.

The target receipts to be accepted into PEF2 during 2011-12 equate to the PEF2 funding requirement in the 2012-15 budget book, and achievement against this is shown below:

	2011-12	
	Cumulative target for year	Cumulative actuals
	£m	£m
Qtr 1	0.5	0
Qtr 2	1.0	0
Qtr 3	1.5	2.6
Qtr 4	2.0	

Comments:

- The above table shows a £2.0m target is required, this is a net figure based the PEF2 funding required of £4.766m as per the 2012-15 MTFP less £2.757m of PEF2 achieved in previous years by FSC and E&E that was not required until later years.
- To date one property has been transferred into PEF2



PEF2 Disposals

To date nine PEF2 properties have been sold and three are in the process of completing. The cumulative profit on disposal to date is £1.304m. 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 2011-12 were expected to total £0.878m.

Latest forecasts show interest costs of £0.683m, a decrease of £0.195m. This is due to a lower level of properties being required to transfer into PEF2 to fund the capital programme during 2011-12.

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

FINANCING ITEMS SUMMARY

JANUARY 2011-12 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:
 - the virement of £0.199m from the underspend on debt charges to reduce the budgeted contribution from Commercial Services within the Environment, Highways & Waste portfolio due to a reduction in the number of lease cars following the County Council decision to remove essential user status, as approved by Cabinet on 9 January;
 - the transfer of £3.150m contingency previously held within the Adult Social Care & Public Health portfolio against the ending of Social Care Reform Grant, following agreement to the use of the £16.226m NHS funding for Social Care
 - and a number of other technical adjustments to budget.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Finance & Business Support Portfolio							
Carbon Reduction Commitment Levy	1,368		1,368	-1,088		-1,088	saving following recharge to schools
Contribution to/from Reserves	-11,245		-11,245	2,375		2,375	transfer of 11-12 write down of discount saving from 08-09 debt restructuring to reserves; transfer of MRP saving to reserves to fund potential impact in future years; drawdown of Insurance Reserve to cover pressure on Insurance Fund; contribution to reserves to support next years budget
Insurance Fund			3,479	1,590		1,590	increase in liability claims forecast to be paid & increase in provision for period of time claims
Modernisation of the Council	2,709		2,709			0	
Net Debt Charges (incl Investment Income)	123,231	-8,877	114,354	-7,795	1,180	-6,615	2011-12 write down of discount saving from 2008-09 debt restructuring; re-phasing of capital programme in 10-11 has provided savings on debt charges; saving on leasing costs; in year MRP reduction; savings as no new borrowing against current requirement

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Other	11,140	0	11,140	-6,267	0	-6,267	-£1.546m unexpected unringfenced grant increase held to offset pressures across Authority; -£1.5m release of EIG smoothing money; -£3.15m release of contingency held against the ending of SCRG; -£0.1m subscriptions; +£0.079m costs of Transformation Programme Manager for Change & related project costs
Total F&BS portfolio	130,682	-8,877	121,805	-11,185	1,180	-10,005	
Business Strategy, Performance & Health Reform portfolio							
Contribution to IT Asset Maintenance Reserve	2,352		2,352			0	
Democracy & Partnerships portfolio							
Audit Fees	464		464	-100		-100	rebate & cut in external audit fees
Total Controllable	133,498	-8,877	124,621	-11,285	1,180	-10,105	

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:

Finance & Business Support portfolio:

1.1.3.1 Carbon Reduction Commitment Levy:

There is a £1.088m saving against the Carbon Reduction Commitment Levy reflecting the intention to charge schools for their share of this cost in line with a recent change in school finance legislation.

1.1.3.2 Insurance Fund

A forecast pressure on the Insurance Fund, currently estimated at £1.590m, will need to be met by a drawdown from the Insurance Reserve (see 1.1.3.4b below). This is due to an increase in liability claims forecast to be paid in year and an increase in the provision for period of time claims. These are claims which span a number of years and are distinguishable from claims resulting from a single incident on a particular date. With period of time claims, a number of successive annual insurance policies held by an authority are triggered/become active and this raises difficulties where there are varying terms across the policies and the interests of more than one insurer to consider. We are maintaining our provision for each of our registered period of time claims to reflect a worse case settlement position whilst consideration is being given to correspondence received in connection with interpretation of policy terms by relevant insurers.

1.1.3.3 Net Debt Charges (including Investment Income):

a) There is a saving of £4.129m as a result of:

- deferring borrowing in 2010-11 due to the re-phasing of the capital programme and also no new borrowing in the first ten months of 2011-12, other than the replacement of maturing debt.
- assumptions on the capital programme for 2011-12 and on cash flows generally.

- b) The complex calculation to establish the Minimum Revenue Provision (MRP) saving resulting from the re-phasing of the capital programme in 2010-11 has now been completed and this has confirmed a saving of £1.599m this year. This is because fewer assets became operational than anticipated last year. As reported in 2010-11, we have adopted the asset life method of calculating MRP. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an “MRP holiday”. However, once these assets do become operational we will incur MRP in the following year, therefore we have transferred this £1.599m to reserves in order to fund the potential impact in future years of this re-phasing as approved by Cabinet in December (see 1.1.3.4c below).
- c) There is a saving of £0.487m which relates to the write-down in 2011-12 of the £4.024m discount saving on debt restructuring undertaken at the end of 2008-09. (£3.378m was written down during the period 2008-11, therefore leaving a further £0.159m to be written in 2012-13) (see 1.1.3.4a below).
- d) There is a saving on leasing costs of £0.4m.

1.1.3.4 Contributions to/from reserves:

- a) As planned and as referred to in 1.1.3.3c above, the £0.487m write down of the discount saving earned from the debt restructuring in 2008-09, will be transferred to the Economic Downturn reserve to offset the Icelandic investments impairment cost incurred in 2010-11 (future interest receipts from the Icelandic investments will also go towards offsetting this impairment cost).
- b) As referred to in 1.1.3.2 above, at year end there will be a draw down from the Insurance Reserve to cover the pressure on the Insurance Fund, currently estimated at £1.590m.
- c) As referred to in 1.1.3.3b above, £1.599m will be transferred to reserves in order to fund the potential impact in future years of the current year saving on MRP.
- d) £1.879m of the underspend within the Finance & Business Support portfolio has been transferred to reserves to support the 2012-13 budget as approved by County Council on 9 February 2012.

1.1.3.5 Other Financing Items:

- a) After the budget had been set we received notification of an unexpected un-ringfenced grant increase of £1.546m for Extended Rights to Free Travel. In light of the pressures faced by the Authority in the current year, we are holding this funding increase within the Finance & Business Support portfolio to offset pressures elsewhere across the Authority.
- b) Following the Government reduction of Early Intervention Grant in the 2011-12 budget, we held a one-off contingency to smooth the effects of this reduction in the short term. However, we have been successful in achieving the efficiencies required earlier than anticipated enabling £1.5m of this smoothing money to be released.
- c) A contingency of £3.15m was held within the ASC&PH portfolio against the ending of the Social Care Reform Grant, but now that agreement has been reached on the use of the £16.226m NHS funding for Social Care, this contingency has been released to the Finance & Business Support portfolio.
- d) There is a £0.1m saving on local authority subscriptions.
- e) There is a pressure of £0.079m relating to the Council restructure for the costs of the Transformation Programme Manager for Change and related project costs. It was originally anticipated that this work would be completed by 31 March 2011 but it continued through the first quarter of 2011-12.

Democracy & Partnerships portfolio:**1.1.3.6 Audit Fee**

A £0.1m underspend is forecast which includes a rebate on the current year fee from the Audit Commission and a cut in fees reflecting lower continuing audit costs after implementing International Financial Reporting Standards (IFRS) and a new approach to local VFM audit work.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
F&BS	Contribution to reserves of in year MRP saving to cover potential impact in future years	+1,599	F&BS	treasury savings: assumptions on capital programme for 11-12 and on cash flows generally, together with savings on debt charges due to re-phasing of capital programme in 10-	-4,129
F&BS	Pressure on the Insurance Fund due to increase in liability claims forecast to be paid & increase in provision for period of time claims	+1,590	F&BS	release of contingency previously held within the ASC&PH portfolio against the ending of Social Care Reform Grant	-3,150
F&BS	contribution to reserves to support next years budget (as approved by County Council on 9 Feb 12)	+1,879	F&BS	In year Minimum Revenue Provision saving as a result of 2010-11 re-phasing of the capital programme	-1,599
F&BS	Contribution to economic downturn reserve of 2011-12 write down of discount saving from 2008-09 debt restructuring	+487	F&BS	drawdown from Insurance Reserve to cover pressure on the Insurance Fund	-1,590
			F&BS	unexpected un-ringfenced grant for Extended Rights to Free Travel to be used to offset pressures across Authority	-1,546
			F&BS	release of Early Intervention Grant smoothing money	-1,500
			F&BS	Carbon Reduction Commitment Levy saving following recharge to schools	-1,088
			F&BS	2011-12 write down of discount saving from 2008-09 debt	-487
			F&BS	savings on leasing costs	-400
			F&BS	local authority subscriptions	-100
			D&P	Rebate & cut in external audit fee	-100
		+5,555			-15,689

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTFP:

The 2012-15 MTFP reflects a £1.879m contribution to reserves in 2011-12 from the reported underspending to support the 2012-13 budget, which is reported in section 1.1.3.4.d above. In addition, the Carbon Reduction Commitment Levy budget has been reduced in the 2012-15 MTFP to reflect the impact of recharging to schools and additional funding has been put into the Insurance fund.

The £3.15m contingency against the ending of Social Care Reform Grant has also been removed from the MTFP and remains unallocated in the 2012-13 budget.

1.1.6 Details of re-phasing of revenue projects:

N/A

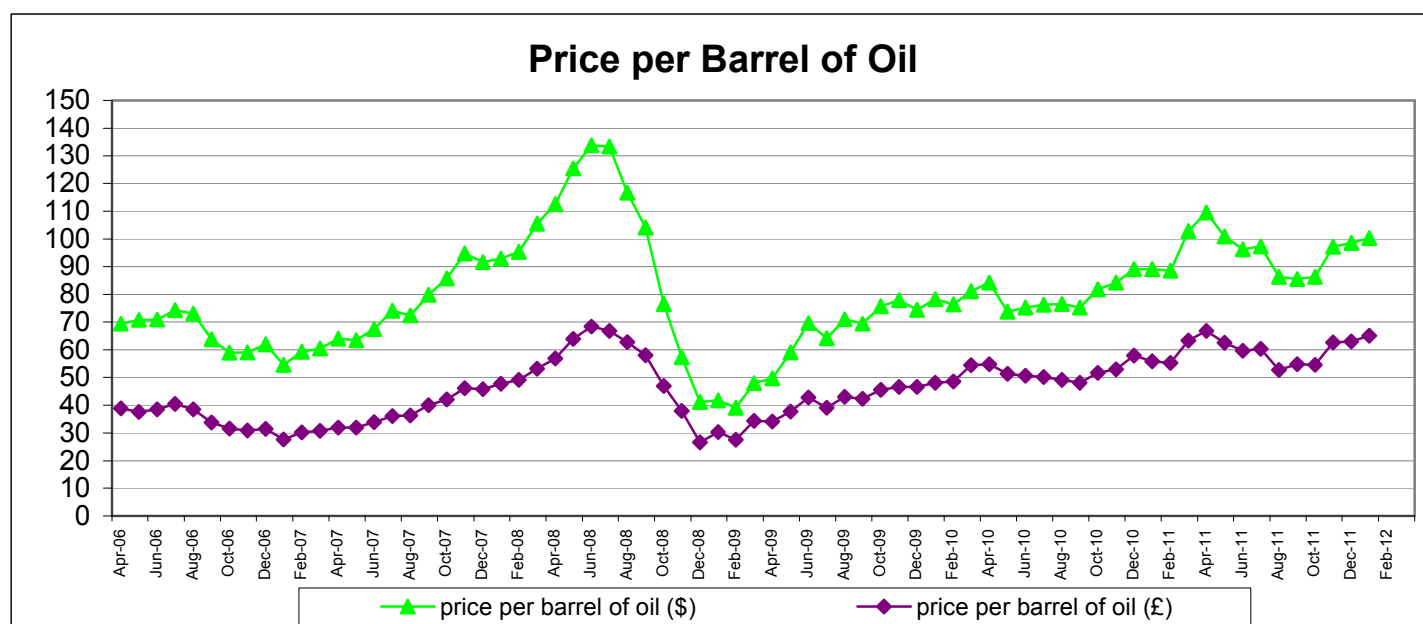
1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

The underspending on the Financing Items budgets is largely offsetting the pressures reported within Specialist Children's Services.

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	2010-11	2011-12
	\$	\$	\$	\$	\$	\$
April	69.44	63.98	112.58	49.65	84.29	109.53
May	70.84	63.45	125.40	59.03	73.74	100.90
June	70.95	67.49	133.88	69.64	75.34	96.26
July	74.41	74.12	133.37	64.15	76.32	97.30
August	73.04	72.36	116.67	71.05	76.60	86.33
September	63.80	79.91	104.11	69.41	75.24	85.52
October	58.89	85.80	76.61	75.72	81.89	86.32
November	59.08	94.77	57.31	77.99	84.25	97.16
December	61.96	91.69	41.12	74.47	89.15	98.56
January	54.51	92.97	41.71	78.33	89.17	100.27
February	59.28	95.39	39.09	76.39	88.58	
March	60.44	105.45	47.94	81.20	102.86	



Comments:

- The figures quoted are the West Texas Intermediate Spot Price in dollars per barrel, monthly average price.
- The dollar price has been converted to a sterling price using exchange rates obtained from the HMRC website.

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By: Roger Gough - Cabinet Member Business Strategy, Performance & Health Reform
David Cockburn – Corporate Director Business Strategy and Suppo

To: Cabinet – 19 March 2012

Subject: Quarterly Performance Report, Quarter 3, 2011/12

Classification: Unrestricted

Summary

The purpose of the Quarterly Performance Report is to inform Cabinet about key areas of performance for the authority.

Members are also asked to NOTE the report.

Introduction

1. The KCC Quarterly Performance Report for Quarter 3, 2011/12 is attached at Appendix 1.
2. There are 30 Key Performance Indicators included in the Performance Report and a range of other key management information including complaints, consultations, a financial summary and staffing data.
3. This process contributes to the management of the overall performance of the authority and the reports are to be published on the external web site as part of KCC's transparency agenda.

Quarter 3 Performance Report

4. An executive summary of performance for quarter 3 is provided on pages 4 to 5 of Appendix 1.
5. A visual summary dashboard of performance across the 30 Key Performance Indicators is shown on pages 8 to 9 of Appendix 1.

Recommendations

6. Members are asked to NOTE this report.

Contact officer:

Richard Fitzgerald,
Performance Manager,
Business Strategy,
Tel 01622 22(1985)

KCC Quarterly Performance Report Quarter 3, 2011/12

March 2012



Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter three of financial year 2011/12.

Within this report you will find information on our Key Performance Indicators (KPIs) and a range of other essential management information. This report should be read in conjunction with our financial monitoring report which includes information on service demand levels and related key activity indicators.

The council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Steps priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

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Executive Summary

Overall Summary of KPIs

	RED	AMBER	GREEN	TOTAL
Current ratings	6	8	16	30
Previous ratings	8	8	14	30
Change	-2	0	+2	

Highlights of results against our KPIs included in this report are as follows:

Children's Social Services:

- Key improvement plan targets are being maintained, including significant reductions in assessment backlogs and the number of cases which are left unallocated for too long.
- There has been a significant reduction in the number of children required child protection plans.
- More needs to be done to invest in preventative services to reduce the number of children who need to come into care.

Education:

- Pupils in Kent have done well this year at Key Stage 2, with the county average closing the gap to the national average. GCSE results remain ahead of the national average but our improvement this year has been less than the national improvement.
- Pupil attainment for too many schools in Kent however performs below the national floor targets and as a consequence too many schools in Kent become subject to special measures. We have introducing the Kent Challenge which aims to significantly turn this situation around over the next few years.

Skills:

- Our KCC apprenticeship scheme continues to outperform the targets we have set and we are actively promoting apprenticeships across the whole Kent economy.

Young people:

- Too many young people find it hard to obtain work or become disengaged from schools and education. Youth unemployment is too high and the number of young people aged 16 to 18 not in education, employment or training (NEET) is increasing. We continue to work hard to engage young people and help them achieve the skills they need to be ready for work.
- The number of disengaged young people in Kent who turn to crime continues to reduce.

Economic support:

- Due to the global economic downturn the level of inward investment by businesses into Kent has reduced in recent years but performance this year, after an initial slow start, is currently in line with the target we set.

Adult Social Care

- We continue to deliver improved personalisation of services and more choice and control for service users. We are achieving our current targets for allocating personal budgets and providing clients with assistive technology (telecare).
- We have not yet achieved our target for the number of clients accessing enablement services but expect to do by the end of the year.

Highway maintenance

- Our performance in delivering timely repairs to roads and pavements continues to be on target and complaints have reduced.

Waste management

- We continue to maintain good performance in relation to waste management and are achieving our current year targets.

Customer Services

- Earlier in the year our contact centre was overwhelmed with high call volumes, resulting in reduced performance in our call answering response rates. Action was taken to address this situation and response times for the quarter were very close to target.

Key to RAG (Red/Amber/Green) ratings applied to KPIs

GREEN	Target has been achieved or exceeded
AMBER	Performance is behind target but within acceptable limits
RED	Performance is significantly behind target and is below an acceptable pre-defined minimum *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set

* In future, when annual business plan targets are set, we will also publish the minimum acceptable level of performance for each indicator which will cause the KPI to be assessed as Red when performance falls below this threshold.

Performance Assurance Team (PAT)

PAT's role is to consider and challenge the action plans for improving performance, including addressing constraints and barriers and to provide additional reassurances to elected members that the action plans and the information included within this report are robust.

PAT meets monthly and is chaired by the Deputy Managing Director. Membership includes a nominated director from each directorate. It also includes two non-executive directors (NEDs) who are staff from the grass roots of the organisation. This ensures PAT has cross-organisation membership from all levels to provide a 'whole organisation' approach to improvement.

Data quality note

All data included in this report for current financial year are provisional unaudited data and are categorised as management information. All results may be subject to later change.

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Summary of Performance for our KPIs

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Number of children's social care cases not allocated to a social worker for over 28 days	Children's Social Care	28	Green	Green	↓
Number of initial assessments in progress and out of timescale	Children's Social Care	29	Green	Green	↑
Number of children looked after per 10,000 children aged under 18	Children's Social Care	30	Red	Red	↓
Percentage of children leaving care who are adopted	Children's Social Care	32	Red	Red	↓
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care	34	Amber	Red	↑
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care	36	Amber	Amber	↑
Percentage of children subject to a child protection plan for two or more years	Children's Social Care	38	Red	Red	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	Education	40	Amber	Red	↑
Percentage of pupils achieving 5+ A*-C grades at Key Stage 4 including GCSE English and Maths	Education	42	Amber	Amber	↑
Attainment gap for children with Free School Meals at Key Stage 4 including GCSE English and Maths	Education	44	Red	Red	↑
Number of schools in category (special measures or with notice to improve)	Education	46	Red	Red	↑
Number of starts on Kent Success Apprenticeship scheme	Skills	48	Green	Green	↓
Number of starts in Kent on the National Apprenticeship Scheme	Skills	50	Green	Green	↑
Percentage of pupils permanently excluded from school	Young People	52	Amber	Amber	↔

Indicator Description	Service Area	Page	Current Status	Previous Status	Direction of Travel
Percentage 16 to18 year-olds not in education, employment or training	Young People	54	Red	Amber	↓
Number of first time entrants to youth justice system	Young People	56	Green	Green	↑
Number of gross jobs created in Kent and Medway through inward investment	Economic Support	58	Green	Amber	↑
Percentage of adult social care clients who receive a personal budget and/or a direct payment	Adult Social Care	60	Green	Green	↑
Number of adult social care clients receiving a telecare service	Adult Social Care	62	Green	Green	↑
Number of adult social care clients provided with an enablement service	Adult Social Care	64	Amber	Amber	↑
Percentage of adult social care assessments completed within six weeks	Adult Social Care	66	Green	Green	↔
Percentage of clients satisfied that desired outcomes have been achieved at their first review	Adult Social Care	68	Green	Green	↑
Percentage of routine highway repairs completed within 28 days	Highways	70	Green	Green	↔
Average number of days to repair potholes	Highways	72	Green	Green	↑
Percentage of satisfied callers for Kent Highways 100 call back survey	Highways	74	Green	Green	↓
Percentage of municipal waste recycled or converted to energy and not taken to landfill	Waste Management	76	Green	Amber	↑
Kg of residual household waste collected per household	Waste Management	78	Green	Green	↑
Percentage of waste recycled and composted at Household Waste Recycling Centres	Waste Management	80	Green	Green	↑
Percentage of phone calls to KCC Contact Centre answered within 20 seconds	Customer Services	82	Amber	Red	↑
Number of visits to KCC web site	Customer Services	84	Amber	Amber	↑

Summary of Revenue budget monitoring position for financial year 2011/12			
Cabinet Member	John Simmonds	Corporate Director	Andy Wood
Portfolio	Finance and Business Support	Division	Finance and Procurement

Revenue Budget position by portfolio	Net Budget £ m	Forecast Variance £ m
Education, Learning & Skills (ELS)	55.4	-1.7
Specialist Children's Services (SCS)	110.8	+14.7
Adult Social Care & Public Health (ASC&PH)	314.4	-3.9
Environment, Highways & Waste (EH&W)	149.6	-4.9
Customer & Communities (C&C)	91.0	-5.0
Regeneration & Enterprise (R&E)	4.6	
Finance & Business Support (F&BS)	136.9	-9.3
Business Strategy, Performance & Health Reform (BSP&HR)	52.0	-2.2
Democracy & Partnerships (D&P)	7.2	-0.3
Total (excluding schools)	921.9	-12.6
Schools		+3.1
TOTAL	921.9	-9.5

Commentary	
The latest forecast revenue position (excluding schools) is an underspend of £12.6m, which is an increased underspend of £9.1m since the 25 January Cabinet report. This is obviously a very significant movement. The most significant reasons for this are:	
	£m
Final decision on the use of the Big Society Fund (C&C portfolio)	-4.0
Release of Social Care Reform Grant contingency (F&BS portfolio)	-3.2
Further underspending on Adult Social Care (ASC&PH portfolio)	-1.3
Carbon Reduction Commitment Levy recharge to schools (F&BS portfolio)	-1.1
	-9.6

Commentary

This reported position is after £1.879m from the underspending within the Finance & Business Support portfolio and £1.2m from the underspending within the ELS portfolio has been transferred to an earmarked reserve to support next year's budget, as approved at County Council on 9 February.

Within Specialist Children's Services (SCS) the significant demand led pressures continue to increase, together with pressures on staffing, mainly agency social workers - these pressures now total £13.2m (excluding Asylum). Within this, the activity levels for Fostering and Residential Care are a particular cause for concern, together with the associated increase in legal fees, as they are very high compared to the affordable level despite additional funding being provided in the 2011-13 MTP. This has been addressed in the 2012-15 MTP.

Also within the SCS portfolio, there is a £1.5m pressure on the Asylum budget, which is primarily due to the costs incurred in continuing to support young people over 18 years who are not eligible for funding under the UKBA's grant rules, mainly because they are Appeal Rights Exhausted or are naturalised but not able to claim benefits. Under the Leaving Care Act, we continue to have a duty of care to support these young people until the point of removal. Appeal Rights Exhausted Unaccompanied Asylum Seeking Children are Care Leavers as defined in Children Leaving Care Act and as such are entitled to support from KCC. Our current Legal advice, in common with many other Local Authorities, is that our obligations under current childcare legislation are not diminished by their immigration status. KCC therefore continues to incur costs supporting this group of young people with no recompense from the United Kingdom Borders Agency. We will continue to make representations to Government to resolve this unsatisfactory issue.

Within Adult Social Care a forecast underspend of £3.9m is reported, as pressures on nursing and residential care for clients with a disability or mental health need, together with pressures on direct payments and supported accommodation for physically disabled clients, all of which are likely to be as a result of medical advances enabling people to live with more complex needs, are more than offset by underspending on direct payments for all other clients groups, domiciliary care, day care, and nursing and residential care for older people. In view of this overall forecast underspending position, work to establish the demographic pressures for adult social care anticipated over the medium term has been undertaken and reflected in the 2012-15 MTFP, although this is likely to need further refinement in the light of the latest numbers.

Within Education, Learning & Skills the savings on Mainstream Home to School transport experienced in 2010-11 are continuing in 2011-12, with a £1m saving forecast. A similar saving has been reflected in the 2012-15 MTFP. Also, an additional £1.6m of special school and hospital recoupment income is forecast as a result of increased demand from other local authorities for places in our schools. This is a continuation of the trend experienced in 2010-11 and therefore an increase in the anticipated income has also been reflected in the 2012-15 MTFP.

Commentary

Schools reserves are forecast to reduce by £4.6m this year as a result of 41 more schools converting to new style academy status by 31 March 2012, which allows them to take their reserves with them; the remaining Kent Schools are expected to increase their reserves by £1.5m giving an overall expected movement in schools reserves of -£3.1m.

Within the Environment, Highways & Waste portfolio, the costs of the snow emergency in February are estimated at £0.7m and the savings on the waste budgets experienced last year, mainly due to lower than budgeted waste tonnage, are continuing in 2011-12, with a £3.7m saving forecast. A saving to reflect the trend of reduced tonnage levels has been included in the 2012-15 MTFP. In addition, a £1.3m saving is forecast on concessionary fares following successful negotiations with major bus operators and reduced journey numbers. A saving to reflect the procurement efficiencies has been included in the 2012-15 MTFP but a continuation of reduced journey numbers is less certain and therefore this saving has not been reflected in the new MTFP. A £0.4m saving is also forecast for the Freedom Pass mainly due to the reduced take up following the price increase to £100 and an anticipated reduction in journey numbers.

Within the Customer & Communities portfolio a sum of £5m was established in the prior year's budget build process to create a Big Society Fund in order to encourage employment and to support social enterprise. During the current year, plans have been devised to support these two initiatives, with £2m set aside for the Youth Employment Programme and £3m to establish a loan fund. Kent Community Foundation (KCF), who are to administer the loan fund scheme on KCC's behalf, will receive an annual donation of £1m for 3 years (subject to annual review), with the first instalment made in the current year and the remaining £2m to be paid in 2012-13 and 2013-14 respectively. The Youth Employment Programme will be launched at the turn of the year with the majority of the £2m spend, concerning payments to employers to give those who have been long-term unemployed valuable work experience and employability skills, to be incurred in 2012-13. As such, £4m of the £5m set aside in the current year is to be re-phased into 2012-13.

Within the Finance & Business Support portfolio, £6.6m of savings are being made on the debt charges budget largely as a result of the re-phasing of the capital programme in 2010-11 and no new borrowing being taken in the first ten months of 2011-12 other than to replace maturing debt, and an unexpected un-ringfenced grant increase of £1.5m is being held to offset pressures elsewhere across the authority. A £1m saving against the Carbon Reduction Levy is also forecast reflecting the intention to charge schools for their share of the cost in line with a recent change in school finance legislation. This saving has also been reflected in the 2012-15 MTFP. In addition, a contingency of £3.2m was held within the ASC&PH portfolio against the ending of the Social Care Reform Grant, but now that agreement has been reached on the use of the £16.2m NHS funding for Social Care, this contingency has been released to the Finance & Business Support portfolio, where it has been declared as an underspend.

Summary of Capital budget monitoring position for financial year 2011/12			
Cabinet Member	John Simmonds	Corporate Director	Andy Wood
Portfolio	Finance and Business Support	Division	Finance and Procurement

Capital Budget position by portfolio	Budget	Actual Spend
	£ m	Variance
		£m
Education, Learning & Skills	109.4	-0.3
Specialist Children's Services	14.4	
Adult Social Care & Public Health	5.5	
Environment, Highways & Waste	100.5	+1.5
Customer & Communities	17.9	+0.3
Regeneration & Enterprise	4.9	
Business Strategy, Performance & Health Reform	11.9	-0.1
Total (excluding schools)	264.5	+1.4
Schools	24.7	
TOTAL	289.2	+1.4

Commentary
<p>Key headlines:</p> <p>Highways Major Maintenance +£1.2m is to be spent on urgent road repairs and street lighting column replacement to be funded by a revenue contribution as agreed by Cabinet on 25 January 2012.</p> <p>Further detail on all capital projects and related re-phasing and variances can be found in the full Financial Monitoring report.</p>

Incoming calls received by KCC Contact Centre (Contact Kent) : top ten contact lines			
Cabinet Member	Mike Hill	Director	Des Crilley
Portfolio	Customer and Communities	Division	Customer Services

All figures rounded to nearest thousand and shown as thousands.

Contact Phone Line	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Oct to Dec 2011	Change to last fin. year
247 main phone line	31	41	30	32	40	48	35	+18%
Highways and Transport	34	34	35	39	36	41	37	+11%
Office switchboards	37	32	45	52	40	31	27	-14%
Libraries and Archives	42	43	47	41	37	35	32	-20%
Registration Services	34	30	25	35	40	22	18	-10%
Adult Social Services	20	19	19	22	27	25	22	+28%
Education Line	11	13	15	18	26	31	17	+88%
Blue Badges	11	11	9	10	17	16	15	+56%
Adult Education	13	20	13	13	11	17	9	-19%
Children Social Services	10	9	9	8	10	9	11	+11%
Other lines	19	18	21	18	29	25	24	+35%
Total Calls (in thousands)	261	270	269	287	314	301	246	+8%

Commentary

Caller volumes to the Contact Centre reduced substantially in the quarter and the number of contacts was 9% less than the same time last year. This brings the financial year to date increase to 8% compared to last year (reported as a 16% increase at the end of quarter 2).

Some of the increase in call volumes seen this year was due to new phone lines moving into the Contact Centre such as Concessionary Fares, which was previously run by district councils. However a number of other services have also seen increased caller volumes this year.

The increase in calls during the first two quarters of the year had an adverse impact on the call answering response times achieved, as reported elsewhere in this report. With reduced volumes of calls in the most recent quarter, call answering times are now back to acceptable levels.

Detailed analysis of the call data shows the following movements to caller volumes:

- The 08458 247247 main line has this year become the most popular phone number for residents to contact KCC.
- The Library and Archives contact line previously had the highest caller volumes but the Highways and Transport contact line is now receiving more calls. This is a result of more library users choosing to renew library books online, reducing caller volumes for this service, and for Highways and Transport call volumes have increased mainly due to changes to processes for speed awareness courses. Applications for speed awareness courses are now moving on-line and this should reduce call volumes in the future.
- The Education line received significantly higher call volume earlier this year due to the change for the 'In year school admissions' process. Call volumes for this service are now returning to more usual levels.
- Call volumes for the Blue Badge service have increased due to the service being delivered differently, as instructed by the Department for Transport.
- Calls to the Registration Services line have reduced as certain calls are now going directly to Registration offices.
- Calls to Adult Education have reduced because of reduced demand and greater use of the internet for booking courses.
- Previously only the out of hours calls for Children Social Care came into the Contact Centre but from quarter 3 more calls are being routed into the Contact Centre during normal working hours, as part of the children's improvement plan and working with the Central Duty Team
- Other lines included an additional 2,400 calls in December on the KCC Campaign line, which was used for providing information to customers enquiring about the increase in the charge for Blue Badge applications.

Number of complaints received by Kent County Council – top ten service areas							
Cabinet Member	Mike Hill			Director	Matt Burrows		
Portfolio	Customer and Communities			Division	Communication and Engagement		
Complaints by Service area	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Oct to Dec 2011	12 month Totals
Highways and Transportation	532	646	247	261	288	183	979
Children's services *	104	125	128	(132)	(144)	(144)	548
-- Education services				14	15	6	
-- Children's social care				118	129	138	
Adult Social Services	126	123	135	126	82	112	455
Libraries & Archives	25	23	23	47	255	182	507
Insurance claims	49	51	220	56	15	18	309
Environment *	102	44	71	(93)	(113)	(50)	317
-- Waste management				68	58	39	
-- Countryside access				25	55	11	
Adult Education	49	38	32	33	36	27	128
Commercial Services	27	18	17	59	31	41	148
Gateways and Contact centre	48	10	3	10	25	9	47
Youth services	12	18	8	3	9	4	24
Other services	49	62	49	50	41	30	181
Total	1,123	1,158	933	870	1,039	800	3,642

* Breakdown of last year's data for children's services and environment into new organisational structures is not available.

Commentary

The number of complaints for the quarter were down 24% compared to last quarter and down 32% compared to the same time last year, thus continuing the trend for less complaints being recorded this year. Complaints received up to quarter 3 this year have been 21% less than last year (15% less at half year point). Services showing the largest reduction in complaints this quarter were Highways and Transportation, Libraries and Archives and Environment. All complaints are monitored to determine whether there are any emerging trends that can be addressed by the service areas.

Highways and Transportation: The majority of complaints received by KCC relate to highways and transportation. Complaints in this area are down 57% compared to the same time last year and much of this is down to the work undertaken to reduce the backlog of pothole repairs and other maintenance work which had resulted from previous harsh winter weather. This accounts for much of the reduction in complaints this year compared to last year.

Children's Social Services: There was a slight increase in complaints again this quarter although no specific trends have been identified. Compliments were paid for a number of areas including Social Work support through the adoption process and headteachers valuing social work support for school pupils.

Adult Social Services: In the third quarter 112 complaints were received, of which 6 related to Finance, 27 to Learning Disability services, 1 to Mental Health services, 62 to services for Older People and 16 to services for people with physical disabilities. The top three reasons for complaints were disputed decisions, communication with relatives/service users and delay in providing services.

Libraries & Archives: Complaints are recorded on comment cards and due to a noticeable reduction in the number of comment cards received last year, in comparison with previous years, managers were reminded to ensure that comment cards were clearly visible within libraries. As a result there has now been an increase in comment cards received in the last two quarters. The main issue for complaint are the new self-service counters which older people in particular are finding difficult to use and which give out information in a different format than they are used to.

Insurance Claims: The number of Insurance claim complaints are significantly down this year compared to last year, due to the reduction in the number of claims for pothole damage, leading to an improvement in the speed with which we deal with claims.

Environment: The number of complaints received regarding Country Parks reduced this quarter.

Result of key public consultation exercises			
Cabinet Member	Mike Hill	Director	Matt Burrows
Portfolio	Customer and Communities	Division	Communication and Engagement

Youth Service Transformation

A period of 90 day consultation of Youth Service Transformation concluded at the end of October 2011. A report has been written, presented to Cabinet Member and Corporate Director for Customer and Communities, and published on-line at www.kent.gov.uk/youth on 5 January 2012. A significant number of briefing sessions were held for staff, young people and other groups; the Cabinet member and Head of Integrated Youth Services also attended all Locality Boards of their local equivalent in the last weeks of 2011. More than 730 written responses were received from a wide range of individuals and groups; 6 petitions were also received, one of which triggered a full County Council debate in December 2011.

Responses from consultation indicated a roughly equal split between those who agreed with the concept of a new model of service delivery and those who preferred no change to the *status quo* or a minority who proposed a more radical model of total commissioning.

The key countywide themes were related to:

- The concept and location of proposed ‘Youth Hubs’;
- The proposed commissioning model;
- An outcomes framework which encompassed a range of 14 general priorities for young people to engage in challenging and fun activities to help them develop a wide range of skills and support their well-being and development.
- Buildings – the proposal that some of the current stock of youth centres would not be run by KCC.

On 12 January, Mr Hill took a formal decision to proceed with implementation of the overall model of delivery as described in the original proposal i.e. a core KCC offer of open access youth work in each district/borough alongside other local provision supported by a newly created commissioning fund.

The formal decision also requires officers from KCC and districts/boroughs to work with Locality Boards or equivalent, and young people, between January-March 2012 to define what youth work provision is required at local level. This work from the 12 districts/boroughs will inform a final Cabinet Member decision in April 2012, after which a period of implementation will commence and run through 2012. The new model of delivery will commence on 1 January 2013.

Consultations in Progress

Several consultations began in quarter 3 and ended in quarter 4. They include:

- KCC Budget 2012/13 – the budget was approved by County Council on 9th February 2012.
- Household Waste Recycling Centres - the aim of this review is to identify the right level of Household Waste Recycling Centre service for Kent residents at the right cost.
- A consultation on school admissions - In line with the School Admissions Code, the council is consulting admissions authorities, diocesan boards, parent groups and parent/guardians of children aged between two and 16 who live in Kent. They are being asked about the proposed admission arrangements for community and voluntary controlled schools in Kent for the 2013/14 school year.
- Plus 16 Bus Pass Trial - the results of the survey are being used to help inform policy decisions about bus travel for over 16s in Kent.

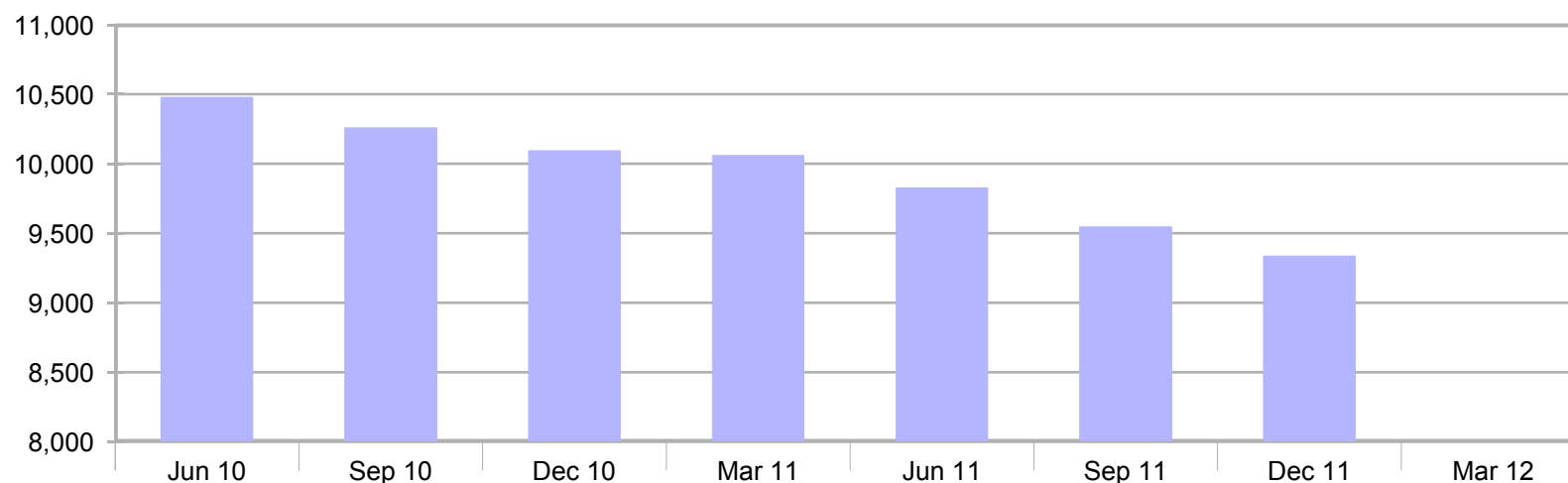
Details of results of these consultations will feature in the quarter 4 report.

Upcoming Consultations

There are several key consultations taking place in quarter 4 – these include:

- Learning Disability - looking at a new model for day services in Shepway
- Supporting Independence Service (SIS) specification – the Families and Social Care directorate is going out to tender for a new contract in March 2012 for the Supporting Independence Service (SIS) replacing contracts for Community Support Services, Supported Accommodation and Supported Living. With this contract we intend to commission an outcome focused service based on independence and social inclusion principles. Views are invited about the proposed service model set out in the service specification.
- Consultation on the developer's Guide - Creating Quality Places – this sets out a framework by which KCC will work together with partners including Districts and the Development Industry to provide housing and deliver the necessary community infrastructure to support that growth.

Number of full time equivalent (FTE) staff employed by KCC (excludes schools)



Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	10,477	10,259	10,094	10,061	9,826	9,545	9,336	

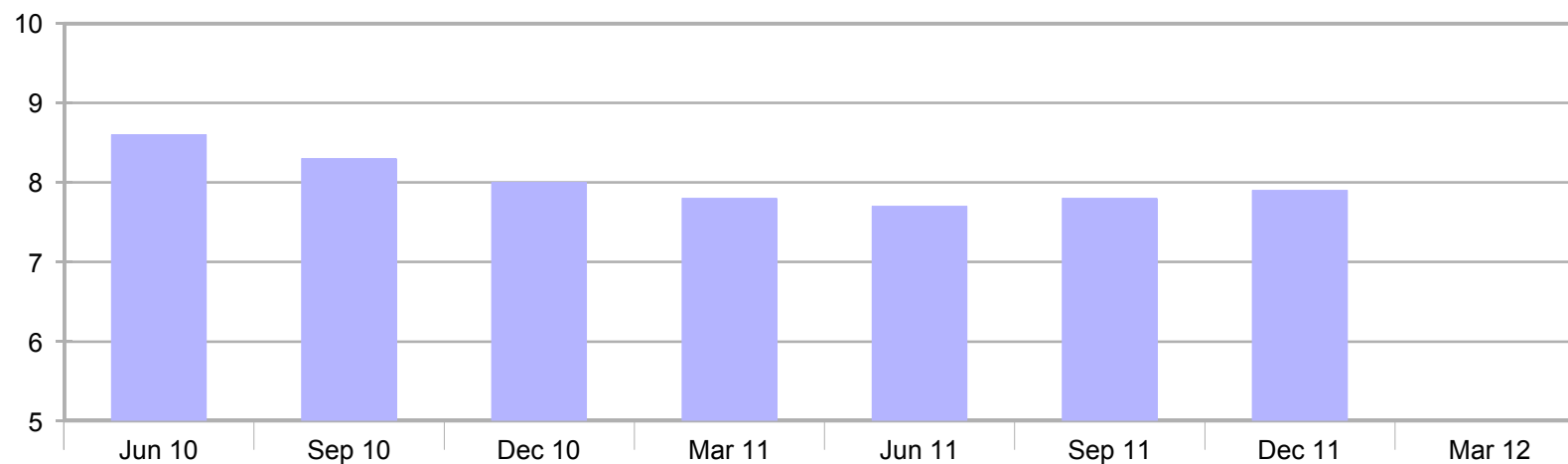
Commentary

KCC has reduced its FTE workforce by 7.5% in the last 12 months and further reductions will be achieved in the year ahead. Staff numbers reduced by 470 during financial year 2010/11 and have reduced by a further 725 in the first nine months of this financial year, making a total reduction of 1,195 (11%) since March 2010.

Data Notes

Unit of measure: Number of FTE
 Data Source: Oracle Human Resources database
 Data is reported as count at each quarter end

Average number of days of sickness per full time equivalent member of staff



Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	8.6	8.3	8.0	7.8	7.7	7.8	7.9	

Commentary

Sickness has shown a slight increase in the quarter compared to the previous quarter but performance continues to be better than previous year.

Available comparative data for this indicator shows:

CIPFA benchmarking club, Other county councils, unitaries and police forces = 10.1 days

CIPFA benchmarking club, Other county councils and Medway = 8.9 days

CBI, Absence & Workplace Health Survey 2011, Public sector = 8.1 days

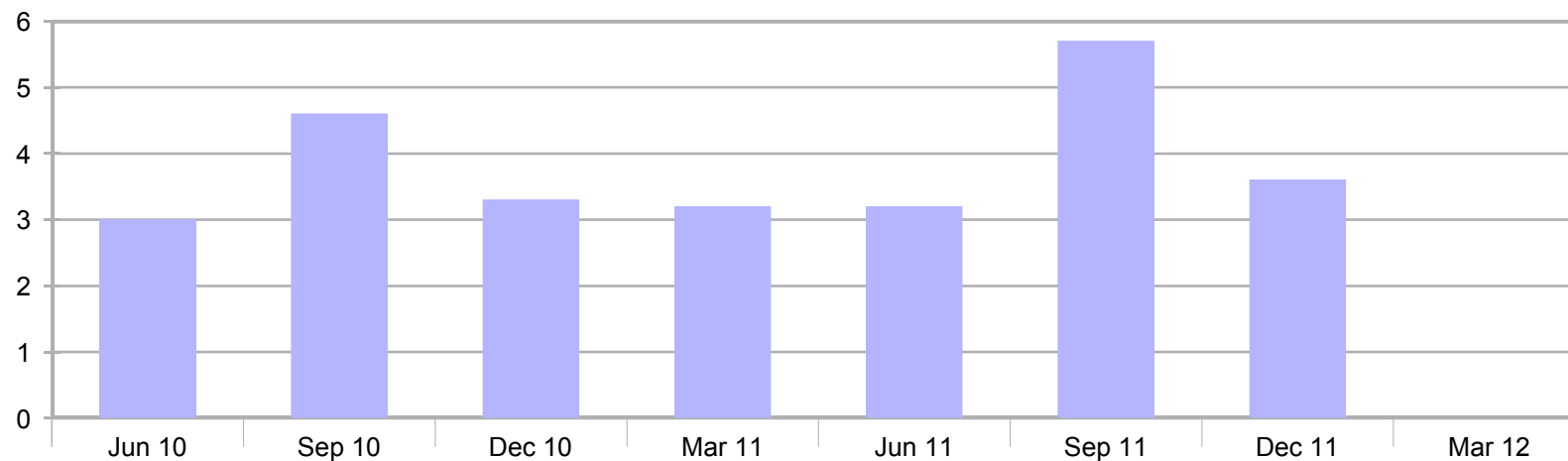
Civil service = 8.7 days

Data Notes

Unit of measure: Average number of days per FTE. Data is reported as totals for the 12 months ending each quarter.

Data Source: Oracle Human Resources database

Staff turnover - percentage of staff leaving as a percentage of headcount



Trend Data	Jun 10	Sep 10	Dec10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	3.0%	4.6%	3.3%	3.2%	3.2%	5.7%	3.6%	
12 month total	11.7%	12.9%	13.7%	14.1%	14.4%	15.3%	15.6%	

Commentary

Turnover for the quarter was higher than the same period last year. Turnover has shown a steady increase over the last 18 months but remains comparable to similar organisations. Turnover at this time is higher than in previous years due to the level of restructuring the council is delivering, as it reduces the size of its workforce to deliver significant budget savings.

Available annual comparative data for this indicator shows :

CIPFA benchmarking club, Other county councils, unitaries and police forces = 14.7%

CIPFA benchmarking club, Other county councils and Medway = 14.7%

Xpert HR Survey 2011, Public sector average = 12.6%

Data Notes

Unit of measure: Number of staff leaving KCC expressed as a percentage of headcount, excluding casual relief, sessional or supply contracts. Figures do not include schools. Data is reported as percentage for each quarter but 12 month totals are also provided in the data table.

Data Source: Oracle Human Resources database

Disciplinaries, Grievances and Employment Tribunals

Case Type		Jun 2011	Sept 2011	Dec 2011	Mar 2012
Disciplinaries		94	48	44	
Grievances		12	6	14	
Harassment		10	5	6	
Performance & Capability					
- Performance		19	23	18	
- Ill Health		62	119	107	
Employment Tribunals		4	4	2	
TOTAL CASES		201	205	191	

Commentary

Disciplinaries have decreased during the year with the new Business Support team having been put in place by August 2011. This team has helped close down many outstanding cases.

Ill Health Performance and Capability cases increased earlier in the year as the new Business Support team reinforced their formal procedures linked to 3 months sickness absence or more. Numbers have started to come down in the latest quarter.

Grievances have shown an increase since last quarter 2 as Business Support and Managers have been tackling more performance and capability issues which has resulted in more employees raising more grievances.

Data Notes

The information reported in the current open cases being dealt with by the Business Support team.

Health and Safety Incidents

	Year to Mar 11	Apr-Jun 11	Jul-Sept 2011	Oct-Dec 2011	Jan-Mar 2012
Number of reported incidents	1,823	291	368	353	
Days lost due to accident/incident	1,472	424	351	140	

Commentary

Reported incidents for the last so far are significantly lower than the rate seen last year. Days lost are also running at lower rates than last year, reversing the position seen at the half-year point, due to low lost days in the last quarter.

	Year to Mar 11	Apr-Jun 11	Jul-Sept 2011	Oct-Dec 2011	Jan-Mar 2012
RIDDOR					
Major injury incidents	12	3	1	1	
Over 3 day injuries	54	3	8	15	

Commentary

We are legally required to report certain accidents and incidents to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR 1995).

Note that these figures include Schools and Academies.

KCC Risk Register

Risk management framework

The revised risk management framework is now set out in our latest Risk Management Policy which was approved by the Governance and Audit Committee in November 2011.

Work Programme

A work programme for the risk management team is underway. The joint CMT / Cabinet Member workshop held in November 2011 enabled the production of a draft Corporate Risk Register. Cabinet Members reviewed the Corporate Risk Register in early January 2012 and a short copy was issued for inclusion in the Medium Term Financial Plan. A further Cabinet / CMT risk workshop is scheduled for the late March. The aim of the workshop will be to review progress on the Corporate Risk Register, its alignment with the organisational Risk Framework and the reporting and reviewing of Risks within the new Governance structure. Risk Management and Performance officers are working with directorate management teams and their business planning partners during business planning to identify and capture operational and strategic risks.

Risk Level Assessment

The current proposals for taking forward the level of risk assessment is shown below.

Risk rating	Risk level
Red	Significant risk
Amber	High risk
Yellow	Moderate risk
Green	Low risk
Blue	Insignificant risk

KCC Risk Register

A summary of the KCC Corporate Risk Register is set out in the table below, showing a brief description of the risk, and the current and target risk levels.

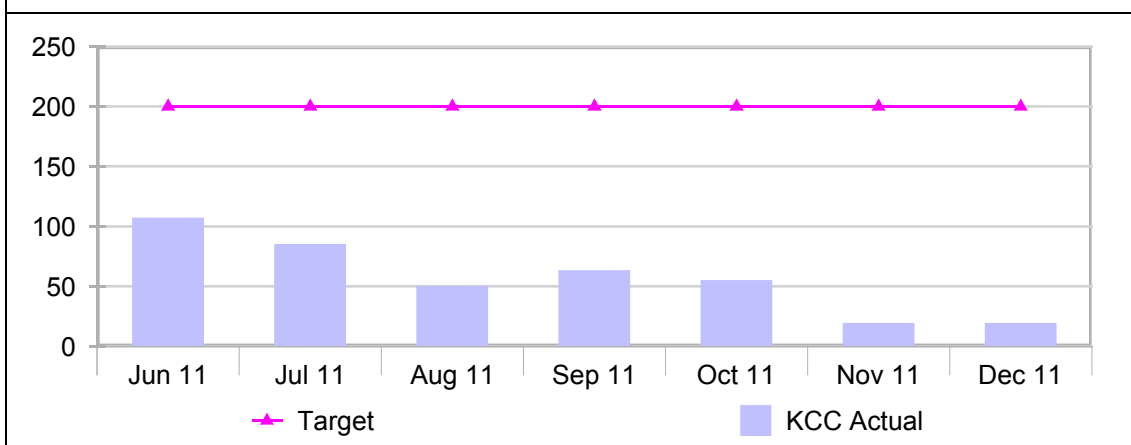
	Target Risk level	Current Risk level
1. Data and Information Management: The corruption, misuse, misplacement, loss or theft of the data and information could disrupt the council's ability to function effectively and result in unwelcome adverse publicity or legal action.	Amber Unlikely Significant	Amber Possible Significant
2. Safeguarding; KCC's ability to fulfil this obligation could be affected by the adequacy of its controls, management and operational practices or if demand for its services exceeded its capacity and capability.	Amber Possible Significant	Amber Likely Serious
3. Economic Climate; If the current economic climate continues or worsens or other regions re-stimulate their economies more quickly than Kent, then the Council's ability to deliver its plans for economic growth will be constrained. Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions.	Amber Likely Significant	Amber Likely Significant
4. Civil contingencies & Resilience: KCC's ability to effectively manage incidents and maintain critical services could be undermined if they are unprepared or have ineffective emergency and business continuity plans and associated activities.	Amber Possible Serious	Amber Possible Serious
5. Organisational Transformation: The combination of losing experienced staff, recruiting new staff, and ensuring existing staff have the right skills and behaviours is a major challenge, and if not managed successfully could result in failure to deliver expected outcomes and benefits, and critical services may be impeded.	Amber Unlikely Serious	Amber Possible Serious
6. Localism: Unless this agenda is managed effectively, including relationships with partners and providers, key objectives will not be achieved.	Amber Possible Serious	Amber Possible Serious

	Target Risk level	Current Risk level
7. Governance and Internal Control: If the Council's Governance arrangements are deficient, ineffective or unresponsive then the Council may encounter financial loss, service / operational disruption and prosecution.	Green Unlikely Moderate	Amber Possible Significant
8. Academies independence from KCC: Although funding and control is passed to schools KCC remains accountable for educational performance for all state maintained schools including Academies.	Amber Likely Significant	Red Very Likely Serious
9. Health Reform: The Department of Health's time table for the transition to the new arrangements requires the majority of the activity and new organisations in place by April 2013. KCC is closely monitoring the progress of the Bill and its implications so that it is as prepared as it can be to implement the reforms once approved.	Yellow Possible Moderate	Amber Likely Significant
10. Demand Management: If the Council does not correctly assess, understand and deal with demand, changing demographics, customer expectations and delivery channels; and redesign and align its services and operations accordingly then it will find it increasingly difficult to fulfil its statutory duties and satisfy customer needs.	Amber Likely Serious	Red Very Likely Major
11. Responsiveness to Emerging Government Reforms and Directives: KCC may not have sufficient financial resources or ability to implement or accommodate the required changes on time and within cost to meet Government expectations.	Yellow Possible Moderate	Amber Possible Significant

Number of children's social care cases not allocated to a social worker for over 28 days				Green ↓																											
Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	Bold Steps Ambition	To tackle disadvantage																												
Cabinet Member	Jenny Whittle	Director	Jean Imray																												
Portfolio	Specialist Children's Service	Division	Specialist Children's Service																												
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Month</th> <th>Target</th> <th>KCC Actual</th> </tr> </thead> <tbody> <tr> <td>Jun 11</td> <td>200</td> <td>9</td> </tr> <tr> <td>Jul 11</td> <td>200</td> <td>35</td> </tr> <tr> <td>Aug 11</td> <td>200</td> <td>39</td> </tr> <tr> <td>Sep 11</td> <td>100</td> <td>1</td> </tr> <tr> <td>Oct 11</td> <td>100</td> <td>9</td> </tr> <tr> <td>Nov 11</td> <td>100</td> <td>5</td> </tr> <tr> <td>Dec 11</td> <td>100</td> <td>15</td> </tr> </tbody> </table>			Month	Target	KCC Actual	Jun 11	200	9	Jul 11	200	35	Aug 11	200	39	Sep 11	100	1	Oct 11	100	9	Nov 11	100	5	Dec 11	100	15	<p>Data Notes. Tolerance: Lower values are better Unit of measure: Number Data Source: ICS</p> <p>Data is reported as count at each month end.</p> <p>The Improvement Plan phase 1 target was to reduce the number to 200 by August 2011 and Improvement Plan phase 2 changed this target to 100 to be achieved by April 2012.</p>				
Month	Target	KCC Actual																													
Jun 11	200	9																													
Jul 11	200	35																													
Aug 11	200	39																													
Sep 11	100	1																													
Oct 11	100	9																													
Nov 11	100	5																													
Dec 11	100	15																													
Trend Data – month end																															
	Jun 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11																								
KCC Result	9	35	39	1	9	5	15																								
Target	200	200	200	100	100	100	100																								
Rag Rating	Green	Green	Green	Green	Green	Green	Green																								
Commentary																															
This target has been achieved and is being maintained.																															

Number of initial assessments in progress and out of timescale Green ↑

Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	Bold Steps Ambition	To tackle disadvantage
Cabinet Member	Jenny Whittle	Director	Jean Imray
Portfolio	Specialist Children’s Service	Division	Specialist Children’s Service



Data Notes.
 Tolerance: Lower values are better.
 Unit of measure: Number
 Data Source: ICS

 Data is reported as count at each month end.

Trend Data – month end	Jun 11	Jul 11	Aug 11	Sep 11	Oct 11	Nov 11	Dec 11
	KCC Result	107	85	50	63	55	19
Target	200	200	200	100	200	200	100
Rag Rating	Green	Green	Green	Green	Green	Green	Green

Commentary

This target has been achieved and performance continues to improve.

Number of looked after children (LAC) per 10,000 children aged under 18							Red ↓
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage		
Cabinet Member	Jenny Whittle			Director	Jean Imray		
Portfolio	Specialist Children's Service			Division	Specialist Children's Service		
				<p>Data Notes. Tolerance: Lower values are better Unit of measure: Number per 10,000 children Data Source: ICS for current year and DfE for previous year and statistical neighbours.</p> <p>Data is reported as the position at each quarter end. Counts rounded to nearest 5. Data shown in the graph includes unaccompanied asylum seeker children (UASC). The citizen count (excluding UASC) is also shown below in the data table.</p>			
Trend Data – quarter end	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	46	47	54	56.0	56.4	56.7	
Target			47	47	47	47	47
Statistical neighbour	45	48	51				
Rag Rating	Amber	Green	Red	Red	Red	Red	
Total number of LAC	1,420	1,475	1,695	1,745	1,765	1,775	
Citizen LAC (non-UASC)	1,145	1,245	1,460	1,510	1,555	1,577	
Commentary							
<p>Numbers of looked after children (LAC) in Kent continue to increase, from 1,695 in March 2011 rising to 1,775 in December 2011. LAC targets by district are now agreed and have been incorporated into performance monitoring. The result includes unaccompanied asylum seeking children (UASC) which is a pressure in Kent. If this calculation was made excluding UASC it would be 50.4. Much of the immediate focus of the Children Social Services' Improvement Plan has been around tackling the backlog of cases (as anticipated, some of which will have resulted in children becoming looked after) and improving throughput and caseloads. Work is underway to develop a projected downwards trajectory in the light of the actions listed below.</p>							

Number of looked after children (LAC) per 10,000 children aged under 18	Red ↓
What actions are we taking to improve performance (and drivers of performance)	
<p>Current actions include:</p> <ul style="list-style-type: none"> • Improving the percentage of children who are adopted (see specific actions against the next indicator) • Identifying end dates for all LAC • Robust gate-keeping of decisions to take children into care. • Robust tracking of permanency planning <p>In the longer term, the following actions will impact on LAC numbers:</p> <ul style="list-style-type: none"> • Increased investment in a range of prevention and early intervention services, particularly in adolescent intervention services and in high-level family support • Scoping out work needed for speedier responses to vulnerable adolescents, including an “invest to save” proposal on adolescent services 	
Risks and mitigating actions	
<p>Growing numbers of looked after children bring increased funding pressures, making it even more difficult to find the resources to invest in early intervention and preventative services. Despite the financial climate, ways are being found to invest in preventative services to reduce LAC numbers long-term, and this will be a key theme in the Phase 2 Improvement Plan.</p>	

Percentage of children leaving care who are adopted				Red ↓			
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage		
Cabinet Member	Jenny Whittle			Director	Jean Imray		
Portfolio	Specialist Children's Service			Division	Specialist Children's Service		
				<p>Data Notes. Tolerance: Higher values are better Unit of measure: Percentage Data Source: ICS for current year and DfE for previous year and statistical neighbours.</p> <p>Results are reported as year to date. Counts rounded to nearest 5.</p> <p>The indicator is calculated as the number of children adopted as a percentage of the number of children who ceased to be looked after.</p>			
Trend Data – year to date	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	9.5%	9.1%	8.0%	15.1%	9.5%	8.1%	
Target			11%	11%	11%	11%	11%
Statistical neighbour	13%	14%	11%				
Rag Rating	Red	Red	Red	Green	Red	Red	
Number of adoptions	75	70	60	25	40	50	
Commentary							
<p>Analysis suggests the 11% target (as set in the Improvement Notice) is a very challenging one, and would require 91 adoptions in the year (this is a projected figure as the total number of care leavers will be unknown until the year end). The inclusion of unaccompanied asylum seeking children (UASC) impacts negatively upon Kent's performance.</p> <p>In December 2011 there were 105 children living in their permanent homes. Fifty of these had court orders granted for Adoption in the year-to-date, the remaining 55 are living in their adoption placements awaiting the final adoption order to be granted by the Courts. There are a further 93 children for whom adoption is the plan, and Placement Orders have been granted. These children are awaiting adoption placements.</p>							

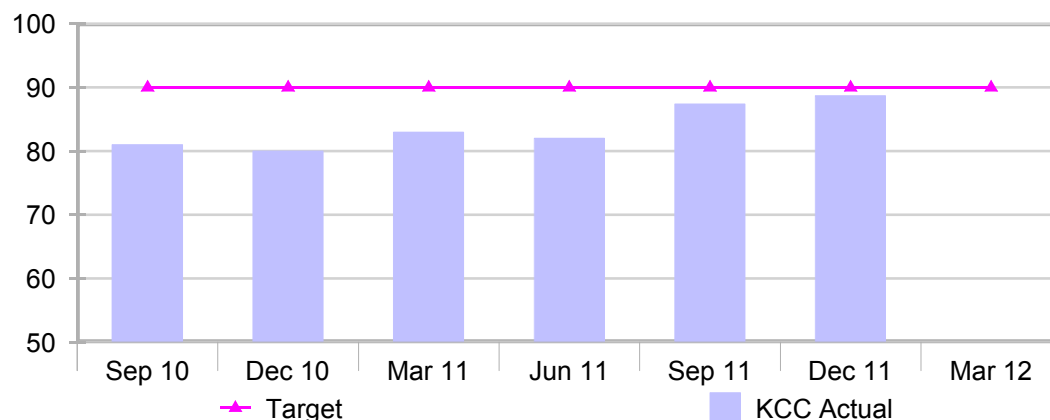
Percentage of children leaving care who are adopted	Red ↓
What actions are we taking to improve performance (and drivers of performance)	
<p>Improving the percentage of children who are adopted by:</p> <ul style="list-style-type: none"> • A contract has been signed with Thomas Coram who will manage the Adoption Service on Kent's behalf. A contract manager is now in place. • Robust system in place to ensure assessments are given priority - 61 assessments are scheduled for approval by March 2012 • Martin Narey has completed the review of adoption systems and processes to identify how adoption can be speeded up and the findings are being actioned • District managers and adoption leads jointly monitoring the progress of all children requiring adoption • Permanency policy and prompts have been agreed; workshops on permanency conducted; Permanency Plans now identified by the second looked after children review • Performance reporting monitors the percentage of children adopted • Tracking process established to follow children identified for adoption and ensure there is no drift in their planning. 	
Risks and mitigating actions	
<ul style="list-style-type: none"> • Capacity to undertake sufficient assessments of prospective adopters. • Delays in court processes. • Recruitment delays. 	

Number of children subject to a child protection plan, per 10,000 children aged under 18							Amber ↑																																
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage																																		
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Target			39.9	39.9	39.9	39.9	39.9																																
Statistical neighbour	27.2	29.5	34.5																																				
Rag Rating	Amber	Red	Red	Red	Red	Amber																																	
Number of children	1,022	1,243	1,621	1,676	1,616	1,258																																	
Commentary																																							
<p>The numbers of children subject to a child protection plan has seen a noticeable decline during the last quarter, with the total reducing to 1,258 (December 2011).</p> <p>Much of the immediate focus of the Improvement Plan has been around tackling the backlog of cases (some of which will have resulted in children becoming subject to a child protection plan) and improving throughput, which would impact adversely on this indicator and was anticipated. Actions in place as part of the improvement plan have already started to impact on this indicator.</p>																																							

Number of children subject to a child protection plan, per 10,000 children aged under 18	Amber ↑
What actions are we taking to improve performance (and drivers of performance)	
<ul style="list-style-type: none"> • Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months; • Amending current child protection procedures to reduce the number of children subject to parallel LAC and child protection plans; • Strengthening child protection and conference processes, including assessments, reports and multi-agency working; • Work to strengthen Kent Safeguarding Children’s Board functions, including its scrutiny function to ensure that agencies are engaged effectively in multi-agency planning in respect of child protection; • Training conference chairs in order to ensure more focussed, outcome-based planning; • More rigorous gatekeeping of the child protection work; • Review of section 47 processes; • Increasing options for step down services; • Strengthening of training, both internal and multi-agency, in respect of child protection conferences. 	
Risks and mitigating actions	
<p>A potential risk is the current drive to reduce looked after children, which will mean increased pressure to manage risk in the community.</p>	

Percentage of caseholding posts filled by permanent qualified social workers **Amber** ↑

Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements	Bold Steps Ambition	To tackle disadvantage
Cabinet Member	Jenny Whittle	Director	Jean Imray
Portfolio	Specialist Children's Service	Division	Specialist Children's Service



Data Notes.

Tolerance: Higher values are better
 Unit of measure: Percentage
 Data Source: ICS

Data is reported as the position at each quarter end.

Posts held by agency staff are not included in the figures for this indicator.

Trend Data – quarter end	Previous Year			Current Year			
	Sep 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	81%	80%	83%	82%	87.4%	88.7%	
Target	90%	90%	90%	90%	90%	90%	90%
Rag Rating	Amber	Red	Amber	Amber	Amber	Amber	
Percentage agency staff	6.0%	8.8%	16.1%	23%	25%	13.5%	

Commentary

This target is about recruiting permanent staff, not about managing vacancies. When numbers of agency staff are taken into consideration, the division has been over establishment for qualified social workers all year (102% as at the end of December) – but the strategy is to reduce dependence on agency staff.

Percentage of caseholding posts filled by permanent qualified social workers	Amber ↑
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What actions are we taking to improve performance (and drivers of performance)

The robust workforce strategy and compelling offer was agreed by the Improvement Board and Cabinet in May and is being implemented.

4 separate campaigns have been delivered since March 2011 which have resulted in the appointment of

- 18 Experienced Social Workers
- 15 Principal Social Workers
- 7 Team Leaders

There is a continuing focus on the recruitment of experienced social workers to fill vacancies and reduce the requirement for agency staff.

We will continue to monitor the recruitment processes in terms of numbers of applications submitted, shortlisted, interviewed, offered and appointed.

Discussions will be held with Kent Top Temps with regard to the engagement and placement of agency staff in order to clarify rates, quality assurance and customer relationships.

Risks and mitigating actions

The division still has a high proportion of staff who are recently qualified. The workforce strategy is not only about exceeding the 90% target, but also improving the balance of experienced and newly qualified social workers, and actions to mitigate this are included in the strategy.

The review to ascertain whether the current establishment rates for Social Workers are appropriate may potentially result in an increase in the vacancy rates.

Percentage of children subject to a child protection plan for two or more years							Red ↑
Bold Steps Priority/Core Service Area	Improve services for the most vulnerable people in Kent			Bold Steps Ambition	To tackle disadvantage		
Cabinet Member	Jenny Whittle			Director	Jean Imray		
Portfolio	Specialist Children's Service			Division	Specialist Children's Service		
				<p>Data Notes.</p> <p>Tolerance: Lower values are better Unit of measure: Percentage Data Source: : ICS for current year and DfE for previous year and statistical neighbours.</p> <p>Data is reported as financial year to date (i.e. Mar 11 is the result for 12 months to Mar 11, whereas Jun 11 is for the three months to Jun 11).</p>			
Trend Data – year to date	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	10%	12.7%	11.3%	11.2%	11.0%	8.9%	
Target			6%	6%	6%	6%	6%
Statistical neighbour	7.1%	6.4%	5.8%				
Rag Rating	Red	Red	Red	Red	Red	Red	
Number of children	85	100	126	46	93	136	
Commentary							
<p>The indicator is calculated as the percentage of children ceasing to be subject to a child protection plan who had been subject to that plan for two or more years. There has been a move in performance in the last quarter, from 11.0% in September 2011 to 8.9% in December 2011.</p>							

Percentage of children subject to a child protection plan for two or more years	Red ↑
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What actions are we taking to improve performance (and drivers of performance)

Current actions being taken to improve performance include:

- Review and undertake change promotion work on current cases where children have been subject to a child protection plan for over 18 months to try to prevent them moving into the 2 year plus category;
- Review and take action to ensure timely decision making and progression of all child protection cases 2 years plus.
- Strengthening child protection and conference processes, reports and assessment work;
- Strengthening KSCB's scrutiny function to ensure effective multi-agency engagement in child protection planning;
- Training conference chairs on outcome-based planning;
- More rigorous gate-keeping of the child protection process;
- Increasing options for step down services;
- Strengthening of training, both internal and multi-agency, in respect of child protection conferences;
- Tracking planned case conferences of children who have been subject to a child protection plan for 18 months to ensure timely decision making and progression

Risks and mitigating actions

The current work underway to improve throughput and reduce drift in child protection planning will impact adversely on this indicator because it is measured by the number of children subject to a plan for 2 years or more when the child protection plan ends. This will inevitably lead to a percentage increase before work begins to have an impact and therefore a drop in performance is to be anticipated.

Percentage of pupils achieving level 4 and above in both English and Maths, Key Stage 2							Amber ↑
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential			Bold Steps Ambition	Help the economy to grow		
Cabinet Member	Mike Whiting			Director/Head of Service	Sue Rogers		
Portfolio	Education, Learning and Skills			Division	Standards and Kent Challenge		
				Data Notes Tolerance: Higher values are better Unit of measure: Percentage Data Source: Department for Education Academies: Included National average: Maintained schools only Data is reported as result for each year			
Target is to achieve improvement relative to the national average and to achieve national average in the medium term.							
Trend Data – annual data							
	2006	2007	2008	2009	2010	2011	2012
KCC Result	66%	67%	69%	68%	70%	72%	
Target = National Average	70%	71%	73%	72%	73%	74%	
Statistical neighbour average	70%	72%	73%	73%	74%	74%	
Rag Rating	Red	Red	Red	Red	Red	Amber	
Commentary							
<p>Final results for 2011 show an encouraging movement towards the national average for Kent pupils which was also seen last year. Kent's results have increased by two percentage points for each of the last two years compared to a national rise of one percentage point each year.</p> <p>Attainment for Kent pupils at Key Stage 2 has for many years been within the lower quartile for all local authority areas. The 2011 result places Kent pupils at the threshold of moving to a position above the lower quartile.</p>							

Percentage of pupils achieving level 4 and above in both English and Maths, Key Stage 2**Amber ↑****What actions are we taking to improve performance (and what are the drivers of performance)**

1. Formation of new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes in September
2. Development of bespoke leadership, teaching and learning strategies to focus on improvement in these areas
3. Working in partnership with Department for Education (DfE) to determine the most effective sustainable improvement strategy for each school.

The Kent Challenge will work with schools through a Specific Partnership Approach. This will involve a more accurate audit of need, a faster brokering of resources to support identified priorities and the effective chairing of regular schools improvement boards to monitor progress. The programme will also ensure the embedded use of performance data to track pupil progress, to steer intervention and to secure high quality teaching. In practice there will be a two year partnership with schools requiring support, with KCC providing a Kent Challenge Adviser, a mentor and a tailored package of intensive support aimed at raising standards and building capacity for sustained improvement. At the end of the two year partnership, the local authority role will reduce and local network partnerships will have a stronger role to play in sustaining the improvement.

Through the Kent Challenge we will have a clear appreciation of the significant challenges faced by some schools and there will be a determination to deliver a reduction in the socio-economic barriers to learning through the programme.

Risks and mitigating actions

As a significant number of schools become academies this impacts on the available budget within the council to support the remaining maintained schools.

There is also a risk that the local Authority and DfE will not immediately agree on the sustainable solution for some schools, which may delay the implementation of improvement measures.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths				Amber ↑			
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential	Bold Steps Ambition	Help the economy to grow				
Cabinet Member	Mike Whiting	Director/Head of Service	Sue Rogers				
Portfolio	Education, Learning and Skills	Division	Standards and Kent Challenge				
				<p>Data Notes</p> <p>Tolerance: Higher values are better Unit of measure: Percentage Data Source: Department for Education (DfE)</p> <p>Data includes all pupils at state funded schools and alternative provision including academies. Independent schools are not included.</p> <p>Data is reported as result for each year.</p>			
Trend Data – annual data							
	2006	2007	2008	2009	2010	2011	2012
KCC Result	46.8%	48.5%	50.0%	52.0%	56.8%	59.4%	
Target				56.0%	57.0%	60.1%	
Statistical neighbour average	44.1%	46.0%	48.2%	50.2%	54.3%	57.8%	
Rag Rating				Amber	Amber	Amber	
Commentary							
<p>Final 2011 GCSE data shows that Kent’s results have continued to rise this year, and continue to be above both the national average and the statistical neighbour average. This is an indication of the success of Kent schools’ inclusive approach to securing educational success for the majority of its young people. However the level of improvement in Kent this year was behind the level of improvement seen nationally.</p> <p>The business plan target of 60.1% was an aggregation of school level targets excluding sponsored academies (as required by DfE) and is not directly comparable to the results shown – on a like for like basis the target was achieved. Future year targets will be set for all pupils in state schools regardless of the education provider.</p>							

Percentage of pupils achieving 5+ GCSE A* to C including English and maths	Amber ↑
What actions are we taking to improve performance (and what are the drivers of performance)	
<ol style="list-style-type: none"> 1. Formation of new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes in September 2. Development of bespoke leadership, teaching and learning strategies to focus on improvement in these areas 3. Working in partnership with Department for Education (DfE) to determine the most effective sustainable improvement strategy for each school. <p>The Kent Challenge will work with schools through a Specific Partnership Approach. This will involve a more accurate audit of need, a faster brokering of resources to support identified priorities and the effective chairing of regular schools improvement boards to monitor progress. There programme will also ensure the embedded use of performance data to track pupil progress, to steer intervention and to secure high quality teaching. In practice there will be a two year partnership with schools requiring support, with KCC providing a Kent Challenge Adviser, a mentor and a tailored package of intensive support aimed at raising standards and building capacity for sustained improvement. At the end of the two year partnership, the local authority role will reduce and local network partnerships will have a stronger role to play in sustaining the improvement.</p> <p>Through the Kent Challenge we will have a clear appreciation of the significant challenges faced by some schools and there will be a determination to deliver a reduction in the socio-economic barriers to learning through the programme.</p>	
Risks and mitigating actions	
<p>With significant numbers of schools becoming academies there is an adverse impact on the available budget to support the remaining maintained schools which the local authority works with.</p>	

Percentage of pupils achieving 5+ GCSE A* to C including English and maths – gap between those with Free Schools Meals (FSM) and other children							Red ↑
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential			Bold Steps Ambition	Help the economy to grow		
Cabinet Member	Mike Whiting			Director/Head of Service	Sue Rogers		
Portfolio	Education, Learning and Skills			Division	Standards and Kent Challenge		
				<p>Data Notes Tolerance: Lower values are better Unit of measure: Percentage Data Source: Department for Education (DfE)</p> <p>Data includes all pupils at state funded schools including academies. Independent schools are not included. Measured as: percentage of pupils without free schools who achieve the standard minus the percentage of pupils with free school meals who achieved the standard.</p>			
Trend Data – annual data							
	2006	2007	2008	2009	2010	2011	2012
KCC Result	33.5%	33.2%	32.3%	32.7%	35.3%	33.7%	
Target = National average	28.1%	27.9%	27.8%	27.8%	27.6%	27.5%	
Statistical neighbour average		30.7%	31.6%	31.6%	31.1%	31.6%	
Rag Rating	Red	Red	Red	Red	Red	Red	
Commentary							
<p>In the last five years, our FSM gap has grown by 0.5% overall, at a time when statistical neighbour average gap has grown by 0.9% and the National average gap has fallen by 0.4%. These small changes reflect the focus through National Challenge and other government policy initiatives which have driven a school focus on threshold performance rather than gap narrowing. They should be set against a total rise in GCSE results for all pupils over the same period of 10.9% for Kent and 11.8% for statistical neighbours. Hence FSM performance has improved broadly in line with increases in overall performance.</p> <p>The sharp expansion of the gap in 2010 corresponded to the sharp increase in the Kent overall GCSE results in that year and reflects only the fact that FSM performance did not improve as dramatically.</p>							

Percentage of pupils achieving 5+ GCSE A* to C including English and maths – gap between those with Free Schools Meals (FSM) and other children

Red ↑

What actions are we taking to improve performance (and what are the drivers of performance)

Previously

We have supported a number of projects aimed at improving performance of the FSM group.

- A small number of schools in engaged in the extended mile project run by the DCSF (as was),
- National Challenge also supported FSM progress through the Gifted and Talented project in National Challenge Schools, and through Youth at Risk charity delivering its coaching for success programme in a number of National Challenge schools.

In 13 schools supported by coaching for success, 11 had a smaller FSM attainment gap in 2011 than the county average and 7 had an attainment gap that had closed by more than the LA average. However, generally the impact of these projects has been difficult to disaggregate from other initiatives run by schools to raise attainment which will have affected target students.

Currently

- Learning Plus is compiling a bid for Education Endowment Funding for further more extended work to support higher attainment by FSM students, including consideration of the Achievement for All programme.
- SSI staff working in schools scrutinise each school's individual progress and strategies for gap narrowing, share good practice from around the county and ensure the profile of FSM attainment remains a key focus in school improvement planning.
- A Kent Hub of 22 schools has been supported in joining the PiXL club of around 200 secondary schools focussed on sharing in good practice in raising attainment for key groups of students.
- A Kent project has been established and is under evaluation to further develop Kagan techniques for co-operative learning. This will help address FSM underperformance by ensuring all students engage actively in learning, particularly the FSM cohort whose tendency to less ready engagement contributes to underachievement.

Key drivers

- HTs' and KCC officers' moral purpose around this issue
- Ofsted new framework, pupil premium, and performance table alignment on raising the profile of FSM performance
- Enhanced governor awareness of the gap narrowing agenda and issues
- One side effect of the pupil premium has been schools promoting and supporting FSM registration by all eligible parents/students, including groups which may for social reasons have eschewed this support. This may create a gap-narrowing effect for example if FSM registration increases in selective schools.

Risks and mitigating actions

- The Floor standard and other government targets still create perverse incentives for schools to prioritise students at the borderline of thresholds.

Mitigating actions

- Training/support/challenge from KCLAs to governors and SLTs to ensure balance of priorities within schools.

Number of schools in category (special measures or with notice to improve)				Red ↑																											
Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential	Bold Steps Ambition	Help the economy to grow																												
Cabinet Member	Mike Whiting	Director/Head of Service	Sue Rogers																												
Portfolio	Education, Learning and Skills	Division	Standards and Kent Challenge																												
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Term</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr 10</td> <td>14</td> <td>10</td> </tr> <tr> <td>Jul 10</td> <td>16</td> <td>10</td> </tr> <tr> <td>Dec 10</td> <td>18</td> <td>10</td> </tr> <tr> <td>Apr 11</td> <td>18</td> <td>10</td> </tr> <tr> <td>Jul 11</td> <td>17</td> <td>10</td> </tr> <tr> <td>Dec 11</td> <td>15</td> <td>10</td> </tr> <tr> <td>Apr 12</td> <td>10</td> <td>10</td> </tr> </tbody> </table>				Term	KCC Actual	Target	Apr 10	14	10	Jul 10	16	10	Dec 10	18	10	Apr 11	18	10	Jul 11	17	10	Dec 11	15	10	Apr 12	10	10	<p>Data Notes</p> <p>Tolerance: Lower values are better Unit of measure: Number Data Source: Ofsted Data includes all maintained schools (nursery, primary, secondary, special schools and pupil referral units) but excludes academies and independent schools.</p> <p>Data is reported as position at each term end.</p>			
Term	KCC Actual	Target																													
Apr 10	14	10																													
Jul 10	16	10																													
Dec 10	18	10																													
Apr 11	18	10																													
Jul 11	17	10																													
Dec 11	15	10																													
Apr 12	10	10																													
Trend Data – end of term position	Previous Year			Current Year																											
	Apr 10	Jul 10	Dec 10	Apr 11	Jul 11	Dec 11	Apr 12																								
KCC Result	14	16	18	18	17	15																									
Target	10	10	10	10	10	10	10																								
Rag Rating	Red	Red	Red	Red	Red	Red																									
Special Measures	9	9	10	11	11	11																									
Commentary																															
At the end of December there were 11 schools in special measures and 4 with notices to improve.																															
In the autumn term 2 schools came out of special measures, and two came out of Notice to Improve with one new school in special measures and one new schools with a notice to improve. Richmond Primary slipped from Notice to Improve to Special Measures.																															
Latest available comparative data shows that as a percentage of state funded schools (slightly different indicator from the one shown above as all state schools includes academies) there were 3.2% of schools in category at the end of the Spring 2011 term in Kent, which compared to 2.3% average for statistical neighbour local authorities.																															

Number of schools in category (special measures or with notice to improve)	Red ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>The Formation of the new Kent Challenge team and implementation of a bespoke improvement programme based on best practice in National Challenge programmes began in September 2011 and will deliver a new approach to this issue. Working in partnership with the Department for Education we will determine the most effective sustainable improvement strategy for each school. Staff are currently analysing attainment results to see where the vulnerable schools are, and as part of the Kent Challenge they will be looked at on the basis of the 4 issues that the new OFSTED framework is based on.</p> <p>Actions relating to schools currently in special measures include:</p> <ul style="list-style-type: none"> • Bellwood and Oaktrees are a hard federation and are becoming a sponsored academy on April 1st • Chantry is becoming a sponsored academy • Christ Church Junior is under a headship arrangement with St. Peters in Thanet • Dartford Technical College has a new headteacher in place in September 2011 • Downsview has a new team in place and is making good progress • Morehall is linked to St. Mary's and this work is led by an experienced headteacher – good progress is expected • Pilgrims way will become a sponsored academy under St. Stephens Academy • Walmer Science College has an acting headteacher in place • Dover Road has a statement of action in place • Richmond Primary has and York Road junior are both newly in Special Measures with action plans to be developed 	
Risks and mitigating actions	
<p>The introduction of the new Ofsted inspection framework in January 2012 may affect the number of schools going into category. Currently the potential impact of this is unknown.</p>	

Number of starts on Kent Success Apprenticeship scheme							Green ↓																								
Bold Steps Priority/Core Service Area	Shape education and skills provision around the needs of the Kent economy			Bold Steps Ambition	Help the economy to grow																										
Cabinet Member	Mike Whiting			Director/Head of Service	Sue Dunn																										
Portfolio	Education, Learning and Skills			Division	Skills and Employability																										
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Period</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Sep 10</td> <td>100</td> <td>88</td> </tr> <tr> <td>Dec 10</td> <td>108</td> <td>88</td> </tr> <tr> <td>Mar 11</td> <td>105</td> <td>88</td> </tr> <tr> <td>Jun 11</td> <td>115</td> <td>88</td> </tr> <tr> <td>Sep 11</td> <td>125</td> <td>88</td> </tr> <tr> <td>Dec 11</td> <td>124</td> <td>88</td> </tr> <tr> <td>Mar 12</td> <td>31</td> <td>88</td> </tr> </tbody> </table>				Period	KCC Actual	Target	Sep 10	100	88	Dec 10	108	88	Mar 11	105	88	Jun 11	115	88	Sep 11	125	88	Dec 11	124	88	Mar 12	31	88	<p>Data Notes.</p> <p>Tolerance: Higher values are better Unit of measure: Number Data Source: Supporting Independence Programme</p> <p>Data is reported as rolling 12 month total.</p> <p>No comparative data from other local authorities is currently available for this indicator.</p>			
Period	KCC Actual	Target																													
Sep 10	100	88																													
Dec 10	108	88																													
Mar 11	105	88																													
Jun 11	115	88																													
Sep 11	125	88																													
Dec 11	124	88																													
Mar 12	31	88																													
Trend Data – rolling 12 month results		Previous Year			Current Year																										
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12																								
KCC Result – 12 month	100	108	105	115	125	124																									
Target	88	88	88	88	88	88	88																								
Rag Rating	Green	Green	Green	Green	Green	Green																									
Actual starts in quarter	34	32	23	26	44	31																									
Commentary																															
<p>The number of apprentice starts within KCC remains above target and this is expected to continue. At the end of December the year to date total for the financial year was 101, greatly in excess of the target for the financial year.</p>																															

Number of starts on Kent Success Apprenticeship scheme	Green ↓
What actions are we taking to improve performance (and drivers of performance)	
<p>The Kent Success programme has been reviewed and processes and procedures streamlined to ensure that a fast and efficient service can be delivered to both managers within the council and to young people wishing to undertake an apprenticeship within the council. The KCC apprenticeship scheme provides a one-to-one support service to employers throughout the process, outlining the benefits of having an apprentice and making sure that the process is easy and straightforward.</p> <p>In order to widen the offer of apprenticeships available within the council we are now working with additional training providers and will be promoting the Kent Success programme more widely to young people and managers to raise awareness of what is now available.</p>	
Risks and mitigating actions	
<p>Due to current uncertainties surrounding restructures there is a risk that some managers may be reluctant to take on supernumerary apprentices.</p> <p>However, the actions mentioned above are helping to mitigate these risks, and at this point the risks above have not been realised and the number of apprenticeship starts is exceeding targets. This situation will be monitored closely in the coming months.</p>	

Number of starts in Kent on the National Apprenticeship Scheme						Green ↑																			
Bold Steps Priority/Core Service Area	Shape education and skills provision around the needs of the Kent economy			Bold Steps Ambition	Help the economy to grow																				
Cabinet Member	Mike Whiting			Director/Head of Service	Sue Dunn																				
Portfolio	Education, Learning and Skills			Division	Skills and Employability																				
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Period</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Oct 10</td> <td>2,410</td> <td>1,780</td> </tr> <tr> <td>Jan 11</td> <td>4,210</td> <td>2,700</td> </tr> <tr> <td>Apr 11</td> <td>6,420</td> <td>3,860</td> </tr> <tr> <td>Jul 11</td> <td>9,040</td> <td>5,020</td> </tr> <tr> <td>Oct 11</td> <td>3,090</td> <td>6,420</td> </tr> </tbody> </table>					Period	KCC Actual	Target	Oct 10	2,410	1,780	Jan 11	4,210	2,700	Apr 11	6,420	3,860	Jul 11	9,040	5,020	Oct 11	3,090	6,420	Data Notes. Tolerance: Higher values are better Unit of measure: Number Data Source: Data Service, Skills Funding Agency Data is reported as academic year to date and includes all ages and all qualification levels Target = previous year performance		
Period	KCC Actual	Target																							
Oct 10	2,410	1,780																							
Jan 11	4,210	2,700																							
Apr 11	6,420	3,860																							
Jul 11	9,040	5,020																							
Oct 11	3,090	6,420																							
Trend Data – academic year to date	Academic Year 2010/11				Academic Year 2011/12																				
	Oct 10	Jan 11	Apr 11	Jul 11	Oct 11	Jan 12	Apr 12																		
KCC Result	2,410	4,210	6,420	9,040	3,090																				
Target = previous year	1,780	2,700	3,860	5,020	2,410	4,210	6,420																		
Rag Rating	Green	Green	Green	Green	Green																				
Annual increase	35%	56%	66%	80%	28%																				
Commentary																									
<p>The National Apprenticeship Service figures are based on academic rather than financial year. The figure for the 2010/11 academic year of 9,040 was a 80% increase on the previous academic year. The new academic year has started well with a 28% increase over the previous year for the first quarter.</p> <p>Although Kent delivered a significant increase in the level of apprenticeships over the last year, Kent has the lowest level of apprenticeship starts within its statistical neighbour group. In 2010/11 and for young people aged under 24 Kent achieved 31.1 starts per 1,000 population (up from 23.5 in 2009/10), compared to the statistical neighbour average of 41.3 (up from 33.8 in 2009/10).</p>																									

Number of starts in Kent on the National Apprenticeship Scheme	Green ↑
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What actions are we taking to improve performance (and drivers of performance)

In June 2011, the Kent Apprenticeship Strategy 2011-2014 was agreed by Cabinet and we are now putting in place structures to deliver the action plan.

The *Kent Apprenticeships* partnership between KCC, the National Apprenticeship Service, the Kent Association of Training Organisations and the Kent Association of Further Education Colleges has been strengthened over the past 12 months and a robust and meaningful network has been developed.

We are focusing on the further development of the Employer Support Service that ensures the process of taking on an apprentice is simple and straightforward for businesses.

Kent Apprenticeships is delivering targeted campaigns to raise the profile of apprenticeships with employers and is challenging them to take on apprentices. The 100 in 100 campaigns are currently running in Swale and West Kent and a successful campaign was run in Canterbury earlier in the year. The campaign aims to get 100 apprentices in 100 new businesses.

There is close working with Jobcentre Plus, supporting them to increase their knowledge of apprenticeships and also working with them to ensure that those who are unemployed aged 18-24 and taking part in *Get Britain Working* initiatives are progressing into apprenticeships following their work experience.

Risks and mitigating actions

The current slow down in the economy means that employers are reluctant to take on new staff, however, apprenticeships offer a tailor made way for them to build their business and increase their productivity. From April 2012 there will also be a range of employers grants available, particularly for small and medium sized enterprises, and this should encourage more businesses to take on Apprentices.

Training contributions for employers looking to take on people aged over 19 years is also a disincentive although we are working with employers to ensure that they see the longer term benefits of their investment.

Percentage of pupils permanently excluded from maintained school				Amber ⇄			
Bold Steps Priority/Core Service Area	Young people		Bold Steps Ambition	To tackle disadvantage			
Cabinet Member	Mike Whiting		Director/Head of Service	Alex Gamby			
Portfolio	Education, Learning and Skills		Division	Advocacy and Entitlement			
				<p>Data Notes</p> <p>Tolerance: Lower values are better Unit of measure: Percentage Data Source: Impulse database</p> <p>Data includes pupils in maintained schools and academies, but excludes pupils in independent schools.</p> <p>Data is reported as rolling 12 month total.</p>			
Trend Data – rolling 12 month results	Previous Year			Current Year			
	Jun 08	Jun 09	Jun 10	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	0.17%	0.12%	0.10%	0.12%	0.11%	0.11%	
Target			0.10%	0.10%	0.10%	0.10%	0.10%
Statistical neighbour	0.12%	0.10%	0.09%				
Rag Rating	Red	Amber	Green	Amber	Amber	Amber	
Number of pupils	370	260	210	248	245	228	
Commentary							
<p>The last two quarters have shown no change in the percentage of pupils permanently excluded from school. However, the underlying numbers have shown a reduction which would only be evident if the indicator was shown with a greater number of decimal places.</p> <p>The latest published comparative data for academic year 2009/10 (to Jul 10) showed Kent with a rate of 0.08% compared to statistical neighbour authority average of 0.09%. However it should be noted that the source data from the Department for Education understates the real level of exclusions (by not counting exclusions in schools converting to academies) and for Kent the position is understated by up to 10%. National comparative data for the 2010-11 academic is due to be published in July 2012.</p>							

Percentage of pupils permanently excluded from maintained school	Amber ⇄
What actions are we taking to improve performance (and drivers of performance)	
<p>The ability of the local authority to challenge maintained schools over the use of pupil exclusion as a sanction for difficult challenging behaviour has in recent past years helped deliver a significant decrease in both permanent and fixed term exclusions. However the local authority does not have the same influence in relation to academies, and with more schools becoming academies it is not surprising that the levels of exclusions have more recently shown an increase.</p> <p>Local authority officers continue to support and where necessary challenge schools to investigate creative and flexible alternatives to exclusion. It should be noted however that this is not made easy in the current climate which supports the progress of the majority by removing any "disruptive minority", as understandable as that approach may be.</p> <p>A draft protocol has been developed for consultation with schools on ceasing the use of exclusion for looked after children, who have historically been over-represented proportionately</p> <p>KCC has recently agreed to be part of a national DfE pilot, starting in 2012, which will see some schools finding and funding onward placement for pupils that the school would have otherwise excluded.</p> <p>The imminent commissioning of an evaluation of the "Zero Tolerance of Permanent Exclusion" approach, introduced in Ashford some three to four years ago. This approach appears to have delivered very positive results, but it is important to determine exactly what delivered the improvement, what external factors influenced this, whether there have been any unintended consequences and whether the lessons learnt can be applied to other localities.</p>	
Risks and mitigating actions	
<p>The statutory obligation to ensure education provision for permanently excluded pupils from the 6th day of exclusion (1st day for looked after children) remains with the local authority. The availability of suitable alternative provision, and the arrangement of managed moves between mainstream schools, organised through appropriate In Year Fair Access procedures, are being put under pressure by rising numbers of exclusions. There is a serious risk that alternative provision in its current form will become a repository for permanently excluded pupils, with limited prospect of re-integration into mainstream education.</p>	

Percentage of 16 to 18 year-olds not in education, employment or training (NEET)						Red ↓	
Bold Steps Priority/Core Service Area	Young people			Bold Steps Ambition	To tackle disadvantage		
Cabinet Member	Mike Whiting			Director/Head of Service	Sue Dunn		
Portfolio	Education, Learning and Skills			Division	Skills and Employability		
						Data Notes Tolerance: Lower values are better Unit of measure: Percentage Data Source: Connexions Data is reported as average position for the three month ends included in the quarter. The indicator is based on young people aged 16 to 18 at the time of measurement but does not include those of statutory school age. This means the cohort size reduces during the year as young people become age 19 and then increases again in September.	
Trend Data – average for each quarter		Previous Year			Current Year		
	Sep 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	5.4%	5.1%	4.9%	5.5%	6.1%	6.7%	
Target	4.6%	4.6%	4.6%	5.9%	5.9%	5.9%	5.9%
Rag Rating	Red	Red	Amber	Green	Amber	Red	
Number of NEETs	1,926	2,345	2,050	2,021	2,119	2,967	
Commentary							
<p>Figures for NEET have increased every quarter since March 2011 and for the current quarter are much higher than the same time last year. Increases have been higher in Thanet and Swale where previously a higher percentage of young people entered employment at 16. The withdrawal of the EMA could also be a contributory factor in these localities.</p> <p>Statistical neighbour comparative data for December 2011 shows Kent to be above its neighbours for NEET, but to have the lowest percentage for 'Not Known' destinations. Other authorities' low NEET levels may simply be hidden within their high 'Not Known' levels.</p>							

Percentage of 16 to 18 year-olds not in education, employment or training (NEET)	Red ↓
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What actions are we taking to improve performance (and drivers of performance)

- Establish centres of excellence for technical and vocational programmes which share good practice through employers and specialist networks.
- Develop provision which is learner focused and flexible, and which offers appropriate choices up to 18, which take into account the Wolf Review outcomes.
- Ensure all learners have access to an appropriate apprenticeship programme.
- Continue to develop the Kent Vocational programme including Skill Force and Young Apprenticeships.
- Implement and review Careers Education, Information, Advice and Guidance (IAG) Curriculum Framework to develop career management skills.
- Display Post 16 education and employment with training opportunities in Kent through the Area Prospectus, on line application process, and the IAG Portal to develop the career management skills of young people.
- Plan and deliver the change from the present Connexions contract to the All Age Careers Service.
- Discussion of the increase in Ashford and Thanet at the next performance view meeting of the Connexions contract to determine causes and what action could be taken to further assist these areas.

Risks and mitigating actions

The economic downturn is resulting in less jobs available for young people. However so far this has to some degree been balanced by an increase in young people of this age range staying on at school.

Number of first time entrants to youth justice system				Green ↑																											
Bold Steps Priority/Core Service Area	Support families with complex needs		Bold Steps Ambition	To tackle disadvantage																											
Cabinet Member	Mike Hill		Director	Angela Slaven																											
Portfolio	Customer and Communities		Division	Service Improvement																											
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Period</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Sep 10</td> <td>1,680</td> <td>2,325</td> </tr> <tr> <td>Dec 10</td> <td>1,540</td> <td>2,325</td> </tr> <tr> <td>Mar 11</td> <td>1,430</td> <td>2,325</td> </tr> <tr> <td>Jun 11</td> <td>1,420</td> <td>1,500</td> </tr> <tr> <td>Sep 11</td> <td>1,340</td> <td>1,500</td> </tr> <tr> <td>Dec 11</td> <td>1,230</td> <td>1,500</td> </tr> <tr> <td>Mar 12</td> <td>-</td> <td>1,500</td> </tr> </tbody> </table>				Period	KCC Actual	Target	Sep 10	1,680	2,325	Dec 10	1,540	2,325	Mar 11	1,430	2,325	Jun 11	1,420	1,500	Sep 11	1,340	1,500	Dec 11	1,230	1,500	Mar 12	-	1,500	<p>Data Notes.</p> <p>Tolerance: Lower values are better Unit of measure: Number Data Source: Careworks case management system</p> <p>Data is reported as rolling 12 month total.</p> <p>Data rounded to nearest count of 10</p>			
Period	KCC Actual	Target																													
Sep 10	1,680	2,325																													
Dec 10	1,540	2,325																													
Mar 11	1,430	2,325																													
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Dec 11	1,230	1,500																													
Mar 12	-	1,500																													
Trend Data – rolling 12 month totals	Previous Year			Current Year																											
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12																								
KCC Result	1,680	1,540	1,430	1,420	1,340	1,230																									
Target	2,325	2,325	2,325	1,500	1,500	1,500	1,500																								
Rag Rating	Green	Green	Green	Green	Green	Green																									
Commentary																															
<p>During 2010/11 the number of first time entrants fell each quarter and this trend has been sustained into 2011/12.</p> <p>Between 2009/10 and 2010/11 there was a reduction in the total number of first time entrants of 25%. Although this is a very positive result, national data drawn from Police National Computer (PNC) shows that Kent has a higher rate of first time young offenders (14.2 per 1,000 young people aged 10-17) than the average of statistical neighbours (12.3 per 1,000 young people).</p> <p>The incidence of new young offenders tends to be highest amongst districts in the east of the county where higher deprivation levels exist, with numbers being highest in Thanet and Swale.</p>																															

Number of first time entrants to youth justice system	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>The actions being taken include:</p> <ul style="list-style-type: none"> • the integration of the Youth Inclusion Support Panel (YISP) staff into the three locality based teams of the Youth Offending Service (YOS) – this step will assist the targeting of siblings of known offenders whose risk of offending will be raised. It should be noted that the YISP staff will be put “at risk” this month due to the uncertainty of future funding from the Youth Justice Board • joint working with Kent Police and offering support via the YISPs for their Restorative Solutions initiative, which is designed to divert children and young people from the youth justice system through the use of restorative justice and enabling access to services where the child / young person is seen to be at risk. Restorative justice processes bring those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward. 	
Risks and mitigating actions	
<ul style="list-style-type: none"> • A key factor in reducing the number of young people entering the youth justice system is the level of police commitment to diversionary measures. Therefore any change in policing strategy could present a risk to achieving the target. No change in strategy is currently expected. • Young people’s engagement in education, training and employment is a significant factor in reducing the risk of offending. The current economic climate and higher levels of youth unemployment in the county brings a risk that some of the 16-17 age group could become demoralised and more vulnerable to offending if other risk factors are also in place (e.g. poor family support). • The education system nationally and in Kent is changing. It is important that the YOS establishes new relationships with academies to emphasise the importance of education in reducing risk of young people offending. 	

Number of gross jobs created in Kent and Medway through inward investment							Green ↑
Bold Steps Priority/Core Service Area	Respond to key regeneration challenges working with our partners			Bold Steps Ambition	Help the economy to grow		
Cabinet Member	Kevin Lynes			Director	Barbara Cooper		
Portfolio	Regeneration and Enterprise			Division	Economic Development		
				<p>Data Notes. Tolerance: Higher values are better Unit of measure: Number of gross jobs Data Source: Locate in Kent monthly monitoring</p> <p>Data is reported as count for financial year to date (April to March) at each quarter end.</p> <p>Gross jobs created includes jobs safeguarded and indirect jobs.</p>			
Trend Data – year to date		Previous Years			Current Year		
	Mar 10	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	3,786	2,611	2,588	418	1,462	2,754	
Target	3,158	2,973	3,100	775	1,550	2,325	3,100
Rag Rating	Green	Amber	Red	Red	Amber	Green	
Commentary							
<p>Performance is above the pro-rata target. Looking at investment projects expected to convert in February and March, we are confident that the target will be met or possibly exceeded. The economic situation and the nature of investment projects coming forward continues to be difficult and projects are harder to convert and are taking longer to convert. However some of the projects that we have been trying to convert for many months/years have now had the confidence, with our help, to go ahead. Projects on average remain small in terms of job numbers, but it has been possible to convert one or two slightly larger projects, pushing up job numbers. No comparative data is currently available for this indicator.</p>							

Number of gross jobs created in Kent and Medway through inward investment	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>During the summer all staff worked particularly hard to improve the number of investments and jobs achieved and work was carried out on the website to increase hits, Discovery Park and the Enterprise Zone were promoted and a Memorandum of Understanding signed with UK Trade and Investment. A part time Investor Manager has been appointed to look after larger Kent companies, especially those with an overseas parent, and larger LiK successes. This is adding a number of projects into the pipeline. A half yearly review of the Locate in Kent (LiK) Business Plan was carried out and approved at the October 2011 Board meeting into the pipeline.</p> <p>The pipeline, i.e. the number of projects that may become successful investments, is currently (29 January), very healthy, at 330, compared with 310 last year. Despite the recession, this pipeline is kept strong by a range of activities such as website work, business intelligence, the new aftercare project and working with partners, though leads from partners has significantly reduced compared with last year as a result of the loss of SEEDA, Business Link Kent etc. A new website is also under development and will be launched once the initial results of the marketing Kent work which is expected in the next few months.</p>	
Risks and mitigating actions	
<p>The main risk is the continuing poor economic outlook, and steps to deal with this are outlined above.</p> <p>Another risk will be the difficulty of attracting other sources of funding to support the activities of Locate in Kent, particularly from the private sector which is still suffering from the effects of the recession. As income has been reduced over the past two years by the principal public sector funding sources (KCC, SEEDA and the district councils), LiK has developed a series of sponsorship and funding opportunities for businesses in Kent. Currently LiK has nearly 40 'local' principal or corporate funding partners. Many of these partners work with Locate in Kent on specific projects to 'win' the investment for the county and help to expand the core team of 10 people by offering specialist advice and expertise e.g. banks, lawyers, accountants, recruitment specialists, etc. Not only does this give LiK access to a range of professional disciplines outside its core staffing, it provides opportunities for the private sector partners to win additional business of their own. The ability to expand operations and achieve higher target outputs is limited by cashflow only.</p>	

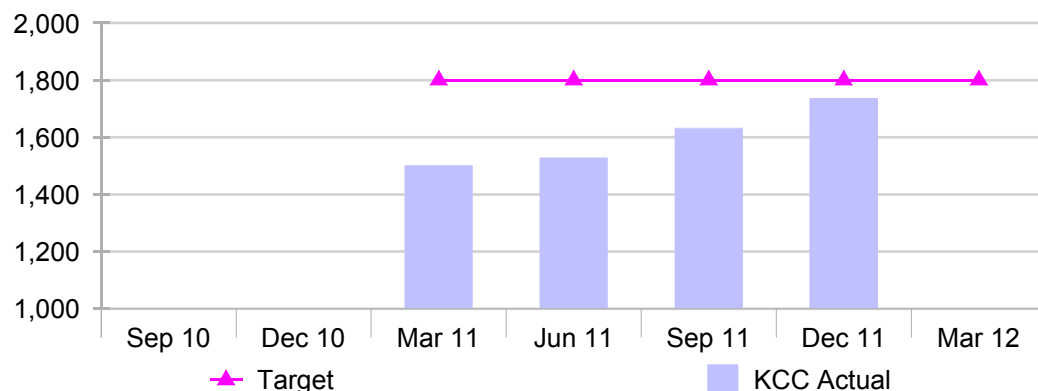
Percentage of adult social care clients with community based services who receive a personal budget and/or a direct payment				Green ↑			
Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets		Bold Steps Ambition	Put the Citizen in Control			
Cabinet Member	Graham Gibbens		Director	Anne Tidmarsh			
Portfolio	Adult Social Care and Public Health		Division	Older People and Physical Disability			
				<p>Data Notes. Tolerance: Higher values are better. Unit of measure: Percentage Data Source: Adult Social Care Swift client system</p> <p>Data is reported as the snapshot position of current clients at the quarter end.</p> <p>NB This is different from the national indicator which is measured for all clients with a service during the year, including carers.</p>			
Trend Data – quarter end	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	20.8%	25.8%	32.0%	34.0%	37.0%	52.2%	
Target			30%	33%	37%	43%	50%
Client numbers	4,220	6,430	7,740	8,085	8,892	10,019	
Rag Rating			Green	Green	Green	Green	
Commentary							
<p>Performance continues to improve and is currently ahead of target with the year end target already exceeded three months early. It should be noted that some clients will not be entitled to receive a personal budget, and every six months we refresh the count of eligible clients. There are increasing numbers of people in the assessment phase, where they are receiving enablement and are therefore not yet eligible for a personal budget. Part of increase in this indicator this quarter has been as a result of re-assessing the numbers of eligible clients.</p> <p>This key indicator is monitored on a monthly basis by the Directorate Management Team and the indicator receives a high level of attention nationally as well as locally.</p>							

Percentage of adult social care clients with community based services who receive a personal budget and/or a direct payment	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>The approach to increasing take up of Personal budgets is threefold:</p> <ol style="list-style-type: none"> 1. To ensure that all new clients are allocated a personal budget. 2. To ensure that all existing clients are allocated a personal budget at review. 3. To ensure that data quality issues are resolved as and when they arise. <p>Targets have been set across all the teams, and management information reports have been developed to allow the teams to manage and monitor their own performance with senior management oversight provided through Locality Action plans. These Action plans ensure that performance is owned by the operational teams, accountability is held at all levels, including setting individual targets and action plans, and training and knowledge gaps are identified, whether policy, practice or system based.</p> <p>Training has already been provided for localities where this need has been highlighted and this will continue. Teams are targeted if data quality or practice issues arise, e.g where reviews have been undertaken and no personal budget is allocated.</p> <p>The Locality Coordination Management meeting set up a Task and Finish group to achieve underlying organisational changes in order to get permanent improvement, with one head of service as the owner, reporting to Divisional Management Team.</p>	
Risks and mitigating actions	
<p>Key risks include:</p> <ol style="list-style-type: none"> 1. Performance timelines not being met, due to aligned work not being managed such as the number of reviews not increasing as planned. 2. Organisational and cultural changes taking longer than planned. 3. Productivity targets are new for the service and may take longer than planned to develop. <p>Action taken:</p> <ol style="list-style-type: none"> 1. Tight system of performance monitoring in place and escalation routes clarified. 2. Individual responsibilities, team and managers' responsibilities clearly set out with implementation monitored and addressed at supervision and action planning reviews. 3. Timelines clearly set out. 	

Number of adult social care clients receiving a Telecare service						Green ↑																
Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets			Bold Steps Ambition	Put the Citizen in Control																	
Cabinet Member	Graham Gibbens			Director	Anne Tidmarsh																	
Portfolio	Adult Social Care and Public Health			Division	Older People and Physical Disability																	
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>KCC Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Mar 11</td> <td>985</td> <td>980</td> </tr> <tr> <td>Jun 11</td> <td>966</td> <td>960</td> </tr> <tr> <td>Sep 11</td> <td>973</td> <td>970</td> </tr> <tr> <td>Dec 11</td> <td>1,006</td> <td>985</td> </tr> </tbody> </table>				Quarter	KCC Actual	Target	Mar 11	985	980	Jun 11	966	960	Sep 11	973	970	Dec 11	1,006	985	<p>Data Notes. Tolerance: Higher values are better. Unit of measure: Number Data Source: Adult Social Care Swift client system</p> <p>Data is reported as the position at the end of the quarter.</p> <p>No comparative data from other local authorities is currently available for this indicator.</p>			
Quarter	KCC Actual	Target																				
Mar 11	985	980																				
Jun 11	966	960																				
Sep 11	973	970																				
Dec 11	1,006	985																				
Trend Data – quarter end		Previous Year			Current Year																	
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12															
KCC Result			985	966	973	1,006																
Target			980	960	970	985	1,000															
Rag Rating			Green	Green	Green	Green																
Commentary																						
<p>The number of clients with a telecare service has increased in the quarter performance is now ahead of the year-end target position.</p> <p>The decrease in the actual and target numbers between March 2011 and June 2011 was primarily due to a review of all clients and a data quality update that was undertaken in preparation for mainstreaming the service within the operational teams. Some service users opted to finish their involvement when the Whole System Demonstrator finished in April. The data quality clean up was completed in June and the baseline starting point was re-set to 960.</p>																						

Number of adult social care clients receiving a Telecare service	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>Telecare has now transferred to the operational teams as a mainstream service and is being promoted as a key mechanism for supporting people to live independently at home. This includes promoting telecare through hospitals and also as a service to provide continued support to people after a period of enablement.</p> <p>The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of Telecare, and a strategy and commissioning plan are being developed in relation to this.</p> <p>In addition, the provision of telecare can now be included within Personal Budgets, where appropriate.</p> <p>Targets have been set across all the teams, and are monitored and managed closely through Locality Action plans, which requires Heads of Services to report back on their performance, ensure targets are set at team and individual level and identify training needs within their teams.</p>	
Risks and mitigating actions	
<p>Key risks include:</p> <ol style="list-style-type: none"> 1. Operational teams' not understanding SWIFT (our client database) in relation to Telecare resulting in low quality data. 2. Telecare equipment not meeting needs, client groups being missed out for use of Telecare. 3. Operational staff not identifying Telecare as a means of meeting assessed needs. <p>Action taken:</p> <ol style="list-style-type: none"> 1. Telecare SWIFT training in place for staff and ongoing refresher training offered, including floor walking as well as additional support for data quality. 2. Equipment needs reviewed through Teletechnology Strategy group and strategy and commissioning plan being developed. 3. Telecare covered as an ongoing topic in individual supervision, Personal Action Planning, and managers meetings. Monthly performance monitoring management teams. 	

Number of adult social care clients provided with an enablement service			Amber ↑
Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Graham Gibbens	Director	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	Division	Older People and Physical Disability



Data Notes.

Tolerance: Higher values are better
 Unit of measure: Number
 Data Source: Adult Social Care Swift client system

Data is reported as number of clients accessing the service during the quarter.

No comparative data for other local authorities is available for this indicator.

Trend Data – number per quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result			1,500	1,527	1,631	1,736	
Target per quarter			1,800	1,800	1,800	1,800	1,800
Rag Rating			Amber	Amber	Amber	Amber	

Commentary

Enablement has been in place for over a year to support new client referrals to Adult Social Care. Past performance has shown the expected increase in enablement during its early development phase, with continued increases. The last quarter would have exceeded the target, for the first time, had the service not experienced low demand through the Christmas period.

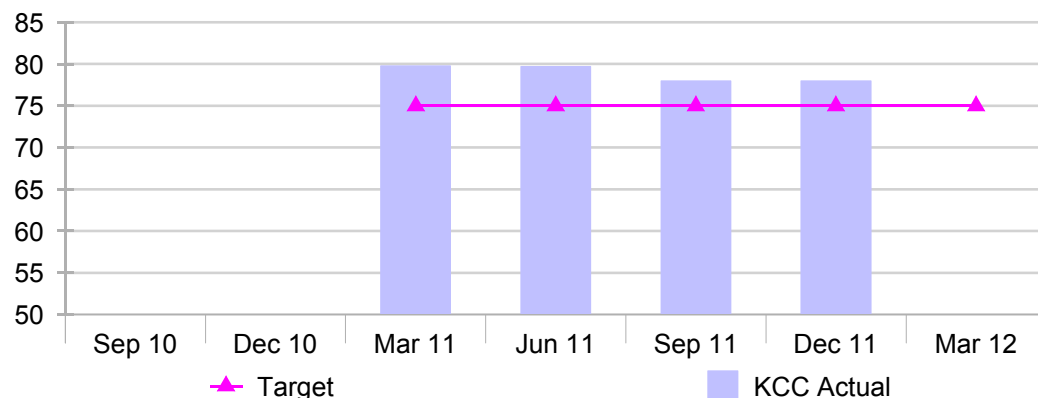
All the assessment and enablement teams now have enablement services available for their locality.

The target is for 600 people per month to received enablement. The monitoring shows the full quarter’s performance.

Number of adult social care clients provided with an enablement service	Amber ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>Numbers are expected to increase in the future since more people are accessing enablement services as part of their assessments and people who are already receiving packages are now being referred to enablement services with the aim of increasing their independence.</p>	
<p>In addition, reasons for <u>not</u> receiving enablement are examined carefully. About 60% of people who do not receive enablement need the provision of equipment to allow them to live independently. Some localities are participating in an Occupational Therapy project which targets existing people in receipt of homecare and hopes to make them more independent with the provision of equipment. This is another form of an enabling service.</p>	
<p>Enablement is a key priority for the localities and teams and Targets have been set. This is monitored and managed closely by the Divisional and Directorate Management Teams through Locality Action plans, which requires Heads of Services to report back on their performance, ensure targets are set at team and individual level and identify training needs within their teams.</p>	
<p>Based on some pilot work to date, DivMT's are also looking at the impact of providing equipment as another way of enabling people successfully, and they will measure its impact on the demand of the enablement service in the future. Externally commissioned enablement services including the Active Care service are within the figures. Kent Enablement at Home continues to work to increase its capacity to ensure that all demand is being met.</p>	
<p>An enablement review has been carried out to examine why people are not being referred or accepted into enablement schemes. Actions will be put into place to address any issues where improvements can be made.</p>	
Risks and mitigating actions	
<p>Enablement targets might not be met due to :</p> <ol style="list-style-type: none"> 1. Staff not referring. 2. Lack of enablement capacity or specialism (dementia). 3. Other enabling type services may meet the demand for enablement in other ways, such as provision of equipment or intermediate care. <p>Action taken</p> <ol style="list-style-type: none"> 1. Enablement review carried out, staff and teams monitored against target set. 2. Review of crisis services in East Kent carried out and new services proposed to be commissioned. 3. Careful monitoring of all other services to evidence its impact in terms of outcomes for people and the enablement service. 4. Review to identify changes in new cases and referral numbers and action to be taken from there. 	

Percentage of adult social care assessments completed within six weeks Green ↔

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Graham Gibbens	Director	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	Division	Older People and Physical Disability



Data Notes.
 Tolerance: Neither too high nor too low
 Unit of measure: Percentage
 Data Source: Adult Social Care Swift client system

Data is reported as percentage rate achieved for each quarter.

No comparative data for other local authorities is currently available for this indicator.

Trend Data – quarterly data	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result			79.8%	79.7%	78.0%	78.0%	
Target			75%	75%	75%	75%	75%
Rag Rating			Green	Green	Green	Green	

Commentary

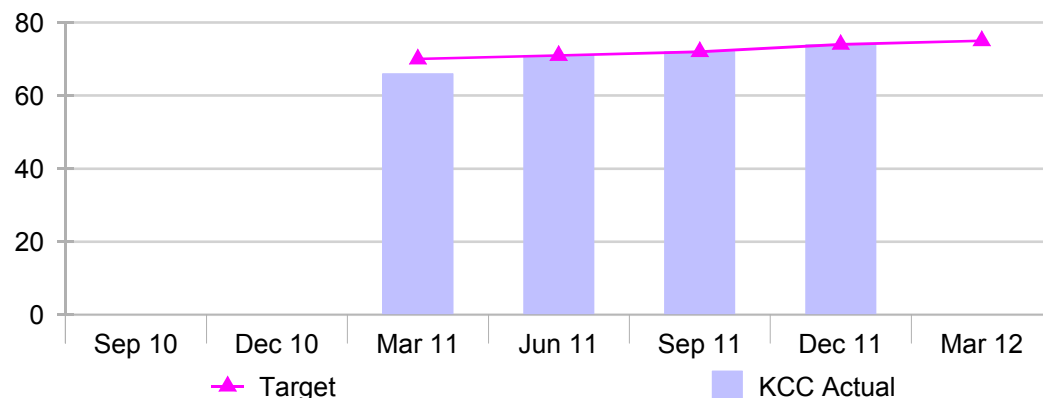
Performance continues to be within good tolerance of the target level. The target level has been reviewed and now stands at 75% with the aim to ensure that people do not spend too much time in an enablement service or are assessed too quickly.

This indicator serves to ensure that we have the right balance between ensuring enablement is delivered effectively and ensuring the whole assessment process is timely. Factors affecting this indicator are linked to waiting lists for assessments, assessments not being carried out on allocation and some long standing delays in Occupational Therapy assessments. There are also appropriate delays due to people going through enablement as this process takes up to six weeks and the assessment can not be completed until the enablement process is completed

Percentage of adult social care assessments completed within six weeks	Green ↔
What actions are we taking to improve performance (and drivers of performance)	
<p>A review of unallocated cases is taking place through a Task and Finish Group of assessment and enablement managers and good practice in some localities is being shared and implemented.</p> <p>In addition to this, the support provided through enablement and the interaction with the staff providing the service, all contribute to the final assessment. The better the monitoring of the individual through this process, the more timely the assessment will be. Assessment completion dates are being reviewed and action proposed as directed by the outcome of the review.</p> <p>Comparison to other local authorities is to be carried out in relation to enablement impacting on timelines for assessments. Future targets are to be defined based on enablement numbers, clinic work, AIG referrals, hospital team referrals and referrals not appropriate for enablement - these will be identified through the above Task and Finish Group.</p> <p>This key indicator is monitored on a monthly basis by Divisional and Directorate Management Teams.</p>	
Risks and mitigating actions	
<ol style="list-style-type: none"> 1. Unallocated cases not addressed, delaying assessment completion. 2. Kent Contact and Assessment Services (KCAS) changes affecting AIG referrals completion. 3. Task and Finish Group review outcomes not being addressed through action planning. <p>Action taken :</p> <ol style="list-style-type: none"> 1. Task and Finish Group in place. 2. Director for Older People and Physical Disability on the KCAS Project Group and a Service Level Agreement is being proposed. 3. Divisional Management Team, heads of service, assessment and enablement managers, and individual staff responsibilities identified and progress monitored. 	

Percentage of social care clients who are satisfied that desired outcomes have been achieved at their first review Green ↑

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Graham Gibbens	Director	Anne Tidmarsh
Portfolio	Adult Social Care and Public Health	Division	Older People and Physical Disability



Data Notes.
 Tolerance: Higher values are better
 Unit of measure: Percentage
 Data Source: Adult Social Care Swift client system

Data is reported as percentage for each quarter.

No comparative data is currently available for this indicator.

Trend Data – quarterly data	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result			66%	71%	72%	73.5%	
Target			70%	71%	72%	73.5%	75%
Rag Rating			Amber	Green	Green	Green	

Commentary

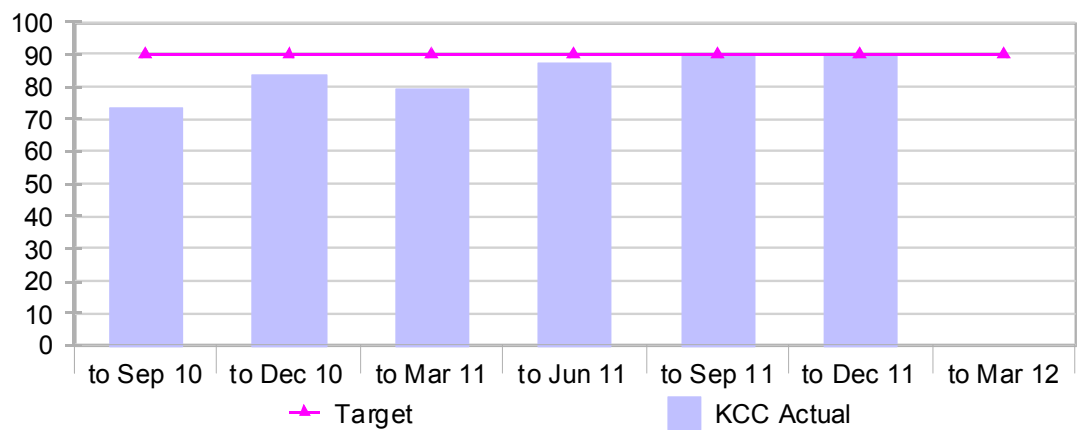
This indicator serves to ensure that we have the right balance between ensuring enablement is delivered effectively and ensuring the whole assessment process is timely. To this end we have reviewed the target and would expect 75% of assessments to be within 6 weeks, and would challenge teams who would be either allowing people to spend too much time in an enablement service, or who were pushing people through the assessment process too quickly.

Factors affecting this indicator are linked to waiting lists for assessments, assessments not being carried out on allocation and some long standing delays in Occupational Therapy assessments. There are also appropriate delays due to people going through enablement as this process takes up to six weeks and the assessment can not be completed until the enablement process is completed

Percentage of social care clients who are satisfied that desired outcomes have been achieved at their first review	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>A review of unallocated cases is taking place through a Task and Finish Group of assessment and enablement managers and good practice in some localities is being shared and implemented.</p> <p>In addition to this, the support provided through enablement and the interaction with the staff providing the service, all contribute to the final assessment. The better the monitoring of the individual through this process, the more timely the assessment will be. Assessment completion dates are being reviewed and action proposed as directed by the outcome of the review.</p> <p>Comparison to other local authorities to be carried out in relation to enablement impacting on timelines for assessments.</p> <p>Regular monitoring of all contacts to Adult Social Care is undertaken, which identifies the outcomes for all these people, including how many are supported with AIG, how many are referred for enablement, how many are from the hospital, etc, to ensure that any areas of inconsistencies are identified.</p> <p>This key indicator is monitored on a monthly basis by Divisional and Directorate Management Teams.</p>	
Risks and mitigating actions	
<ol style="list-style-type: none"> 1. Unallocated cases not addressed, delaying assessment completion. 2. Kent Contact and Assessment Services (KCAS) changes affecting AIG referrals completion. 3. Task and Finish Group review outcomes not being addressed through action planning. <p>Action taken :</p> <ol style="list-style-type: none"> 1. Task and Finish Group in place. 2. Director for Older People and Physical Disability on the KCAS Project Group and a Service Level Agreement is being proposed. 3. Divisional Management Team, heads of service, assessment and enablement managers, and individual staff responsibilities identified and progress monitored. 	

Percentage of routine highway repairs completed within 28 days Green ↔

Bold Steps Priority/Core Service Area	Highways	Bold Steps Ambition	N/a
Cabinet Member	Bryan Sweetland	Director	John Burr
Portfolio	Environment, Highways and Waste	Division	Highways and Transportation



Data Notes.
 Tolerance: Higher values are better
 Unit of measure: Percentage
 Data Source: KCC IT system (WAMS)

Data is reported as percentage achieved for each individual quarter. No comparative data is currently available for this indicator.
 The indicator includes requests for repairs made by the public but not those identified by highway inspectors.

Trend Data – results by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	74%	84%	79%	87%	90%	90%	
Target	90%	90%	90%	90%	90%	90%	90%
Rag Rating	Red	Amber	Red	Amber	Green	Green	
Service requests	12,600	15,000	20,600	12,600	16,400	16,000	

Commentary

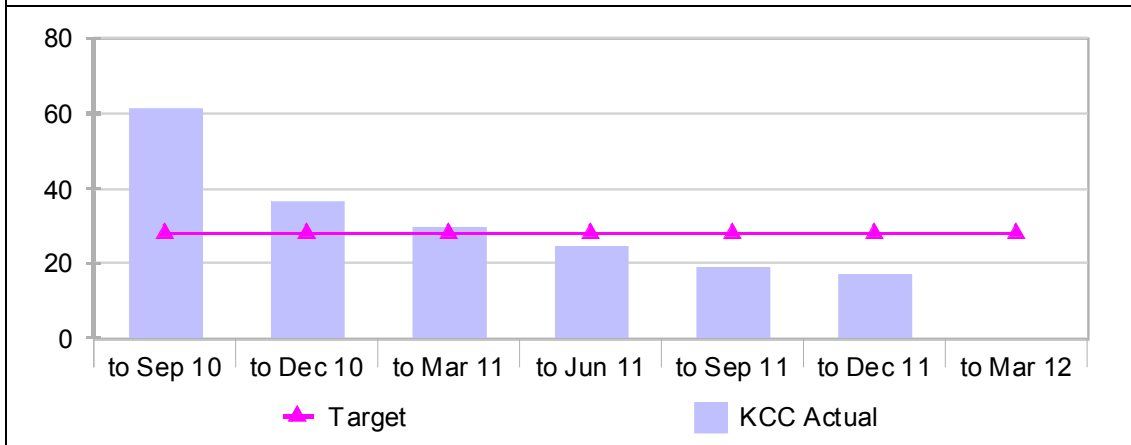
We have worked hard to achieve our target again this quarter and are continuing to make the most of the mild weather to clear the remaining backlog of enquiries extending beyond the 28 day target. It is interesting to compare performance to the end of the previous year (2010) when we had 524 enquiries over 60 days and 312 over 28 days old (those that should have been done in 28 days). We now have 31 enquiries over 60 days and 366 over 28 days. So, in summary, we have successfully focussed on the really old enquiries but an increase in demand around trees (in the heavy storms just before Christmas), drains and streetlights has kept the number slipping over 28 days at a similar level to last year (hence the "seasonal" element to the reactive work).

The mild weather has continued into January and we have achieved a 90% result again.

Percentage of routine highway repairs completed within 28 days	Green ↔
What actions are we taking to improve performance (and drivers of performance)	
<p>We are continuing to share resources across traditional team boundaries to help clear the backlog in the busier Districts. We are also using the performance indicators within the new contract with Enterprise to hold them to account and drive learning and improvements.</p> <p>Staff are applying their contract training well, making sure works orders are timely and accurate.</p>	
Risks and mitigating actions	
<p>The level of risk posed by the change of contract and related works ordering procedures to the speed of completing routine repairs is reducing significantly as staff become more familiar with the new procedures through training, mentoring and practice.</p> <p>The key risk remains being able to cope with increasing demand, if we do have a prolonged cold spell like last year. As mentioned in the last quarterly report, we have planned mitigation measures and have trained additional resources that can be brought in from other teams to cope with peaks in demand.</p>	

Average number of days to repair potholes **Green** ↑

Bold Steps Priority/Core Service Area	Highways	Bold Steps Ambition	N/a
Cabinet Member	Bryan Sweetland	Director	John Burr
Portfolio	Environment, Highways and Waste	Division	Highways and Transportation



Data Notes.
 Tolerance: Lower values are better
 Unit of measure: Days.
 Data Source: KCC IT systems (WAMS)

Data is reported as percentage achieved for each individual quarter. No comparative data is currently available for this indicator.
 The indicator looks at both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

Trend Data – quarterly results	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	61.4	36.6	29.5	24.4	18.6	16.8	
Target	28	28	28	28	28	28	28
Rag Rating	Red	Red	Amber	Green	Green	Green	
Service requests	7,180	4,350	8,640	5,130	2,820	1,335	

Commentary

Performance has continued to improve and the level of demand has decreased to all time lows for this time of year. The reduced demand is a combined result of the increased investment in recent years through the Find & Fix and surface dressing programmes and the mild weather conditions. It is interesting to note the fall in demand when compared to the same period last year:
 October 2010 = 582 Contact Centre potholes calls. October 2011 = 349 Contact Centre potholes calls
 November 2010 = 630 Contact Centre potholes calls. November 2011 = 376 Contact Centre potholes calls
 December 2010 = 616 Contact Centre potholes calls. December 2011 = 421 Contact Centre potholes calls

For January it's taken an average of 15 days to repair a pothole.

Average number of days to repair potholes	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>As previously mentioned, the new contract with Enterprise offers a more robust performance mechanism with financial penalties if the contractor does not meet agreed service standards. We are holding Enterprise to account through their performance measures and have emphasised that pothole repairs are a top service priority.</p> <p>Weekly depot meetings between KCC and Enterprise staff continue to be held and weekly performance is monitored to ensure continual improvement.</p> <p>Staff are applying their training well, making sure works orders are timely, accurate and completed first time to required standards.</p>	
Risks and mitigating actions	
<p>The key risk remains being able to cope with increasing demand, if we do have a prolonged cold spell like last year. As mentioned in the last quarterly report, we have planned mitigation measures and have trained additional resources that can be brought in from other teams to cope with peaks in demand.</p>	

Percentage of satisfied callers for Kent Highways 100 call back survey						Green ↓																									
Bold Steps Priority/Core Service Area	Highways			Bold Steps Ambition	N/a																										
Cabinet Member	Bryan Sweetland			Director	John Burr																										
Portfolio	Environment, Highways and Waste			Division	Highways and Transportation																										
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>KCC Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Sep 10</td> <td>61</td> <td>75</td> </tr> <tr> <td>Dec 10</td> <td>67</td> <td>75</td> </tr> <tr> <td>Mar 11</td> <td>72</td> <td>75</td> </tr> <tr> <td>Jun 11</td> <td>93</td> <td>75</td> </tr> <tr> <td>Sep 11</td> <td>90</td> <td>75</td> </tr> <tr> <td>Dec 11</td> <td>86</td> <td>75</td> </tr> <tr> <td>Mar 12</td> <td>75</td> <td>75</td> </tr> </tbody> </table>				Quarter	KCC Actual (%)	Target (%)	Sep 10	61	75	Dec 10	67	75	Mar 11	72	75	Jun 11	93	75	Sep 11	90	75	Dec 11	86	75	Mar 12	75	75	<p>Data Notes. Tolerance: High values are better Unit of measure: Percentage Data Source: Contact Centre telephone survey</p> <p>Data is reported as the percentage achieved for each individual quarter. No comparative data is available for this indicator. 100 customers are asked each month: 'Overall were you satisfied with the response you received from Highways?'</p>			
Quarter	KCC Actual (%)	Target (%)																													
Sep 10	61	75																													
Dec 10	67	75																													
Mar 11	72	75																													
Jun 11	93	75																													
Sep 11	90	75																													
Dec 11	86	75																													
Mar 12	75	75																													
Trend Data – quarterly results		Previous Year			Current Year																										
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12																								
KCC Result	61%	67%	72%	93%	90%	86%																									
Target	75%	75%	75%	75%	75%	75%	75%																								
Rag Rating	Red	Red	Amber	Green	Green	Green																									
Commentary																															
<p>Every month, 100 customers who have previously logged a highway enquiry with KCC are called back and asked “Overall were you satisfied with the response you received from Highways”? Over the last three months feedback from the 100 call backs has continued to show positive results although there has been a slight dip in the last quarter as demand on services has increased and we handle more enquires, particularly with drainage and street lighting. We have changed to a planned scheduled cleaning approach for gullies and it has taken a little time to explain this to customers and some have been unhappy with this approach. For January, 95% of customers are satisfied with our performance.</p>																															

Percentage of satisfied callers for Kent Highways 100 call back survey	Green ↓
What actions are we taking to improve performance (and drivers of performance)	
<p>The new Highway Management Centre (HMC) at our Aylesford Depot is now the focal point for all day to day operational activity on the highway, including handling any highway incidents such as responses to emergency situations or the Police. If customer calls cannot be answered by the KCC Contact Centre, routine repair enquiries are handled by the HMC who either place a work order direct to Enterprise (if the fault is clear and enough information is available to safely deploy a repair crew) or assign the incident to a Steward (to assess the fault on site and raise the repair work order). By working closely with the Contact Centre we are seeking to improve end to end customer satisfaction with our service.</p> <p>We are improving information on the KCC website to ensure that expectations are better managed and customers are clear on the levels of service we can deliver within the available budgets. Over the coming month, this may lead to a dip in customer satisfaction with some services as these changes take place and we adapt to the available budgets for 2012/13. For example, the recent change to planned gully cleansing (with schedules published on the website) as opposed to reactive response cleansing has led to some customer concerns. By moving to schedules the crews are able to cleanse more gullies per day and unless the reported gully is causing flooding to property or creating a highway hazard, the planned cleansing date may be more than our usual 28 day standard.</p>	
Risks and mitigating actions	
<p>To date, apart from the odd few days of blustery or rainy weather, the winter weather has not been too severe. If the winter weather conditions worsen we will see an increase in customer enquiry demand and this will place extra pressure on our repair crews and staff. We are however able to track inbound enquires on a daily basis so can give an early warning to teams of the likely pressure and plan our resources accordingly.</p>	

Percentage of municipal waste recycled or converted to energy and not taken to landfill							Green ↑																																
Bold Steps Priority/Core Service Area	Waste Management			Bold Steps Ambition	N/a																																		
Cabinet Member	Bryan Sweetland			Director/Head of Service	Caroline Arnold																																		
Portfolio	Environment, Highways and Waste			Division	Waste Management																																		
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Period</th> <th>KCC Actual (%)</th> <th>South East (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Mar 09</td> <td>54.5</td> <td>54.5</td> <td>-</td> </tr> <tr> <td>Mar 10</td> <td>69.8</td> <td>62.1</td> <td>-</td> </tr> <tr> <td>Mar 11</td> <td>70.4</td> <td>67.3</td> <td>71.5</td> </tr> <tr> <td>Jun 11</td> <td>70.8</td> <td>-</td> <td>71.5</td> </tr> <tr> <td>Sep 11</td> <td>71.7</td> <td>-</td> <td>71.5</td> </tr> <tr> <td>Dec 11</td> <td>74.9</td> <td>-</td> <td>71.5</td> </tr> <tr> <td>Mar 12</td> <td>-</td> <td>-</td> <td>72.2</td> </tr> </tbody> </table>				Period	KCC Actual (%)	South East (%)	Target (%)	Mar 09	54.5	54.5	-	Mar 10	69.8	62.1	-	Mar 11	70.4	67.3	71.5	Jun 11	70.8	-	71.5	Sep 11	71.7	-	71.5	Dec 11	74.9	-	71.5	Mar 12	-	-	72.2	<p>Data Notes.</p> <p>Tolerance: Higher values are better Unit of measure: Percentage Data Source: KCC Waste Management</p> <p>Data is reported as rolling 12 month totals.</p> <p>Municipal waste is the total waste collected by the local authority and includes household waste, street cleansing and beach waste.</p>			
Period	KCC Actual (%)	South East (%)	Target (%)																																				
Mar 09	54.5	54.5	-																																				
Mar 10	69.8	62.1	-																																				
Mar 11	70.4	67.3	71.5																																				
Jun 11	70.8	-	71.5																																				
Sep 11	71.7	-	71.5																																				
Dec 11	74.9	-	71.5																																				
Mar 12	-	-	72.2																																				
Trend Data – rolling 12 month totals		Previous Years			Current Year																																		
		Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12																															
KCC Result		54.5%	69.8%	70.4%	70.8%	71.7%	74.9%																																
Target				71.5%	71.4%	71.8%	72.0%	72.2%																															
South East		54.5%	62.1%	67.3%																																			
Rag Rating		Amber	Green	Amber	Amber	Amber	Green																																
Total Tonnage Managed		760,000	735,000	739,000	725,000	722,000	727,000																																
Commentary																																							
<p>The percentage of Kent's waste being diverted away from landfill continues to increase annually and is on track to deliver the current year target by March 2012, through improvements to how household waste is being managed via Kent's infrastructure.</p> <p>In the year to March 2011 the national figure was 56.6% and for the south east it was 67.3%. Kent had achieved national upper quartile for this indicator in the year to March 2011 and currently continues to maintain this position.</p>																																							

Percentage of municipal waste recycled or converted to energy and not taken to landfill	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>Plans are in place to improve the capture of recyclables and organic waste from the residual waste stream through joint working with the district councils. This will be achieved by increasing the number of materials collected through new kerbside collection contracts e.g. weekly collection of food waste already introduced in Maidstone, Dover and Shepway areas.</p> <p>A review of the composition of the residual waste streams being managed through the network of household waste recycling centres is being undertaken towards the end of 2011/12 to identify opportunities for the diversion of additional materials. into either the recycling stream or to be used for energy recovery.</p> <p>A step change in performance will be delivered when residual waste from Canterbury City Council is diverted away from landfill and used to create energy at the Allington Waste to Energy Plant. This change will happen from January 2013 and will result in less than 15% of Kent's municipal waste being sent to landfill.</p>	
Risks and mitigating actions	
<p>New kerbside collection services may not deliver the improvement in recycling that is expected. This risk can be managed by engaging with the residents when introducing new services, and through contract management of the Waste Collection Contractor.</p> <p>Unforeseen operational circumstances at KCC's waste transfer stations and household waste recycling centres, along with the reprocessing plants operating at a lower than contracted capacity could reduce performance. Performance levels and operational activity are kept under regular review so that appropriate and swift action can be taken should such events occur.</p> <p>The service provided by the network of household waste recycling centres are currently under review, and any changes resulting from this review could impact on the overall performance of the network.</p>	

Kg of residual household waste per household							Green ↑
Bold Steps Priority/Core Service Area	Deliver the Environment Strategy		Bold Steps Ambition	N/a			
Cabinet Member	Bryan Sweetland		Director/Head of Service	Caroline Arnold			
Portfolio	Environment, Highways and Waste		Division	Waste Management			
				<p>Data Notes. Tolerance: Lower values are better Unit of measure: Kg per household Data Source: KCC Waste Management</p> <p>Data is reported as rolling 12 month total.</p> <p>Residual waste is waste which is neither reused or recycled. e.g. waste which is taken to landfill or which is incinerated.</p>			
Trend Data – rolling 12 month totals	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	699	673	666	648	641	633	
Target			669	658	658	658	658
South East	684	644	624				
Rag Rating	Amber	Amber	Green	Green	Green	Green	
Commentary							
<p>The amount of residual household waste per household being managed throughout Kent continues to fall due to improved recycling rates being delivered and because overall volumes of waste being produced by residents continues to reduce. Recycling improvements include the introduction of weekly food waste collections by district councils along with improvements in the amount of waste being captured through other kerbside recycling services.</p> <p>The national result was 601 kg for 2010/11 and for the South East region 624kg was achieved, compared to a Kent result of 666kg.</p>							

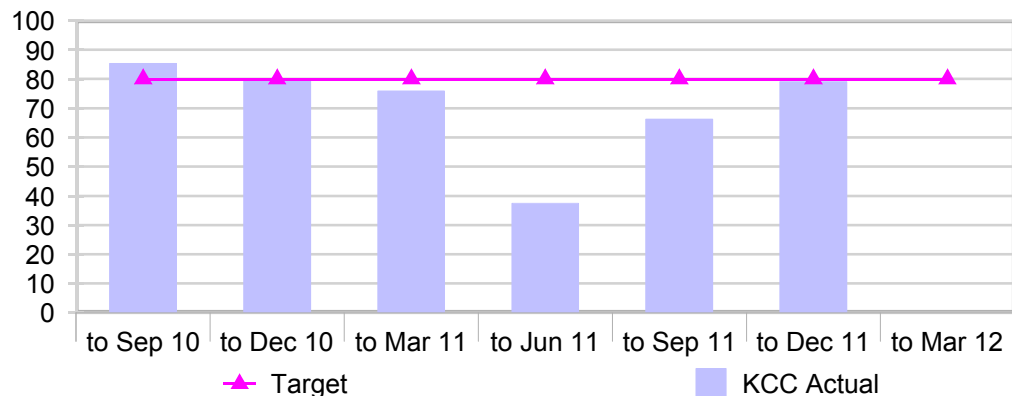
Kg of residual household waste per household	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>This indicator will continue to improve this year and over the next few years as new services enhancing the kerbside collection of recyclable materials (e.g. paper/card, and cans/glass/plastics) and organics for composting (including separately collected weekly food waste) are rolled out by district councils. Shepway and Dover District Councils have completed their roll out of new recycling services in 2011, and. Canterbury and Thanet plan to roll out new services from 2013/14 as part of the East Kent Joint Waste Collection and Processing Contract which commenced in January 2011.</p> <p>Plans for improving the capture of recyclables and organic waste from kerbside collections in the three Mid Kent districts (Ashford, Maidstone and Swale) are progressing through a procurement process.</p> <p>Other opportunities will be explored with the remaining district councils to improve the performance of collection services, along with improving recycling performance at KCC's network of household waste recycling centres.</p>	
Risks and mitigating actions	
<p>The planned level of diversion and capture from the residual waste stream into the recycling and organic waste streams does not materialise as planned, therefore reducing overall performance.</p> <p>District councils fail to procure new collection services and fail to roll out new services as planned, however this risk is being managed by Inter-Authority Agreements between KCC and the districts, where all parties seek to work jointly to deliver improved performance and implement the most cost effective collection and disposal solutions.</p>	

Percentage of waste recycled and composted at Household Waste Recycling Centres							Green ↑
Bold Steps Priority/Core Service Area	Waste Management			Bold Steps Ambition	N/a		
Cabinet Member	Bryan Sweetland			Director/Head of Service	Caroline Arnold		
Portfolio	Environment, Highways and Waste			Division	Waste Management		
				<p>Data Notes. Tolerance: Higher values are better Unit of measure: Percentage Data Source: KCC Waste Management</p> <p>Data is reported as rolling 12 month total.</p> <p>No comparator data for other local authorities is currently available for this indicator.</p>			
Trend Data – rolling 12 month totals	Previous Years			Current Year			
	Mar 09	Mar 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	65.7%	68.9%	69.9%	70.3%	70.7%	71.3%	
Target			69.7%	70.2%	70.4%	70.5%	70.6%
Rag Rating			Green	Green	Green	Green	
Tonnage handled	127,000	131,000	135,000	134,000	133,000	137,000	
Commentary							
<p>For the first nine months of 2011/12 approximately 73% of the waste received by our household waste recycling centres was recycled or composted. However performance is highly seasonal so the 12 month totals are shown above and this shows a result of 71.3% for the 12 months ending December 2011. The year end forecast is for performance to achieve target.</p> <p>In May this year a new household waste recycling centre was opened at New Romney . Performance is over 75% for the new site.</p>							

Percentage of waste recycled and composted at Household Waste Recycling Centres	Green ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>Further improvements are planned at household waste recycling centres (HWRCs) to make them easier for the public to use, and to ensure the quantity and quality of recycled material is maximised.</p> <p>To identify opportunities for the diversion of additional materials away from landfill or being processed via the waste to energy plant at reduced cost, a review of the composition of the residual waste streams being managed through the network of household waste recycling centres will be undertaken towards the end of 2011/12 to identify opportunities for the diversion of additional materials.</p>	
Risks and mitigating actions	
<p>The services provided by the network of household waste recycling centres are currently under review. Any changes resulting from this review could impact on the overall performance of the network. The impact of any service changes will be monitored.</p>	

Percentage of calls to Contact Kent answered within 20 seconds **Amber** ↑

Bold Steps Priority/Core Service Area	Improve access to public services	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Mike Hill	Director	Des Crilley
Portfolio	Customer and Communities	Division	Customer Services



Data Notes.

Tolerance: Higher values are better
 Unit of measure: Percentage
 Data Source: Siemens Hipath telephone system

Data is reported as percentage achieved for each individual quarter.

No comparator data for other local authorities is currently available for this indicator.

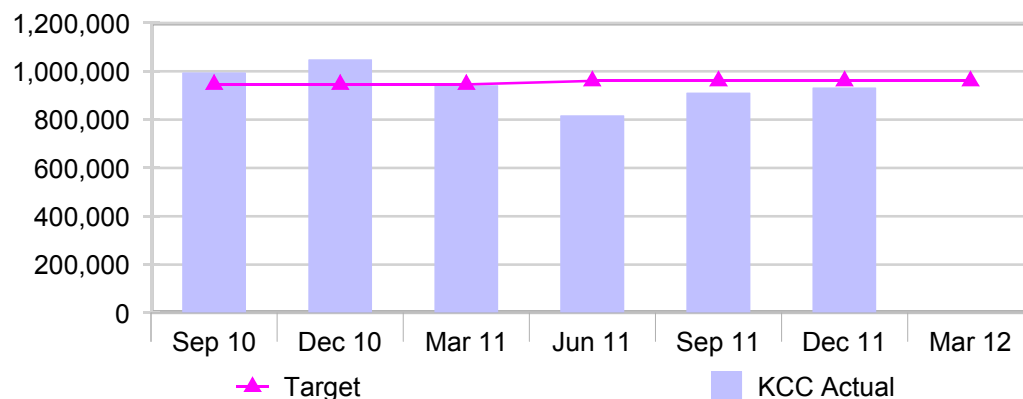
Trend Data – results by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	85.3%	80.1%	75.9%	37.4%	66.3%	79.1%	
Target = previous year	80%	80%	80%	80%	80%	80%	80%
Rag Rating	Green	Green	Amber	Red	Red	Amber	
Calls received	270,000	269,000	287,000	314,000	301,000	246,000	

Commentary

Response times at the KCC Contact Centre were close to target for the quarter ending December 2011. The number of phone calls received was 9% lower than the same quarter in the previous year.

Percentage of calls to Contact Kent answered within 20 seconds	Amber ↑
What actions are we taking to improve performance (and drivers of performance)	
<p>The Contact Kent is now resourced at the right level (mid December), with the recruitment campaign lasting four months (from permission to recruit authorisation to call taking). In addition to resources recruited so far, Contact Kent will be focusing on areas, such as the Kent Highways Speed Awareness Course service during the coming year, with the aim of moving more customer contact to the kent.gov.uk website.</p> <p>This feeds into a longer term strategy of “channel shift” - the migration of customer contact towards more efficient and cost effective channels, which is a component of the emerging Customer Service Strategy.</p> <p>A more comprehensive review of Contact Kent operations has been conducted and is being presented to senior management in February, ensuring that the business model is fit-for-purpose for the future.</p>	
Risks and mitigating actions	
<p>Call volumes have stabilised after the 20% increase experienced in Q1 2011, which had been changing outside of previous forecasts and projections, though individual services are still experiencing dramatic variances from previous years. We are expecting more calls to be generated in February and March, due any significant adverse weather conditions, which last year almost doubled the calls made to the Contact Centre.</p> <p>Savings targets are currently being moved to the business units responsible for the service, as opposed to the Contact Centre. This includes the Kent Contact and Assessment Service (KCAS), which has been impacted by the Central Duty Team and Central Referral Unit (set up to deliver The Children’s Improvement Plan) and is also moving to cover the Single Points of Access, being set up to facilitate the Health and Social Care Integration Plan.</p>	

Number of visits to KCC web site			Amber ↑
Bold Steps Priority/Core Service Area	Improve access to public services	Bold Steps Ambition	Put the Citizen in Control
Cabinet Member	Mike Hill	Director	Matt Burrows
Portfolio	Customer and Communities	Division	Communication and Engagement

**Data Notes.**

Tolerance: Higher values are better

Unit of measure: Number

Data Source: Google Analytics

Data is reported as number of visits made in each quarter.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – visits by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	993,000	1,048,000	939,000	816,000	909,000	931,000	
Target = previous year	945,000	945,000	945,000	960,000	960,000	960,000	960,000
Rag Rating	Green	Green	Amber	Red	Amber	Amber	

Commentary

Visits are higher than the last quarter due to people searching for rubbish collection and other service information during the Christmas period.

Social media was used to drive people to the website through daily ice alerts, road weather forecasts which encouraged visitors to look at the winter service page.

We also began to tweet KCC jobs adverts which also increased visits to the website.

Total visits are still lower than previous quarters in 2010 and this is primarily due to an historic issue of Kent library computers having a homepage from the KCC website, creating an artificially inflated picture. Also, severe weather disruption in December 2010 pushed visitors to Kent.gov to search for school closures, salting routes and service information.

Number of visits to KCC web site	Amber ↑
What actions are we taking to improve performance (and drivers of performance)	
<ul style="list-style-type: none"> • The winter service page (www.kent.gov.uk/winter) continues to be publicised on YouTube, Twitter, press releases, e-bulletin, KNet and K-Mail driving visitors to the website. • The launch of the school closures database will direct more visits to the website when we begin phase 2 to include adult education and library closures as well as KCC building closures. • We are beginning to track user journeys to monitor how successful and useful content and applications on the website are. • We (and other customer service channels) are investigating the use of Gov Metric to provide customer satisfaction data and feedback. • In the longer term, the migration of customer contact towards more efficient and cost effective channels will lead to more visits to the kent.gov.uk site. • Calls for library services to the contact centre are decreasing – more investigation needed to find out if customers have shifted towards the website. 	
Risks and mitigating actions	
<p>There are more than 70 websites with KCC involvement that sit outside www.kent.gov.uk and which direct traffic away from the website (e.g. Kent Choices 4 U, Kent-Teach, Kent Adult Education). The Corporate Management Team has been asked to recommend which external sites move into kent.gov.uk.</p> <p>A decline in visits may be causing additional calls to the contact centre, which is generally more expensive to serve than a web visit. Analysis on contact centre call volumes and web stats for our most-used services is underway as part of the Customer Services Strategy, which will provide recommendations for how to improve web content to encourage more people to use the website as their first point of contact.</p>	

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By: Graham Gibbens, Cabinet Member for Adults Social Care and Public Health
Meradin Peachey, Kent Director of Public Health

To: Cabinet Meeting – 19th March 2012

Subject: Health Inequalities Action Plan

Classification: Unrestricted

i) Summary:

Mind the Gap: Building Bridges to Better Health for All is the Kent Health Inequalities Action Plan, produced with partners, aligning the Joint Strategic Needs Assessment priorities, Public Health Outcomes Framework and Marmot Life-course approach. The document demonstrates the Actions that contribute towards reducing inequalities and illustrates what more needs to be done to ensure that Kent can pro-actively meet the impending Health Premium criteria. There is a clear role for all sectors under the new Public Health arrangements from 2013 and this Action Plan along with the screening and engagement tool developed as part of Kent's 4 Point Approach has gained significant support as a way forward. It also provides a template for local councils and agencies to identify their own local actions to ensure that a collaborative effort to reduce inequalities can put Kent ahead of the game.

For Information

1. Introduction

- 1.1** The current transition to transfer Public Health responsibility into Local Authorities by 2013 is a timely opportunity for Public, Private, Voluntary sectors and social enterprises to work collaboratively and join forces to reach a variety of aspects of people's lives to improve health and lifestyle outcomes. The Action Plan provides a framework of the roles and priorities for the Local Authority, Health and Wellbeing Board and Clinical Commissioning Consortia and make head-way into meeting the awaited guidance for Health Premiums.
- 1.2** Mind the Gap has been produced in partnership with KCC Directorates, NHS Public Health and local districts to build a shared commitment to reducing inequalities. The Action Plan is aligned to existing national programmes, Kent's JSNA, Marmot's objectives for reducing inequalities and the recent Public Health Outcomes Framework to ensure that priorities and commitment are owned and achievable.
- 1.3** The aim of Mind the Gap is to provide a clear, visual and succinct picture of Kent's approach to reducing health inequalities and identify, collaboratively, what more needs to be done.
- 1.4** The 4 Point Approach explains what needs to be done to breath life into the Action Plan, ensuring it is an active document that constantly challenges health inequality outcomes. It also provides opportunities to evidence and up-scale good practice. More about this approach is detailed below.
- 1.5** It is intended that district councils and their partners will use the framework of this plan to identify their own local actions that will impact on inequalities throughout the life course. Different functions such as Housing, Mental Health and Tobacco Control can do the same. Some districts in Kent are

proposing Locality Board arrangements to form relationships with the Health and Wellbeing Board. Links to the Locality Boards are important, reflecting the complexities of health and social care needs across Kent.

2. The Action Plan

- 2.1 The Action Plan is defined by the 6 Chapter Headings representing the Marmot Policy themes to progress away from silo-d delivery and promote the 'life-course' approach. This encapsulates wider social determinants such as Housing, Transport, Education and Employment.
- 2.2 Under each Life-Course theme, a set of priorities have been identified; reflected from the Joint Strategic Needs Assessment (JSNA). The Actions listed below each Priority demonstrate Kent's commitment to reduce health inequalities. Only actions linked to health inequality outcomes have been included, but the list is by no means exhaustive. Conditions that are not fundamentally entrenched in inequalities (such as dementia for example) and are prevalent across all social groups are better placed in health promotion strategies and have not been prioritised in this plan. Seated within each chapter one Action has been highlighted as potentially making the greatest impact in reducing health inequalities. These priority Actions are also summarized within local profile charts to indicate where performance needs to be improved and provides opportunities for up-scaling good practice.
- 2.3. In Kent we want to be clear about our aims and we want to challenge ourselves and partners to reverse the national trend of increasing health inequalities. The Plan includes a commitment of activities to reduce the inequalities gap by a default 1% per annum in most cases and a more aspiring improvement rate for some of the most difficult priorities. Further detail illustrated in the Aspirations table where we share our vision of **What Good Will Look Like in 2015**.

3. Developing the Action Plan

- 3.1 **What do we need to do:** Kent Public Health are working with national experts (HINST and Inukshuk) to develop a single screening and assessment tool designed to measure the impact of activities on inequalities in Kent. This puts Kent in a unique driving position and has the support of Chris Bentley from HINST Associates. The Screening and Assessment tool is encapsulated in the 4 Point Approach.

Deliver this 4 POINT APPROACH:

- i) **Target the population appropriately** by using local intelligence, data from the JSNA, health profiles. The intensity of focus of response strategies, both County and locality based, should be targeted in accordance with the principles of equity: greater attention and investment to areas and issues of greater need in order to maximise and improve overall outcomes.
- ii) **Apply the HINST Christmas Tree Tool** to the commissioning cycle to ensure interventions are delivered effectively. The tool models the potential contribution of interventions necessary to achieve targets and ensure that local people have a voice.
- iii) **Assess impact** on health inequalities by applying the wellbeing screening tool and by listening to local communities. The health inequalities wellbeing screening tool will provide a model for assessing and measuring interventions which are integral to cost effective commissioning and delivering targets and positive outcomes for the population.
- iv) **Ownership** and delivery of priorities through locally agreed action plans

- 3.2** This Health Inequalities Action Plan will be active, promoted and owned by us all. Contributions have been made by Public Health Consultants, Specialists and Local Government Officers and District Authorities, with additional representation from the voluntary sector.
- 3.3** The monitoring and progress of the Health Inequalities Action Plan will be overseen by the Kent Health Inequalities Group which will provide regular updates to Public Health DMT and to POSC as and when required.
- 3.4** The Action Plan is also to be closely aligned to the priorities of Vision For Kent, giving particularly support to Ambition Board 2, Tackling Disadvantage

4. Recommendation

Cabinet is asked to:

- (i) NOTE and SUPPORT the contents of the report.
- (ii) Agree to the course of action noted in this paper.
- (iii) and note that the Action Plan will also be reported to the County Council at its meeting on 29 March 2012.

Contact Officer:

Deborah Smith
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Tel: 01622 696176

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Kent's Health Inequalities Action Plan

MIND THE GAP Building bridges to better health for all

2012/15



Foreword



Graham Gibbens
Cabinet Member for Adult Social Care and Public Health

We live in an age where everyone's health is improving and we are all living longer. Only 100 years ago, the average lifespan was 47 years – and now it is 80 years.

However, just like 40 years ago, if you are wealthier you are likely to live longer and have better health.

What happens to you during your lifetime has a huge impact on your health. Poor health is linked to whether you drink or smoke, what you eat, your qualifications, the job you do, how much you earn and where you live.

With so many factors having an affect on our health, central government has put responsibility for public health back in the hands of local authorities. The reasoning is that councils have local influence over many of those things that affect our health, from housing, regeneration and planning to education, leisure and road safety. Of course, services for children, young people and vulnerable adults also play a vital part.

Taking on these responsibilities is something I am pleased to do because tackling disadvantage – and unfairness – in our communities is one of our three ambitions. Indeed, it is part of our Community Strategy – the Vision for Kent.

We want all residents in Kent to live longer, healthier lives, regardless of where they live or how much money they have. We want the lives of the poorest to improve fastest so that the inequality that exists between the richest and poorest in our communities is reduced. This is especially important at a time when more people are finding it harder to make ends meet.

This plan sets out what we are going to do to fulfill our new responsibilities to tackle health inequalities in our communities and to help keep us all – especially those with fewer advantages – to feel well and stay healthy.

I welcome and recommend this action plan to you and look forward to seeing the difference we can make to the lives of the people of Kent.

Meradin Peachey
Director for Public Health



This Action plan sets out how partners- Health, Districts, the 3rd Sector and others across Kent –will fulfill our responsibilities and it refreshes the commitment and strengthens the contributions made by all key stakeholders. It has a wider and more collective ownership and commitment to health inequalities, so that we can all work together to really make a difference. This will require a focused, targeted approach to inequalities and strong partnerships with the Kent Community to gain insight into attitudes and behaviours that prevent lifestyle change.

The priorities and actions come from National Programmes and our Joint Strategic Needs Assessment and guidance such as the Healthy Child Programme, Health and Social Care Bill and the Public Health Outcomes Framework are referenced throughout.

Our aspirations to achieve a measure of good practice are described under the 'What Good Will Look Like in 2015' section. This is where the scaling up and systematic delivery of effective programmes with robust outcomes will come into effect and where challenges, risks and innovation will need to be applied.

This Action Plan, driven by the Joint Strategic Needs Assessment and Marmot's Life-course objectives provides a clear, focused commitment to how and by when we will see outcomes to reduce to the inequalities gap.

Kent County Council is committed to delivering services that will support this action plan but success will depend on all our partners' ongoing commitment and support. Together we can make a difference.

Contents

What people in Kent think

Introduction

1. Health Inequalities in Kent
2. Who Will do what
3. What this Plan will do to tackle Health Inequalities in Kent
4. The Tools We Use

Pg 4

*"It's great we now have something that says how things should be happening"
"we can use this to ask our council and local services why they are not doing what it says"*

Objectives

1. Give every child the best start in life
2. Enable all children, young people & adults to maximise their capabilities and have control over their lives
3. Create fair employment & good work for all
4. Ensure a healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill health Prevention

Pg 10

"It's about personal choice, and how the agencies that are around 'pitch' their services at you..... they don't offer us the right stuff at the right time, and then wonder why things go wrong"

Pg 23

Pg 33

"They (council services) shouldn't decide how locally they can do this, people like us should be spoken with so we can tell them... we want to be involved"

Pg 39

Pg 44

Pg 52

"It's a tool to make sure we don't just get the scraps, but have a fair shot too"

Introduction

1. Health Inequalities in Kent

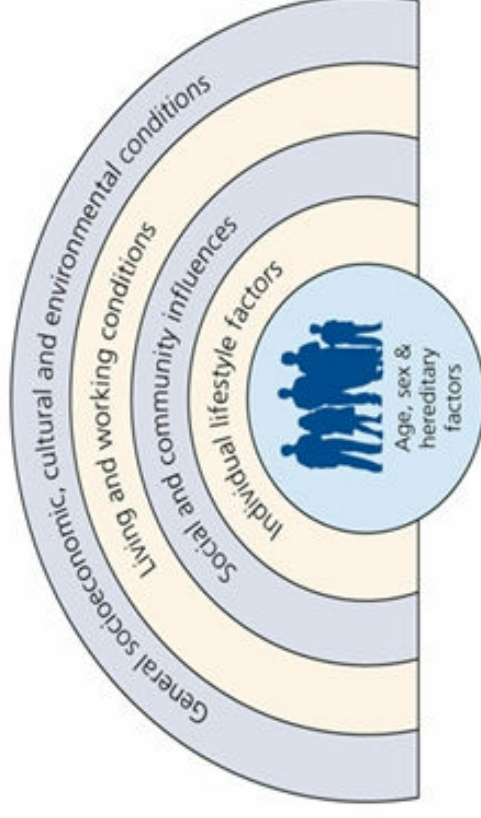
Health inequalities are the result of a set of complex interactions, including:

- the long-term effects of a disadvantaged social position
- differences in access to information, services and resources
- differences in exposure to risk
- lack of control over one's own life circumstances
- a health system that may reinforce social and economic inequalities.

These factors all affect a person's ability to withstand the stressors – biological, social, psychological and economic – that can trigger ill health. They also affect the capacity to change behaviour.

Measures of health inequality are not primarily about health but of socio-economic status which has an impact on health and can lead to disease. Relative deprivation impacts on a person's ability to participate in or have access to employment, occupation, education, recreation, family and social activities and relationships which are commonly experienced by the mainstream. People in deprived circumstances often do not present with major health problems until too late. Barriers to presentation include structural issues such as poor access and transport; language and literacy problems; poor knowledge; low expectation of health and health services; fear and denial and low self esteem.

All age all cause mortality is the accepted convention for measuring overall health status of communities. By showing mortality rates charted to deprivation we can demonstrate that the overall mortality gap between the richest and poorest in Kent is increasing over time and that there is a highly significant correlation between relative deprivation and life expectancy across the county as a whole and for many of the district council areas. Poverty exists all over Kent and is not confined to specific areas. Although Kent has a better than England average inequality in male life expectancy (8.2years) it is still worse than the South East region average of 7.3years and there is still a lot more to be done to tackle the life expectancy of the most to the least deprived (*Health Inequalities in Kent – Two Years on from Fair Society Healthy Lives (The Marmot Review – February 2012)*)



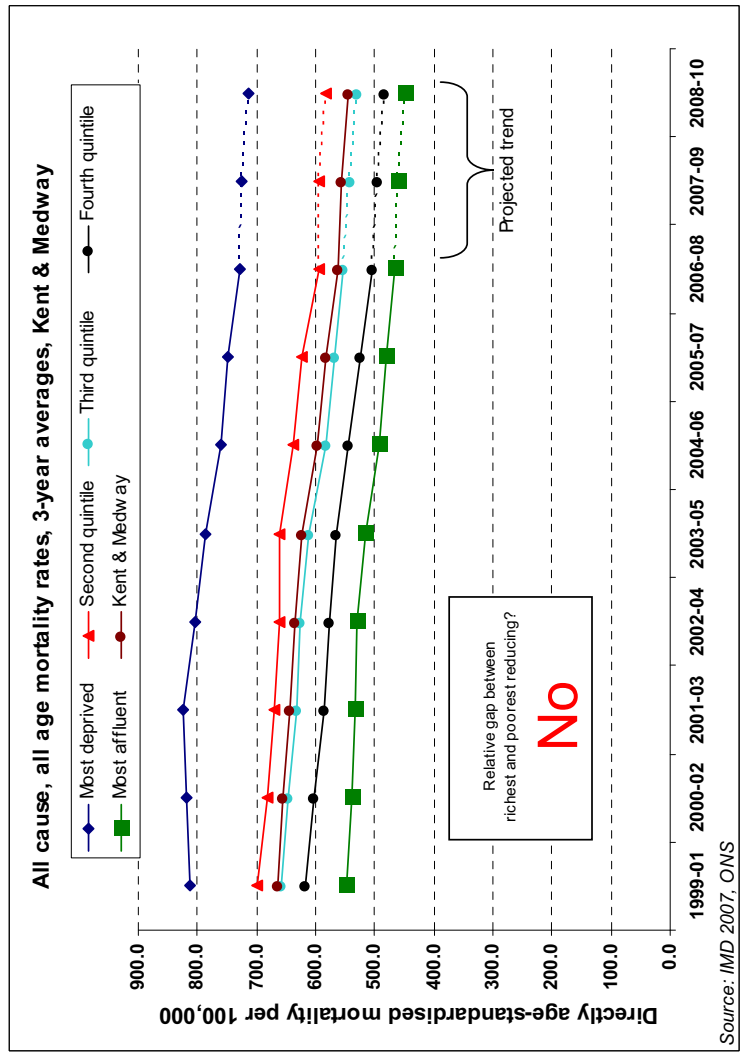
Dahlgren and Whitehead (1991)

Slope Index of Inequality for Life Expectancy 2005-2009

	Males Slope Index of Inequality (years)	Females Slope Index of Inequality (years)
Slope Index score represents the gap in years of life expectancy at birth between the most deprived and least deprived in the local authority area.		
Kent CC	8.1	5.0
Ashford	4.3	2.2
Canterbury	6.8	4.7
Dartford	8.1	5.7
Dover	8.0	2.3
Gravesham	9.1	4.2
Maidstone	7.2	5.9
Sevenoaks	4.3	1.6
Shepway	8.4	7.1
Swale	7.7	4.9
Thanet	12.3	7.2
Tonbridge and Malling	7.2	5.4
Tunbridge Wells	4.9	0.6

Source: APHO 2012; see also Objective 4

All age, all cause mortality rates, 3-year averages, Kent & Medway



For more information at a District level Trends in Health Inequalities in Kent and Medway 2010 (Dr J. Sexton) is available at www.kmpho.nhs.uk/health-inequalities/life-expectancy/?assetdet957414=96348

2. What this Plan will do to tackle Health Inequalities in Kent

We will transform health inequalities in Kent by reducing the gap in health status between our richest and poorest communities.

Most importantly we will improve health and wellbeing for everyone in Kent but we will “improve the health of the poorest fastest” so that more people will live longer in better health and the difference in life expectancy within and between communities in Kent will reduce.

What we will achieve by 2015:

- Increase breast-feeding initiation rates and prevalence at 6-8 weeks in all parts of Kent
- Roll out Total Child Pilot to schools to help schools identify health and wellbeing issues for pupils
- Increase proportion of Young People (16-18) & (18-24) in full time education or employment
- Reduction in the levels of inequalities for Life Expectancy for Males and Females
- Reduce homelessness and its negative impact for those living in temporary accommodation
- Reduce the rate of deaths attributable to smoking in all persons

The Economic Benefit of Reducing Inequalities will yield tangible results for individuals, families and communities. For example, each teenage pregnancy avoided will save a total of £400,000 in extra costs to the taxpayer in health, benefits, tax from earnings and lost productivity. 9417 more people in Kent will be helped to stop smoking this year (2011/12) and on average every smoker who quits will save over £2000 pa. Every pound invested in tobacco control and smoking cessation will save £11 in health, social care and related costs.

3. Who will Do What

The Action Plan provides a framework and tools to identify, analyse and evaluate actions that can contribute to reducing health inequalities.

Local Authority

Kent County Council is taking on new responsibilities for Public Health and for tackling the social determinants of health inequalities. However we will only succeed if all local authorities and our partners across Kent are engaged and committed to reducing health inequalities in their areas.

The objectives and priorities are set by the Marmot review and the Kent Joint Strategic Needs Assessment but the actions can be changed to suit different organisations, districts and localities, functions or issues. We are hoping that district councils and their partners will use the framework of the plan to identify their own local actions that will impact on inequalities throughout the life course. Different functions such as Housing, Mental Health and Tobacco Control can do the same.

Some districts in Kent are proposing Locality arrangements. As these arrangements evolve alongside new Clinical Commissioning groups this action plan will play an important role in informing planning, commissioning priorities and decisions.

‘People’s health and well-being will be at the heart of everything local councils do. It’s nonsense to think that health can be tackled on its own. Directors of public health will be able to champion local co-operation so that health issues are considered alongside housing, transport, and education.’

Andrew Lansley, Secretary of State for Health, November 2010

Partnership Working

Kent has embraced this challenge through the Sustainable Community Strategy *Vision for Kent 2012-2022*. The Vision for Kent sets out three Countywide Ambitions that will guide the direction of public services in Kent for the next ten years:

- Ambition 1 - To grow the economy
- Ambition 2 - To tackle disadvantage
- Ambition 3 - To put citizens in control

It puts emphasis on economic regeneration, work creation, supporting vulnerable people, a good standard of living and the development of healthy and sustainable places and communities. This Action Plan is sponsored by Ambition Board 2 and is integral to work in Kent to tackle disadvantage.

Primary Care and Clinical Commissioning Groups (CCGs)

The NHS Commissioning Board and CCGs will need to adopt a process that demonstrates what they have done to fulfill their health inequalities duties on an annual basis including ensuring that access to NHS care is demonstrably fair and equitable across different groups, e.g. age, sex, social class, geography. The Four Point Approach (see page 8) developed to deliver this Action Plan is recommended as a robust screening and assessment tool that can detail a plausible audit trail to addressing inequalities. Emphasis on reducing inequalities should be focused on delivering screening and prevention programmes including Health Checks, immunisations, early diagnosis and reducing the burden of Long Term Conditions to the right populations not just those that present themselves.

Acute Services

The NHS Outcome Framework defines and supports clinical outcomes, including the reduction of health inequalities for NHS commissioners, encouraging them to work in partnership with the public health system to improve health and wellbeing and reduce health inequalities, underpinned by NICE quality standards or other accredited evidence. In particular, the outcomes frameworks should be aligned, with further shared outcomes across the NHS and public health system (http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/documents/digitalasset/dh_132085.pdf) This should also be demonstrated through “make every contact count” a key component of the NHS Future Forum’s SIX POINT PLAN to use every contact with an individual to maintain or improve their mental and physical health and wellbeing where possible. This will be included in the NHS Constitution.

4. The Tools we Use

What do we need to do: The Action we need to take is summarised in this Four Point Approach.

Deliver this 4 POINT APPROACH:

- i) **Target the population appropriately** by using local intelligence, data from the JSNA, health profiles
- ii) **Apply the HINST Christmas Tree Tool** to commissioning to ensure interventions are delivered effectively to achieve population outcomes.
- iii) **Assess impact** on health inequalities by applying the wellbeing screening tool and by listening to local communities
- iv) **Ownership** and delivery of priorities through locally agreed action plans

Page 256

I. Targeting the population - Understanding the needs of our communities.

The focus of response strategies, both county and locality based, should be targeted in accordance with the principles of equity (greater attention and investment to areas and issues of greatest need) in order to maximise and improve overall outcomes.

There is a wealth of research, information, data and sophisticated profiling tools available in Kent to help identify those areas and issues of greatest need.

- o Joint Strategic Needs Assessment and Social Care maps (www.kmpho.nhs.uk/jsna/)
- o District and Kent Health Profiles from the Department of Health (www.apho.org.uk/resource/view.aspx?QN=HP_RESULTS&GEOGRAPHY=29)
- o Key facts about the County of Kent including Deprivation, population, employment, housing can be found at KCC Research and Intelligence Unit website (www.kent.gov.uk/your_council/kent_facts_and_figures.aspx)

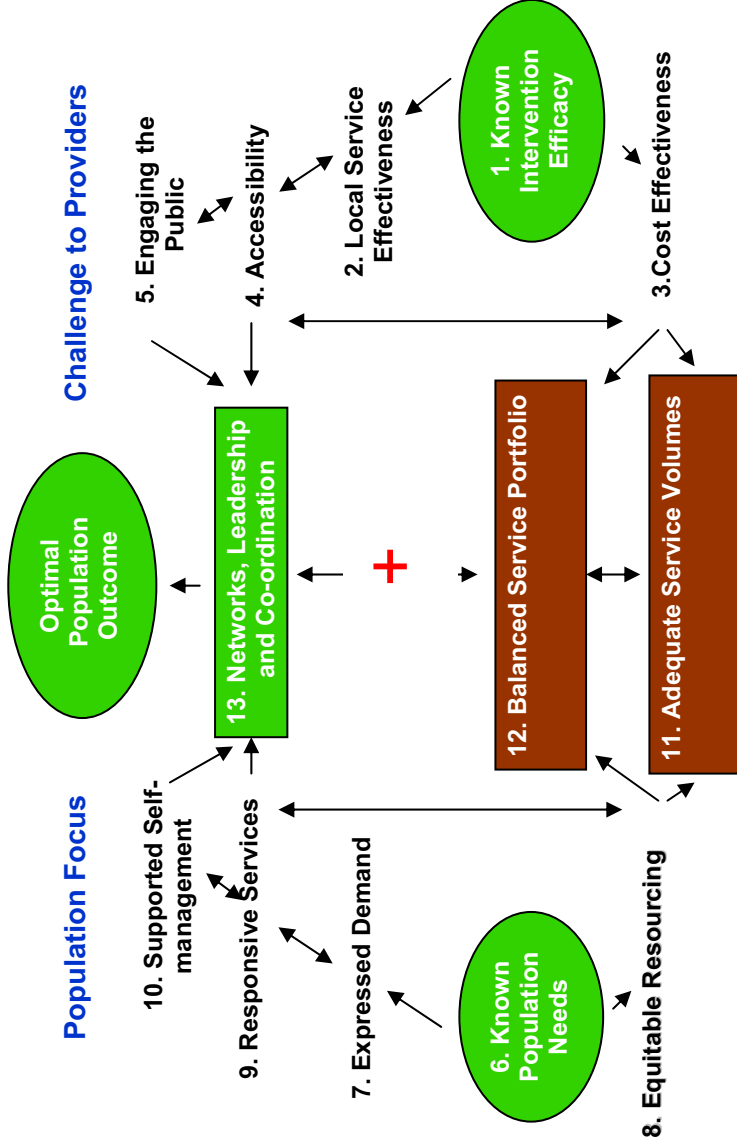
II. **Strategic Commissioning** – using the HINST Christmas Tree Model (right)

The HINST Team developed the Christmas Tree to help model the potential contribution of interventions necessary to achieve targets. It has the potential to support commissioners to engage in the systematic delivery of the best health outcomes from a given set of interventions and ensure that local people have a voice

III. **Impact Assessment** - Supporting Operational effectiveness through the development of a health inequalities wellbeing screening tool will provide a model for assessing and measuring the cost effective interventions which are integral to targets and positive outcomes for the population. This approach will also provide the Health and Wellbeing Board with evidence of improvements to facilitate access to the health premiums that the Government is proposing to use to reward progress on specific public health outcomes.



Commissioning for Best Outcomes



The screening tool developed by the National MWIA Collaborative (England) and published in May 2011 will put wellbeing at the centre of our planning as a key part of addressing inequalities.

Commissioners should be aware of a range of tools available to help them assess cost benefits. The National Institute for Health and Clinical Excellence (NICE) proposed a three step approach to determine the benefits of public health interventions (2010) and recommended the need for benefits to be reported in 'natural units', such as life years saved and reductions in hospital admissions as well as through financial modeling.

1: Give every child the best start in life

Improving health in the early years of life contributes considerably to better health outcomes in later life, with reduced levels of diabetes, coronary heart disease and hypertension, all of which have a significant impact on the NHS as well as wider society, children and their families.

Life-Course 1: Key Priority for Making a Difference in Kent

Increase breast-feeding initiation rates and prevalence at 6-8 weeks in all parts of Kent

The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. (Marmot Review 2010)

Objective 1A: Give every child the best start in life (Conception-9 months)

Delivered through Maternity Matters; Infant Feeding Action Plan

Priorities

1A: Support good health and wellbeing in pregnancy and the newborn

1a.1 Help increase the number of healthy births

1a.2 Increase breast-feeding initiation rates and prevalence at 6-8 weeks in all parts of Kent - **Priority Issue for Kent**

Actions

1a.1.1 Strengthen midwifery and stop smoking resources to reduce smoking in pregnancy

1a.1.2 Strengthen buddy role through Midwifery

1a.1.3 Campaign to promote good health in pregnancy

1a.1.4 Ensure teenage mothers have additional support

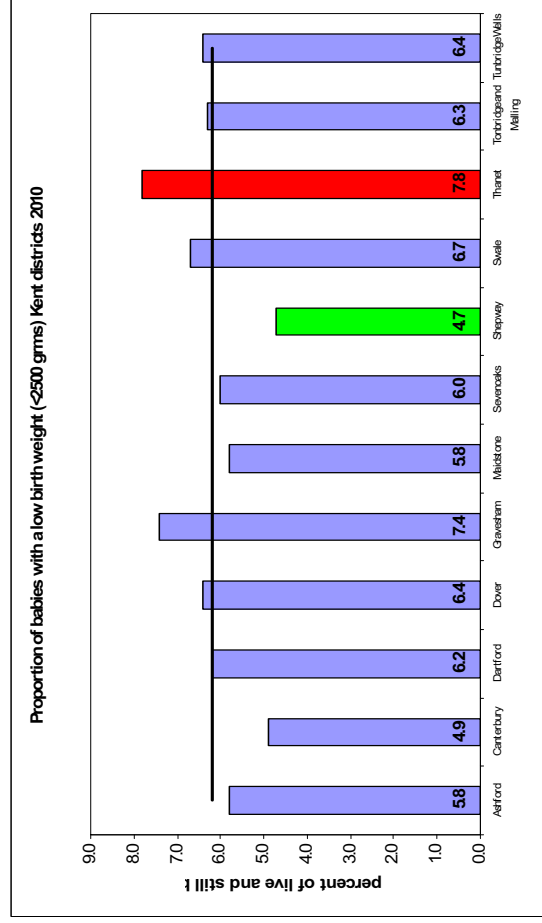
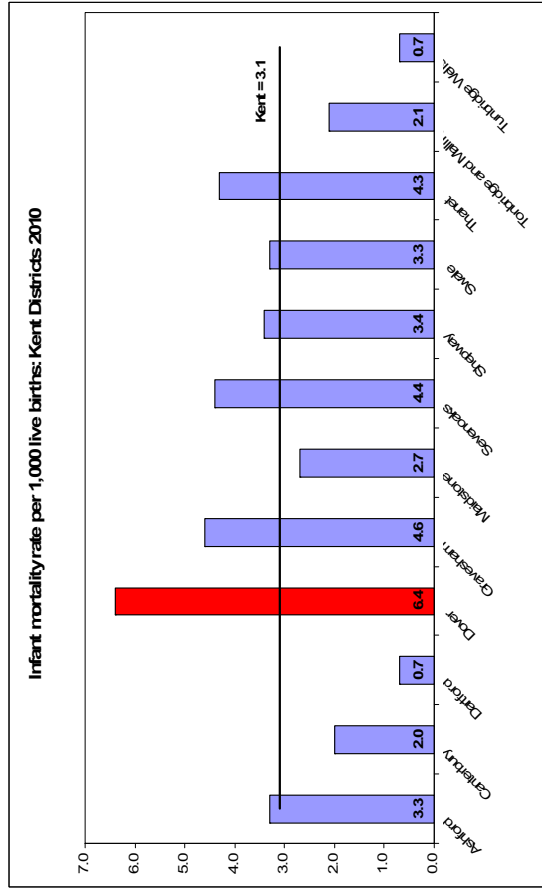
1a.1.5 Supporting pregnant women who are experiencing domestic violence

1a.2.1 Support infant feeding by achieving UNICEF's Baby Friendly accreditation and by putting the infant feeding action plan in place

1a.2.2 Develop a needs assessment for breastfeeding to support targeting and commissioning of services

Objective 1A. Give every child the best start in life

Priority 1a.1 Help increase number of healthy births



The NHS Information Centre for health and social care. © Crown Copyright.

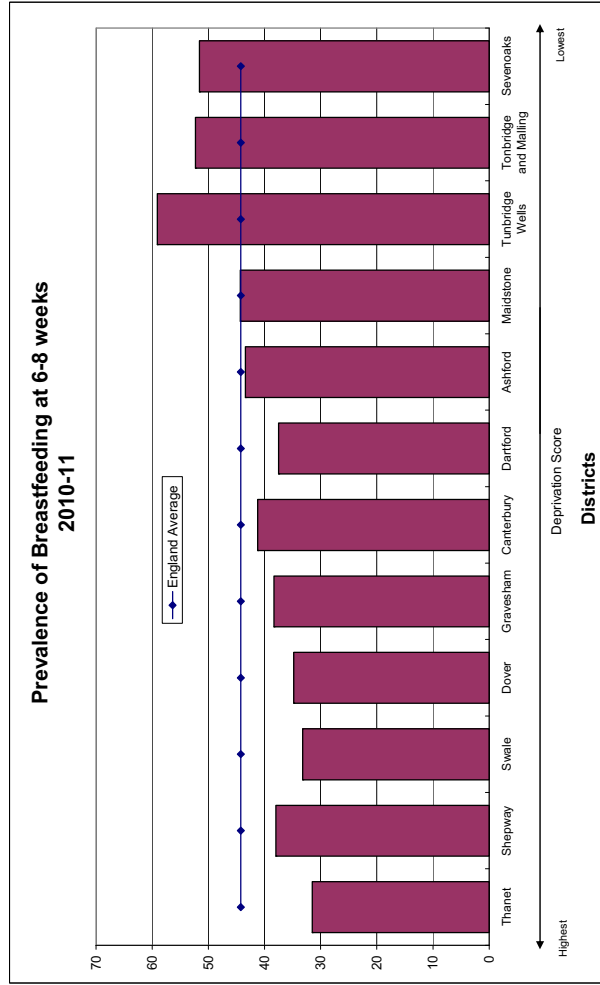
- The overall rate for infant mortality for Kent has been consistently lower than the England and Wales rate. However there are differences in infant mortality rates which could point to a health inequality based on socio-economic circumstances. There are a higher number of infant deaths in East Kent and latest data indicates that Dover far exceeds the Kent average.
- Low birth weight has serious consequences for health in later life. Increased viability and survival of very pre-term infants due to advances in medical technology will account for some of the very low birth rate weights.
- Smoking in pregnancy is known to affect both birth weight and incidence of infant mortality and continues to impact on the health of a child.
- Domestic violence is more likely to occur to women in their reproductive years, from lower socio-economic areas and often increases during pregnancy.
- A particularly vulnerable group is teenage mothers who are much more likely to be posing considerable risk to both themselves and their babies. They are also highly likely to access services late, potentially further compromising their care. Teenage mothers had a statistically significant higher rate of stillbirths. Postnatally they had much lower rates of breastfeeding at both birth and at 6-8 weeks.

Priority 1a.2 Support infant feeding by achieving UNICEF's Baby Friendly accreditation

Breastfeeding makes an important contribution to the health of mothers and infants. The Government has committed to increase support for breastfeeding as part of its strategy to reduce health inequalities and has set a target to increase breastfeeding initiation rates by 2% per year, focusing particularly on women from disadvantaged groups. In Kent averages in breastfeeding at birth mask significant disparity between Hospital Trusts. For example in two Kent hospitals from April- June 2011 65% of new mothers breastfed at the Darent Valley Hospital, 78% did so at Maidstone and Tunbridge Wells. This translates to PCTs as:

Initiation Rates	Eastern and Coastal Kent	West Kent PCT	England Average
Breastfeeding at birth %	69.22	71.46	74.6

CHIMAT breastfeeding profile East & West Kent 2011 child profile- chimat



The rate of exclusive breastfeeding at birth and at 6-8 weeks confirms that women in the most deprived areas are less likely to breastfeed. The biggest drop off in breast feeding occurs by the fourth day after birth.

Local Profile

Setting Local Priorities: addressing inequalities at a district level. National target for coverage 95%. National target for prevalence 46%.

6-8 week breast feeding status by mother's Local Authority of residence 2011

Area	Number of Maternities	Prevalence of Breast feeding	% coverage The number of children with a breastfeeding status recorded as a percentage of all infants due for a 6-8 week check during the quarter
Ashford	1458	36.1%	83.2%
Canterbury	1475	38.8%	82.6%
Dover	1169	34.4%	87.6%
Shepway	1188	35.9%	87.4%
Swale	1715	27.9%	84.1%
Thanet	1667	31.1%	83.2%
Dartford	1436	33.4%	85.9%
Gravesham	1348	34.1%	87.2%
Maidstone	1969	42.1%	92.1%
Sevenoaks	1337	51.2%	90.1%
Tonbridge & Malling	1434	44.8%	92.0%
Tunbridge Wells	1395	54.1%	91.6%

Source: KMPHO

The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What good will look like in 2015	Aspirational Targets
1a.1 Increase Numbers of Healthy Births		
All women are supported throughout their pregnancy, know how and when to access services and can easily find support in their community. They have access to help and information about avoidable risks and lifestyle choices to keep their baby healthy. Women in deprived areas or in at risk groups receive additional targeted support in ways that suit them and they access services in good time.		<ul style="list-style-type: none"> • Reduction in Infant mortality • 50% reduction in smoking in pregnancy by 2015 • 1% reduction in low birth weight
1a.1.1 Strengthen midwifery and Smoking Cessation resources to reduce smoking in pregnancy	Provide a whole systems approach to engaging with and supporting pregnant smokers. Linking pathways between acute, primary and community interventions.	<ul style="list-style-type: none"> • 50% reduction in smoking in pregnancy by 2015
1a.1.2 Strengthen midwifery resources to provide health buddy support through pregnancy	Giving priority to pre and post natal interventions including intensive home visiting with outreach to increase take-up from the most disadvantaged families Health buddy support -repeated broad based contacts with either a professional or peer educator both before and after birth to assist in take up of breast feeding and smoking cessation	
1a.1.3 Deliver effective campaign to promote good health and wellbeing in pregnancy	All women have access to good information and signposting to support lifestyle choices and wellbeing	
1a.1.4 Ensure teenage mothers have additional support	New ways of working: Children's Centres taking on the main role for providing tailored support to teenage parents including the facilitation of provision of specific education programmes within the young parent support groups. Commissioning of improved transition support onto longer term education and training programmes once input from young parent support groups has ceased.	<p>For teenage mums-</p> <ul style="list-style-type: none"> • 1% reduction in low birth weight • 75% Increase breast feeding initiation rates by 2015 • 55% Increase in breast feeding prevalence 6-8 weeks after birth by 2015

	Reduction in greater prevalence of smoking among teenage mums in areas of deprivation. Smoking cessation support is available in new non medical places targeted to where mums will go- soft play centres, libraries, children centres.	<ul style="list-style-type: none"> Reduce greater prevalence of smoking amongst teenage Mums in areas of deprivation
1a.1.5 Support pregnant women who are experiencing domestic violence	Front line staff are given training and awareness raising about domestic violence, how to recognise it and what support is available. NICE Guidelines for women with complex social circumstances implemented	
1a.2 Increase breast-feeding initiation rates and prevalence at 6-8 weeks in all parts of Kent		
	The Baby Friendly Initiative works with the health-care system to ensure a high standard of care for pregnant women and breastfeeding mothers and babies. In whatever way a woman chooses to feed her baby health care professionals will make sure mums are supported and confident	<ul style="list-style-type: none"> 2% Increase breast feeding initiation rates 2% Increase in breast feeding prevalence 6-8 weeks after birth
The Kent and Medway Infant feeding plan will be fully implemented.		
1a.2.1 Support infant feeding by achieving Unicef's Baby Friendly accreditation and by putting the infant feeding action plan in place	Working through maternity units, hospitals, children centres, midwives and Health Visitors to achieve Unicef's baby friendly accreditation. Best practice is in place in a range of medical and community settings and Unicef's assessment and accreditation process is in progress recognising those that have achieved the required standard There will be a quarter on quarter increase in the uptake of the Healthy Start scheme-a statutory scheme providing a nutritional safety net and encouragement for breastfeeding and healthy eating for pregnant women and children under 4 in low income and disadvantaged families across the UK.	
1a.2.2 Develop a needs assessment for breastfeeding to support targeting and commissioning of services	The needs assessment is being used to identify groups or areas where targeted support will increase breastfeeding	2% increase in breastfeeding rates in the most disadvantaged groups

Objective 1B: Give every child the best start in life (From 9 months)

Delivery through- Early Intervention and Prevention Programme; Healthy Child Programme; Healthy Schools; Putting Children First- Safeguarding and Looked After Children's Services Improvement and Development Plan; Action plan for children's emotional wellbeing and mental health; CYPP; Hidden Harm strategy ; smokefree homes initiative

Priorities

1b. 1 Support parents so that they can raise emotionally and mentally healthy children

1b.2 Encourage access to health services for all

1b.3 Promote Healthy Weight for Children

1b.4. Increase childhood immunisations in groups of children in whom uptake is identified as being below average

Actions

1b.1.1 Provide clear and quick access through a redesign of child and adolescent mental health services (CAMHS),

1b.2.1 Make Information available about finding and registering with a G.P. and dentist through community settings

1b.3.1 Implement new recommendations for physical activity for under 5s in early years settings

1b.4.1 increasing childhood immunisations among Gypsy and Traveller children

1b.1.2 Targeted intervention through family nurse partnerships and commissioned support around High Need Families

1b.2.2 Families or young people who do not traditionally engage with services are supported to access health professionals

1b.3.2 Implement Healthy Weight Care pathway

1b.4.2 Introduce new ways and different settings to promote take up of childhood immunisations

1b.1.3 Identify and improve access to services for substance misusing parents

1b.3.3 Support access to physical activity and sport into adolescence

1b.1.4 Targeted campaign to reduce children's exposure to secondhand smoke

Objective 1B: Give every child the best start in life (9 months+)

Priority 1b.1 Support parents so that they can raise emotionally and mentally healthy children

The role parents play in the health and wellbeing of their children cannot be overstated. Assisting parents to make the right choices to support healthy outcomes is a key part of tackling health inequalities for young people. The county council and districts are uniquely placed to communicate with and support parents through children centres, schools, council services, libraries and Gateways. The Children's JSNA recommends that

- All agencies should target their approach to focusing on the **family** as a whole rather than children's behaviour
- Commissioning of services should recognise **home visiting** as a key intervention to addressing inter-generational improvements in parenting, child behaviour and cognitive development.

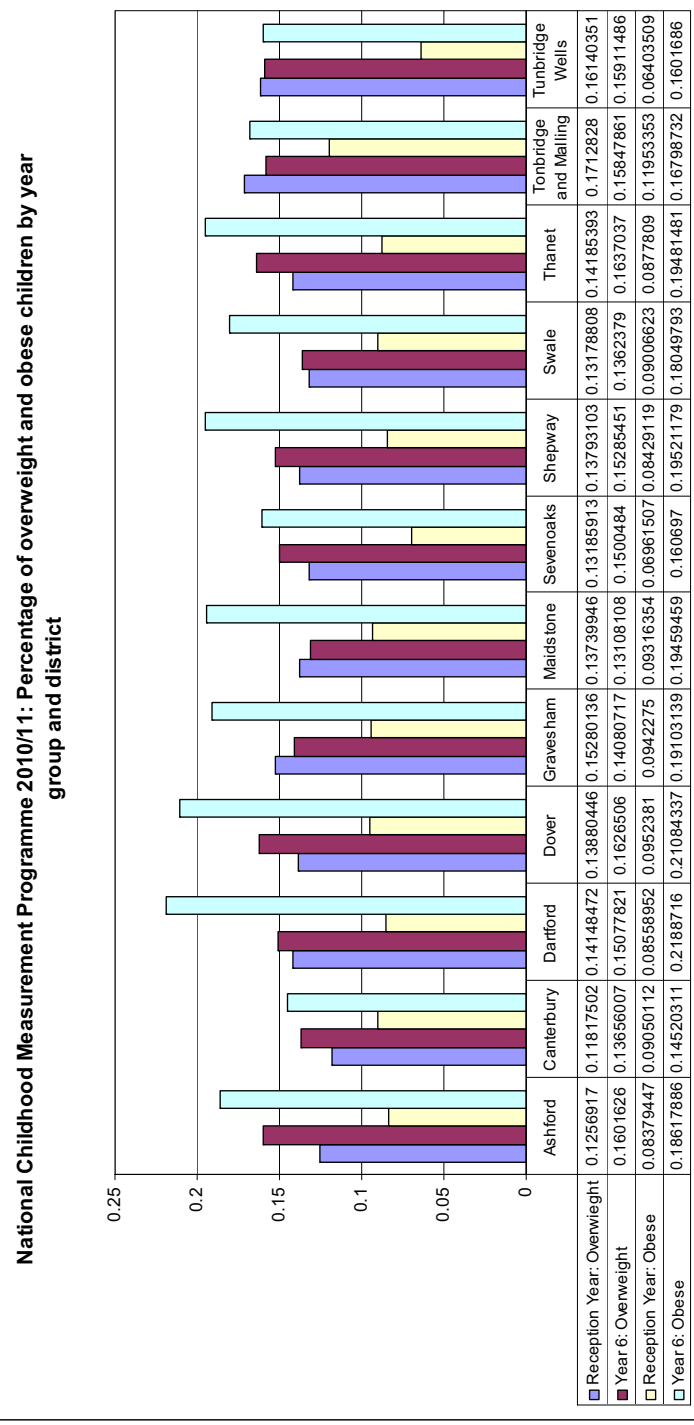
Priority 1b.2 Encourage access to health services for all

GP and Dentist registrations- access to health professionals is vital to support good health outcomes and finding and visiting a GP can be more difficult for those experiencing disruption in their lives- including looked after children and the homeless.

Priority 1b.3 Promote Healthy Weight for Children

Mounting evidence suggests that a critical period during which to prevent childhood obesity and its related consequences is before the age of five. The best thing we can do for children from 0-5 is create ways of life which continue to make obesity unlikely. Children who live in more deprived areas are more likely to be overweight and obese than those from the most affluent areas. Making what may seem like simple changes to daily habits (physical and nutritional) is sometimes simply too difficult given all the other difficulties many families have to confront.

Centre, Lifestyle Statistics / Department of Health Obesity Team NCMP Dataset



Priority 1b.4 Increase childhood immunisations

The national immunisation programme is an essential part of protecting children's health. Low vaccine uptake puts children at risk. Measles has made resurgence in the UK and the rate of take up of the MMR vaccine in Kent whilst improving, is not at the 95% level recorded by the World Health Organisation as being necessary to prevent an outbreak.

Percentage of children immunised by their 5 th birthday 2010-11	DTP		Hib		DTPP		MMR	
	Primary %		Primary %		Booster %		First dose %	First and second dose %
West Kent PCT	93.7		94.9		91.4		92.3	87.4
Eastern & Coastal Kent PCT	96.3		96.7		90.1		93.5	87.0
England	94.7		94.2		85.9		91.9	84.2

Diphtheria Tetanus, Polio (DTP) Diphtheria Tetanus, Polio, Pertussis (DTPP) Mumps, Measles and Rubella (MMR). Information Centre 2011

Local Profile

Setting Local Priorities: addressing inequalities at a district level. Target 95% coverage rate of childhood MMR immunisations.

Local Authority	MMR immunisation rates for children by local authority* - 2010-2011		
	Number of children in cohort	Number of Children immunized against MMR by 5th birthday	Percentage of Children immunised against MMR by 5th birthday
Ashford	1189	1030	86.6%
Canterbury	1631	1464	89.8%
Dartford	1323	1133	85.6%
Dover	1026	921	89.8%
Gravesham	1385	1246	90.0%
Maidstone	1758	1606	91.4%
Sevenoaks	1200	1048	87.3%
Shepway	1015	895	88.2%
Swale	1055	976	92.5%
Thanet	1324	1076	81.3%
Tonbridge & Malling	1560	1375	88.1%
Tunbridge Wells	1365	1213	88.9%
Kent	15831	13983	88.3%

*derived from child's registered GP practice: Source: CarePlus, Child Health System

The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What good will look like in 2015	Targets and achievements
<p>1b. 1 Support parents so that they can raise emotionally and mentally healthy children</p> <p>All our children have a right to a good childhood and a positive future. Parents and carers will feel supported to bring up their children to be physically, mentally and emotionally healthy, to help them fulfill their potential and equip them to contribute to society. Services will offer targeted support to those families that are finding it hard to cope or face challenging situations.</p>		
<p>1b.1.1 Provide clear and quick access through a redesign of child and adolescent mental health services (CAMHS)</p>	<p>CAMHS are easily accessible with short waiting times and improved access to psychological therapies</p> <p>Routine support to meet social need via outreach to families is available through schools, parenting programmes, children's centres and key workers</p>	<p>Access to and effective treatment from Camhs outcomes indicator</p>
<p>1b.1.2 Targeted intervention through family nurse partnerships and commissioned support around High Need Families</p>	<p>Family nurse prevention and the community budgets model are used to engage families in deprived areas or those facing additional challenges</p> <p>There is access to effective parenting programmes</p> <p>Children are ready for school and families are supported through the transition to school</p> <p>We will prioritise parents in specialist community treatment</p>	<p>Crude rate of hospital admissions caused by unintentional and deliberate injuries in age 0-17 per 100,00 resident population</p> <p>Childhood development at 2-2.5 years</p> <p>Parents - % increase in the number of clients exiting treatment successfully</p>
<p>1b.1.3 Identify and improve access to services for substance misusing parents</p>		<p>Parents - % increase of new treatment journeys engaged in effective treatment (rolling year to end of quarter)</p>
<p>1b.1.4 Targeted campaign to reduce children's exposure to secondhand smoke</p>	<p>Reduced amount of secondhand smoke that children are exposed to by making smoking outside the home the acceptable social norm amongst families who smoke; via</p> <p>A comprehensive and consistent approach across all partners to promote awareness of the damage caused by secondhand smoke to children.</p>	<p>Increased number of reported smokefree homes (especially amongst targeted groups)</p>

1b.2 Encouraging access to health services for all		
1b.2.1 Information is available about finding a G.P. and dentist through community settings	Health Trainers making Information about finding a G.P. and dentist and how to register available at Gateways, Children's centres, schools and libraries. Health Trainers engaging with Gypsy and Travellers to increase numbers registered with GP & Dentist	<ul style="list-style-type: none"> All Looked After Children (LAC) having an annual health check Rate of tooth decay in children aged 5 years Increasing immunisation to 95% rate
1b.2.2 Families or young people who do not traditionally engage with services are supported to access health professionals	Children and Young People from the following groups are able to get access to health services: <ul style="list-style-type: none"> People with a learning disability Looked after children Homeless or in temporary accommodation Gypsies and travellers 	
1b.3 Promote Healthy Weight for Children		
Measures for early intervention should be targeted universally. Parents and carers are supported and informed in the early years about adopting good habits - how breast feeding and the introduction of good eating habits, physical activity and sleeping routines are likely to prevent the development of obesity. Children and young people have access to physical activity, sport at school and healthy food at school, affordable leisure activities and places to play.		From the 11/12 trend baseline we will aim to reduce the percentage increase in obesity from Reception year to year 6 by 1% per annum
1b.3.1 Implement new recommendations for physical activity for under 5s in early years settings	Healthy Schools Team working in new ways with early years settings and rolling out the effective early years pilot to areas of deprivation Once a child is mobile (under 5s) should be physically active daily for at least 180 minutes spread throughout the day	
1b.3.2 Implement Healthy Weight Care pathway	Improved referral rates to programmes from health care professionals to family healthy weight programmes such as MEND	
1b.3.3 Provide access to physical activity and sport into adolescence for all	Continue to develop opportunities and programmes with partners and the 3 rd Sector for young people to take part in sport – such as Sportivate and use the legacy of the 2012 Olympics and Para Olympics to promote the benefits of sport i.e. through the Kent school games Revise and promote the Active Kent website to provide information on local activities & services	http://www.kentsport.org/ http://www.activekent.co.uk/

1b.4 Increase childhood immunisations among most vulnerable groups		95% coverage of immunisations take up by age 5 in groups with low take up rates
New, non medical places will be promoting and offering immunisations with specialist targeting to groups with low take up rates		
1b.4.1 Increasing childhood immunisations among Gypsy and Traveller children		
1b.4.2 Introduce new ways and different settings to promote take up of childhood immunisations	<ul style="list-style-type: none"> • Promoting take-up in children's centres • Start in school programme as part of primary school registration in most deprived areas • Targeted Opportunistic Vaccinations for children presenting at A& E 	

2. Enable All Children, Young People and Adults to Maximise Their Capabilities and Have Control Over Their Lives

*Central to our vision is the full development of people's capabilities across the social gradient.
Without life skills and readiness for work, as well as educational achievement, young people will not be able to fulfil their full potential, to flourish and take control over their lives
(Marmot review 2010)*

Life-Course 2: Key Priority for Making a Difference in Kent
Roll out Total Child Pilot to schools to help schools identify health and wellbeing issues pupils

Objective 2: Enable all children, young people and adults to maximise their capabilities and have control over their lives

Delivery through – Kent Teenage Pregnancy Strategy; Adult Social Care Transformation Programme; 14-24 Strategy; Primary and Secondary Improvement Strategy; Youth Justice Plan; Anti-social behaviour Strategy; CYPP; Falls Strategy; Active Lives Now; Valuing People Now

Priorities

2.1 Improve educational attainment particularly at GCSE level

2.2 Reduce risk taking behaviours in young people

2.3 Support older people to live safe, independent and fulfilled lives and support disabled people to live independently at home

Actions

2.1.1 Roll out Total Child Pilot to schools to help schools identify health and wellbeing issues pupils are dealing with to target interventions to help narrow the gap. – **Priority issue for Kent**

2.1.2 To maximise children's attainment and development by improving housing conditions

2.2.1 Reduce teenage conceptions

2.2.2 De-normalise attitudes of smoking among young people

2.2.3 Improve sexual health

2.2.4 Reduce risk taking behaviour in vulnerable groups including tackling the harmful affects of alcohol

2.3.1 Support self management of long term conditions

2.3.2 Deliver effective local services for falls, falls prevention and fractures

2.3.2 Provision of adaptations and equipment to the home to prevent accidents with associated costs, and improve quality of life of recipients and carers

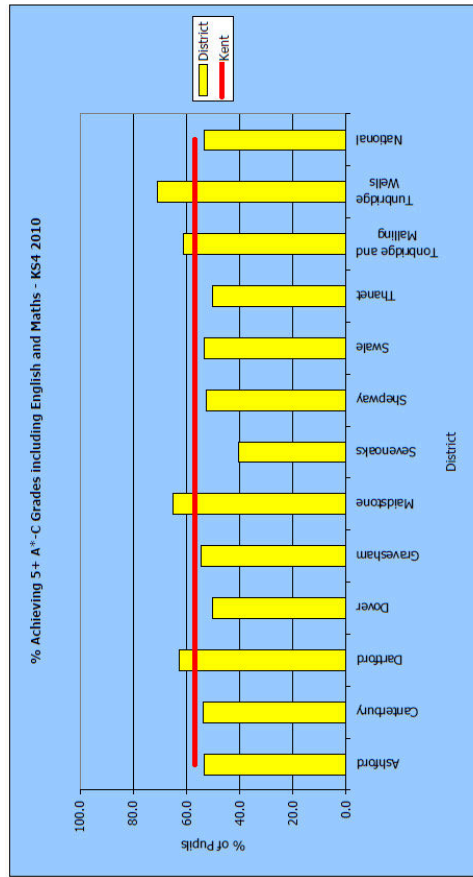
2.3.3 Support people with Learning Disabilities with housing, employment, access to health services and leisure activities

Objective 2: Enable all children, young people and adults to maximise their capabilities & have control over their lives

Priority 2.1 Improve educational attainment particularly at GCSE level

There is a clear relationship between low educational attainment and poor health over a lifecourse. For young people educational attainment supports economic wellbeing- the ability to get and keep a job which indicates better mental wellbeing and health outcomes for the rest of their lives.

In 2009-10 GCSE statistics showed that around a third of pupils who had been receiving free school meals in the previous six years achieved five or more A*-C grades, compared to more than two thirds of their fellow pupils. In Kent, children who take free school meals experience marked inequality in comparison to the achievement of their peers- including significantly lower outcomes at GCSE. Those children achieving 5+ A*-C GCSEs are more likely to experience longer term employment and have the capability to retrain at least twice during a working life.

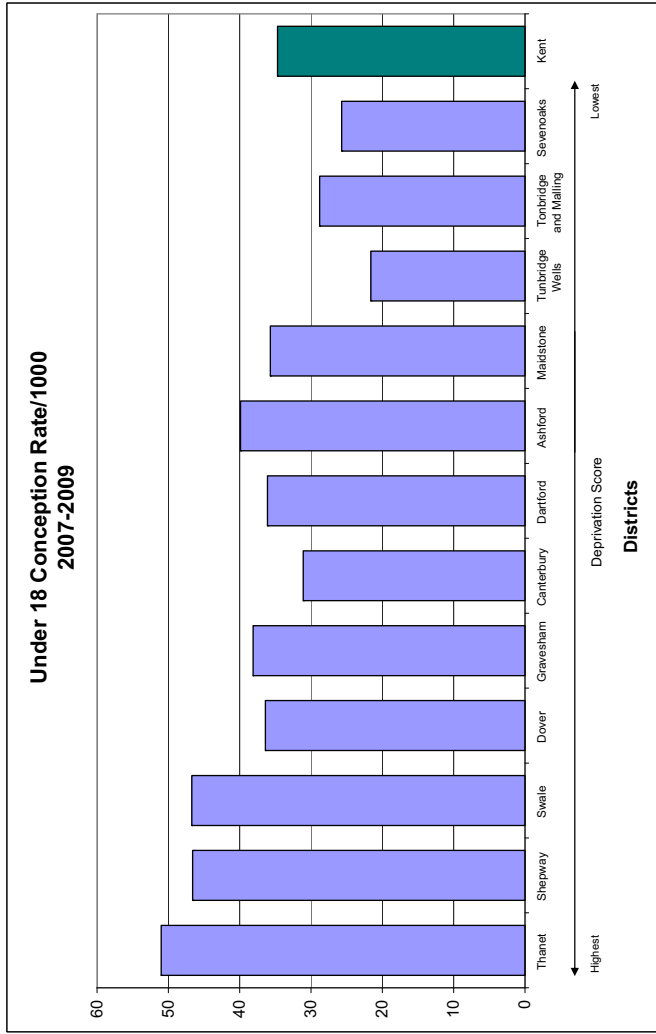


At present, the data derived from Department of Education returns reveal that Kent's position is currently good. 64.8% of children receive a good level of development at age five compared to the England average (58.8% and is also significantly better than the region as a whole (61.1%)

Whilst schools serving areas with significant concentrations of relative deprivation mainly do well against the England average they struggle to match the outcomes of the most affluent areas.

Priority 2.2 Reduce risk taking behaviours in young people

Teenage mothers and their children face particular inequalities. The link with a lack of aspiration is significant, young people need the motivation as well as the means to prevent pregnancy and engagement in education through the teenage years is a strong protective factor. Kent Teenage Pregnancy Strategy has mainstreamed much of the work needed to continue to reduce teenage pregnancy rates in Kent. There is evidence to show that providers of services to adolescents need to continue to focus on ensuring good quality information, advice and guidance on relationships, sex and contraception is available to those who need it including those who are most vulnerable and that schools and colleges need to ensure that girls and young women with poor academic achievement receive an educational offer which they find to be relevant and engaging.



In Kent the teenage pregnancy rate is 34.7 per 1000 females 15-17 years (2009) which compares favorably to an England rate of 38.

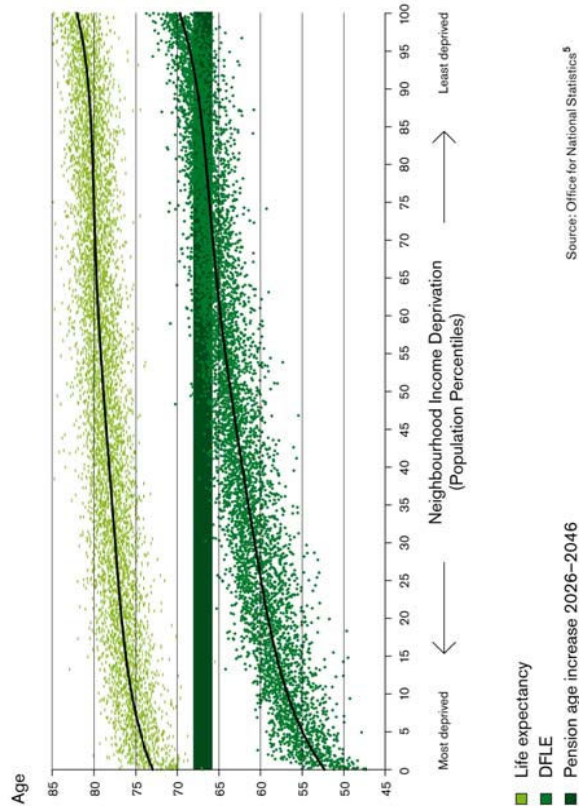
There is however significant difference in progress to reduce rates across the districts of Kent, with Canterbury having achieved the best reduction of 19% while Maidstone has demonstrated an increase of 10%.

(To avoid annual fluctuations rates are calculated on three year rolling averages.)

Sexual health: Sexually transmitted infections particularly affect young people and 15 to 24 year olds, particularly young women, continue to be the group most affected by sexually transmitted infections (STIs) in the UK or the group that most present for treatment. Untreated infection can lead to serious health problems, including infertility. Acute STIs diagnosed between 1998 and 2009, increased by 100% in the east Kent and west Kent clinics. Late diagnosis of HIV is a problem in some areas of Kent, for example almost 55% of HIV diagnoses in West Kent are classified as late diagnosis.

Priority 2.3 Support older and disabled people to live independently

Figure 1 Life expectancy and disability-free life expectancy (DFLE) at birth, persons by neighbourhood income level, England, 1999–2003



Inequality in Disability Free Life Expectancy (DFLE)
 DFLE is the average number of years a person could expect to live without an illness or health problem that limits their daily activities. For males the Kent figure is 11.4 years difference. This is worse than the England value (10.9). It is also significantly poorer than the regional value of 8.9 years. For females, the Kent figure is 9 years difference. This is marginally worse than the England figure (9.2 years) but significantly poorer than the regional average (7 years).

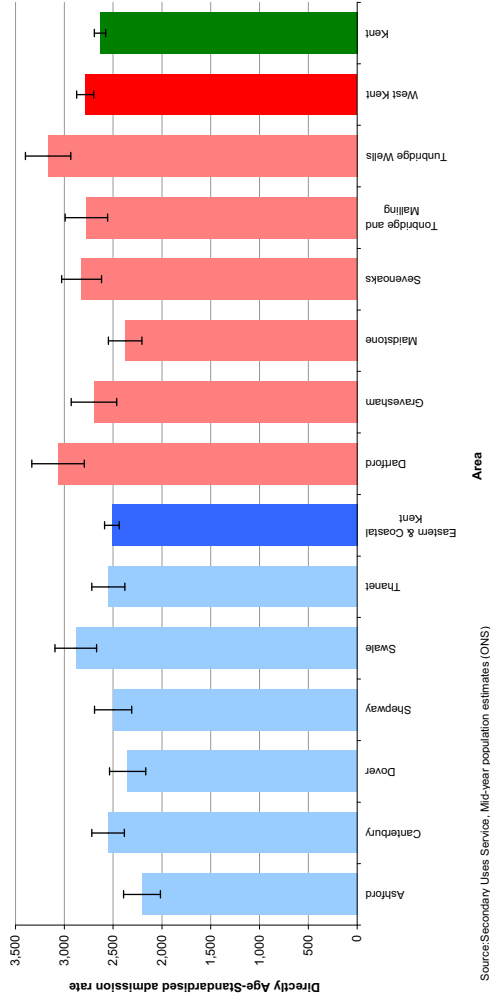
Long Term Conditions

- Older people with multiple long term conditions are the main driver of cost and activity in the NHS as they account for around 70% of overall health and social care spend.
- They are disproportionately higher users of health services – representing 50% of GP appointments, 64% of outpatient attendances, 70% of inpatient bed days, 58% of A&E attendances and 59% of practice nurse appointments.
- The average cost per year of someone without a long term condition is around £1,000 which rises to £3,000 for someone with one condition and to £8,000 for people with 3 or more conditions.
- Patients universally say that they wish to be treated as a whole person and for health and social care services to act as one team. Despite this, those people who have more than one condition, particularly older people, face an increasingly fragmented response.
- The following principles have been agreed as national LTC model of care:
 - Using validated risk profiling to support commissioners to understand the needs of their population and manage those at risk to prevent disease progression and allow for interventions to be targeted and prioritised.
 - Integrated health and social care teams based around a locality (or neighbourhood) to provide joined up and personalised services to treat patients holistically.

- Empowering patients to maximise self-care, self-management and choice, through shared decision making and motivational interviewing, for example use of appropriate assistive technologies.

Falls and Fractures

Falls and fractures are a major cause of disability and the leading cause of mortality due to injury in older people aged over 65 in the UK, with large implications for the quality of life of older people who survive a fall.



Hip fracture is the most serious injury related to falls in older people, and can lead to loss of mobility and loss of independence, forcing many to leave their homes and move into residential care. Mortality after hip fracture is high: around 30% after one year. Current specialist services, particularly in West Kent, are not adequately resourced enough to risk assess all fallers (early enough) and provide or refer them to suitable interventions such as community exercise, adaptations at home and assistive technologies like telecare.

The lack of timely specialist risk assessment represents an important inequity in service leading to health inequalities both geographically as well as by age. For example the graph above suggests higher falls admission rates in West Kent compared to East Kent because of the lack of suitable specialist services in the hospital and community to deal with at risk fallers.

CCGs therefore need to commission the expansion and integration (with acute trust, social services and other partner organisations) of existing community rehabilitation teams particularly in West Kent to provide comprehensive timely falls and / or fracture risk assessments to elderly fallers who are seen by ambulance and A&E services

Support for People with a Learning Disability

People with learning disabilities have poorer health than their non-disabled peers. These differences are to an extent avoidable, and as such represent health inequalities. The impact of these inequalities is serious. The research indicates that people with moderate to severe learning disabilities are three times as likely to die early than the general population.

Improving Health and Lives – implications for social care commissioning and practice: A discussion paper Sue Turner September 2011

People with learning disabilities have a wide range of social and health care needs. This reflects the spectrum of severity for learning disabilities and the different conditions that may co-exist. People with learning disabilities also have needs generated by social exclusion, such as poverty, lack of housing and unemployment. Those with mild learning disabilities may need specialist support in mainstream education while they are children. Subsequently, they may need the same support/benefits as others in socially excluded groups, rather than specialist services. At higher levels of disability, however, many individuals will have lifelong needs for health and social care.

The Joint Strategic Needs Assessment identifies that people with a learning disability in Kent are more likely to be obese, have dementia, mental health problems, physical disability, sight and hearing impairments than the general population. They are less likely to access general health services resulting in low rates of health screening take up and poorer dental health. They often have communication difficulties or impairment of social ability. In 2007 46,700 people in Kent were believed to have a learning disability, 42,000 persons with a moderate learning disability and approximately 4,700 with a severe learning disability. Only a small proportion of these are in contact with Social Care Services. Having a learning disability can lead to restriction in participation in society- not only for the person with a disability but also their families and carers.

Local Profile

Setting Local Priorities: addressing inequalities within Districts

	Implementation of Total Child to identify health and wellbeing issues
Ashford	√ (7 Schools)
Canterbury	√ (1)
Dartford	√ (5)
Dover	
Gravesham	√ (1)
Maidstone	√ (2)
Sevenoaks	
Shepway	√ (7)
Swale	
Thanet	√ (3)
Tonbridge & Malling	√ (4)
Tunbridge Wells	√ (3)

The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What Good Will Look like in 2015	Targets and achievements
2.1 Improve educational attainment particularly at GCSE level		
2.1.1 Roll out Total Child Pilot to schools to help schools identify health and wellbeing issues pupils are dealing with to target interventions to help narrow the gap.	<ul style="list-style-type: none"> Extending the role of schools in supporting families and communities and taking a 'whole child' approach to education Consistently implementing the full range of extended services in and around schools Developing the school-based workforce to build their skills in working across school— home boundaries and addressing social and emotional development, physical and mental health and well-being. 	<ul style="list-style-type: none"> Narrowing the gap between pupils on free school meals and their peers achieving 5* A-C Narrowing the gap between achievement across Districts
2.1.2 To maximise children's attainment and development by improving housing conditions	<ul style="list-style-type: none"> Children's Centres to liaise with the local housing authority regarding any concerns with the children's housing conditions. Develop a single point referral system to health related services across Kent for all key agencies involved in Children's Services, for example the Thanet system 	The number of properties with children aged 9 months+ where housing action taken
2.2 Reduce Risk taking Behaviours in young people		
2.2.1 Continue to reduce teenage pregnancies	<ul style="list-style-type: none"> Health services are young people friendly and accessible Children's Centres have a relevant offer for all very young parents which helps them to access education as well as providing care for their child/ren All providers of services to adolescents screen for and engage in preventative work to reduce risk taking behaviours The most vulnerable groups receive effective outreach services 	<ul style="list-style-type: none"> Reduce rate of teenage conceptions in all districts to less than 40 per 1,000 by 2015 No of GPs with You're Welcome Standard
2.2.2 De-normalise attitudes and halt uptake of smoking among young people	<ul style="list-style-type: none"> Kent schools to adopt a comprehensive tobacco education programme that meets individual school's needs. Develop a youth advocacy campaign which empowers young people with a wider knowledge base about all tobacco control issues and capitalises on their energy and enthusiasm. 	<ul style="list-style-type: none"> Reduce smoking prevalence rates among under 15 year olds Reduce illicit tobacco and supply of tobacco to under 18s
2.2.3 Improve sexual health by reducing late diagnosis of HIV in Kent and increase Chlamydia screening	<p>A range of targeted work will increase HIV testing</p> <ul style="list-style-type: none"> For Black African women Through MSM to increase early testing in high prevalence areas in Kent <p>Health care professionals will receive training to broach the topic of risk factors for STIs and work to increase Chlamydia screening in poor performing areas</p>	<ul style="list-style-type: none"> Reduction in late diagnosis of HIV by 1% Increase in take up of Chlamydia screening in Primary care In partners In young males

<p>2.2.4 Reduce risk taking behaviour in vulnerable groups including tackling the harmful affects of alcohol</p>	<p>Targeted work focused on young people who have complex or multiple needs- i.e. they are looked after, young offenders, have a mental health problem, are substance or alcohol misusers</p>	<ul style="list-style-type: none"> • Reduction in risk taking behaviour in vulnerable groups • Penetration of early intervention services into populations of vulnerable young people • Commission IBA in a variety of clinical settings for at least 10% of dependent drinkers in Kent, increasing to 20% over the next two years using referral tools and pathways already agreed by commissioners and providers
<p>2.3 Support older or disabled people to live independently</p>		
<p>2.3.1 Support self management of long term conditions</p>	<ul style="list-style-type: none"> • Risk Profiling – All CCGs have agreed and are using a common approach towards identifying individuals at high risk requiring complex care by using risk prediction tools and electronic searches applied to local health and social care datasets and sharing this (real time) information with those who need it so that care can be pro active, moving from a treatment system to a preventive system. CCGs will also ensure clinical access to real time urgent care data sources in a combined dashboard. • CCGs will have implemented effective primary / community / secondary / social care infrastructures including single point of access and target those identified at high risk then tailor their care through a case /care management / holistic approach using neighbourhood health and social teams. • CCGs will have implemented a shared decision making process with patients such as negotiated agenda setting, information sharing, supporting autonomy, supporting goal setting and action planning. Priority should be given to empowerment of patients to self manage their conditions with support from carers and families. 	<ul style="list-style-type: none"> • Increase in proportion of elderly living independently in their own home • Reduction in demand for residential care / nursing home admissions including admissions direct from hospital • Increase in number and use of personalised care management plans linking into integrated personal budgets • Reduction in admissions to residential / nursing care • Reduction in emergency admissions (up to 20%) • Reduction in emergency bed days (up to 25%) • Reduction in proportion of inappropriate admissions (from current 9%) and inappropriate hospital bed days where no acute care was given (from current 50%) (as measured by Utilisation Review of hospital beds)

<p>2.3.2 Deliver effective local services for falls, falls prevention and fractures</p>	<ul style="list-style-type: none"> • Development of integrated falls and fracture prevention services by existing intermediate care / rehab teams (in KCHT) and geriatricians (from acute trusts) with support and partnership from other organisations i.e. GPs, ambulance, adult social services, district councils, community pharmacists and voluntary organisations. This is needed more in West Kent than East Kent. • Ensure risk assessment is carried out as early as possible by targeting fallers non conveyed to A&E (by ambulance), and fallers conveyed to and discharged from A&E (but not admitted). • Community based therapeutic exercise programmes (postural stability) run by voluntary organisations or district authorities for elderly fallers who are formally assessed, referred and followed up by the Falls preventions services mentioned above. • Industrialise use of assistive technologies and adaptations such as telecare and telehealth to support people at home who have been formally risk assessed by Falls Prevention Service. Use of Disabled Facilities Grant. 	<ul style="list-style-type: none"> • Reduction in the proportion and number of ambulance callouts related to falls in the > 65 yrs age group. • Reduction in the proportion and number of falls related admissions including fractures in the >65 yrs age group.
<p>2.3.3 Provision of adaptations and equipment to the home to prevent accidents with associated costs, and improve quality of life of recipients and carers</p>	<p>Improved joint working and timely delivery of adaptations through the Disabled Facilities Grant. Telehealth and telecare considered automatically in this process</p>	
<p>2.3.4 Support people with Learning Disabilities with housing, employment, access to health services and leisure activities</p>	<p>Valuing People Now Partnership continues to work towards</p> <ul style="list-style-type: none"> • ensuring people have more choice and control over what they do during the day • they do not feel excluded from the wider community and its opportunities • finding ways to help people with learning disabilities get real jobs • making it easier to get better housing with appropriate levels of support; • Advocacy is available so that people can communicate their wishes 	

3. Create fair employment & good work for all

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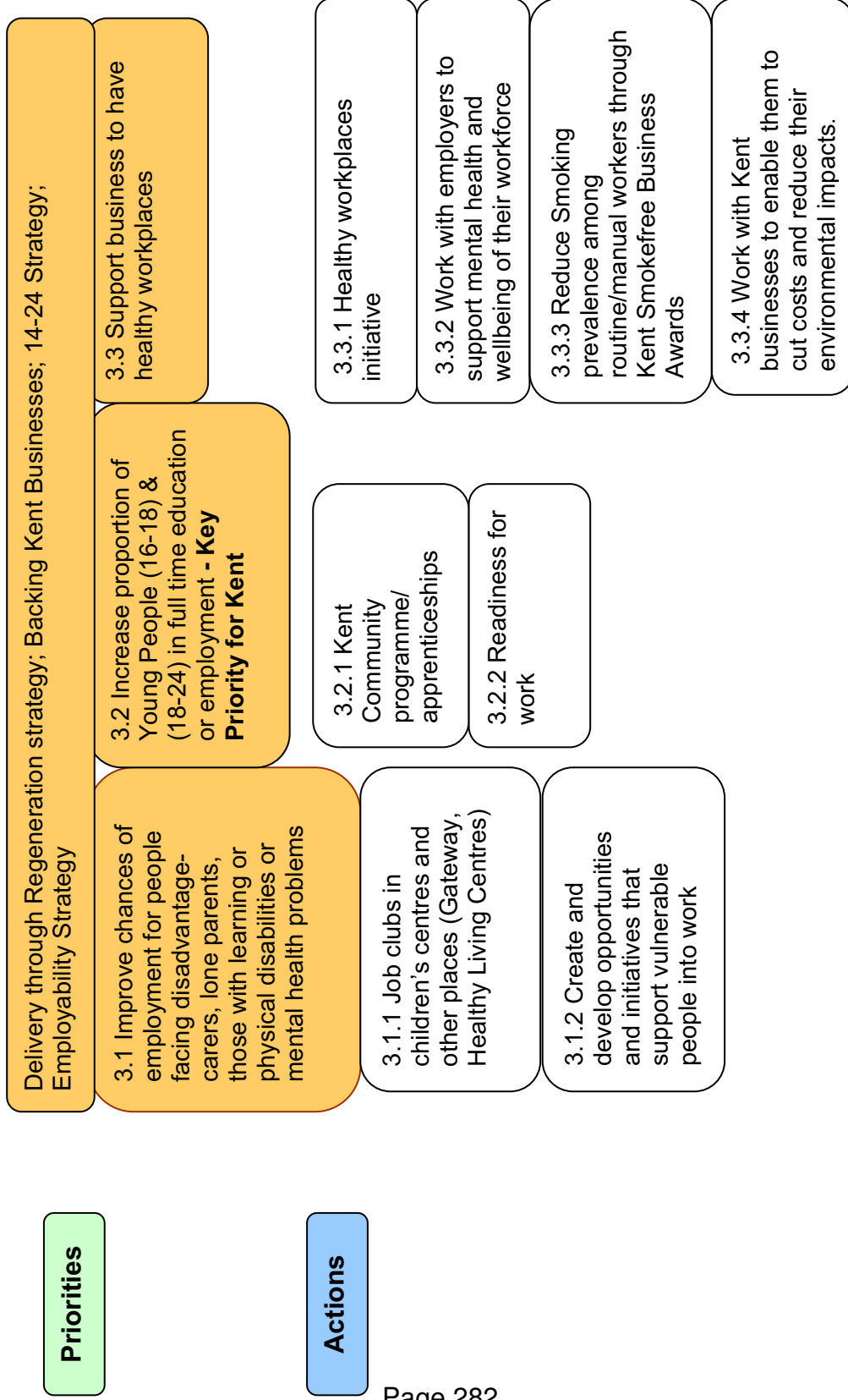
The recession is leading to increasing unemployment across Kent. Marmot says that work is good – and unemployment bad – for physical and mental health.

However the quality of work is also important with underlying low levels of stress connected to low paid and insecure work in poor conditions contributing to poorer health outcomes. Work cannot provide a sustainable route out of poverty if job security, low pay and lack of progression are not also addressed

Life-Course 3: Key Priority for Making a Difference in Kent

Increase proportion of Young People (16-18) & (18-24) in full time education or employment

Objective 3: Create fair employment & good work for all



Objective 3: Create fair employment & good work for all

Priority 3.1 Improve chances of employment for people facing disadvantage- carers, lone parents, those with learning or physical disabilities or mental health problems

Disabled workers, those with low or no qualifications and lone parents are among the groups of people most likely to find themselves long-term unemployed. (Begum 2004) With fewer jobs available it is likely that unemployment rates for all vulnerable groups will increase- causing an increase in demand for support from Health, Welfare and Social Care services

Adults with mental health problems employed:	Eastern and Coastal Kent	West Kent PCT	England Average
% of adults with mental health problems aged 18-69 in contact with secondary mental health services who were known to be in paid employment at the time of their assessment or latest review. 2009	5.2%	5.8%	7.9%

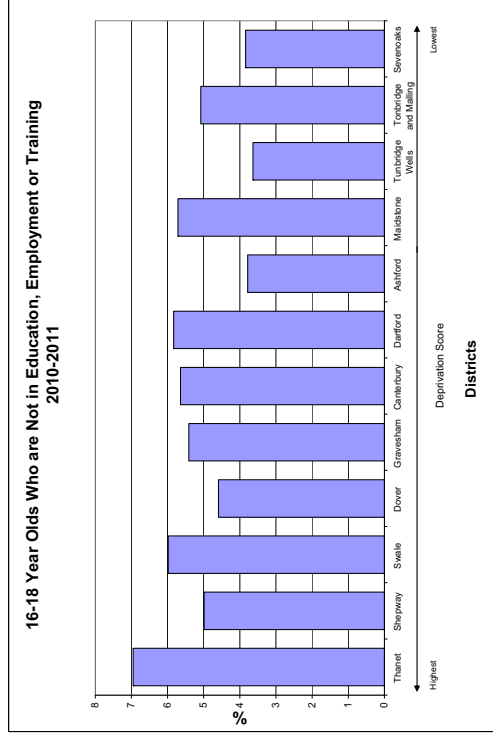
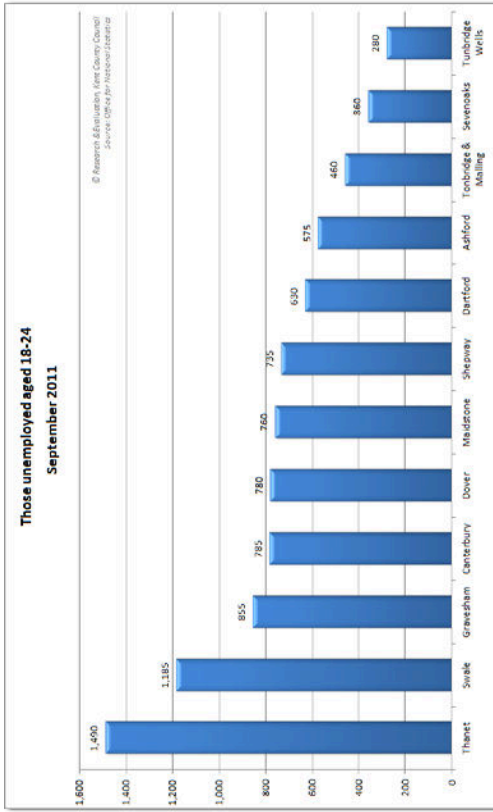
The employment rate for people who are disabled in the KCC area is 51.9%. This is lower than the employment rate for people without a disability which is 78.4% in the KCC area. This is below the South East average rate of 55.7% but above the national average rate of 48.8%.

The difference in employment rates also varies across the KCC area. In Ashford the employment rate for people with a disability is 69.0% and for those without the rate is 79.3%, however in Thanet only 42.2% of disabled people are in employment as opposed to 80.0% of people without a disability.

As of May 2011 nearly 34,000 lone parents were claiming income support. (11,000 men, 22,000 women) Benefit reforms are expected to have the most impact on unemployed, lone, female parents causing them to be worse off financially.

Priority 3.2 Increase proportion of Young People (16-18) & (18-24) in full time education or employment

Young people continue to be disproportionately affected by the economic downturn with those aged 18-24 making up the biggest proportion of unemployed in the KCC area. Again areas of deprivation are experiencing the biggest impact and the social gradient can be clearly demonstrated



Research has shown that being not in employment, education or training (NEET) between the ages of 16 and 18 is a major predictor of future unemployment, low income, teenage parenting and poor health. Young people who are NEET are also 5 times more likely to enter the criminal justice system, with the life-time cost to the state of each young person who is NEET standing at £97,000.

Latest figures show that numbers of NEETs in Kent are increasing. In Kent the position is 5.9% of young people not in employment, education or training. In England the percentage is 6.7% and the regional position is 6.1%. Performance varies across Districts, with Thanet, Maidstone, Swale and Shepway historically having higher numbers of NEET (16-18). Young people with special educational needs (SEN), offending behaviour, and health issues, teenage mothers and looked after children (LAC) all perform poorly in comparison with their peers.

Local Profile

Setting Local Priorities: addressing inequalities within Districts

The percentage of 16 to 18 year olds who are not in education, employment or training (NEET)

	2010-2011
Ashford	3.8
Canterbury	5.6
Dartford	5.8
Dover	4.6
Gravesham	5.4
Maidstone	5.7
Sevenoaks	3.8
Shepway	5.0
Swale	6.0
Thanet	7.0
Tonbridge & Malling	5.1
Tunbridge Wells	3.6
Kent	4.9

The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What Good will look like in 2015	Targets and achievements
3.1 Improve chances of employment for people facing disadvantage- carers, lone parents, those with disabilities or mental health problems		
3.1.1 Job clubs in children's centres and other places (Gateways, Healthy Living Centres)	Employers have been encouraged/ incentivised to create or adapt jobs that are suitable for lone parents, carers and people with mental and physical health problems	Employment of people with long term conditions
3.1.2 Create and develop opportunities and initiatives that support vulnerable people into work	<ul style="list-style-type: none"> • Maximise opportunities to support people into work through initiatives such as <ul style="list-style-type: none"> ○ Kent Supporting People ○ Kent Supported Employment • Support development of Social Enterprises with the voluntary sector 	Employment of people with mental health problems

	<ul style="list-style-type: none"> Work with employers and service users to support sustainable employment for people with mental health problems 	
3.2 Increase proportion of Young People (16-18) & (18-24) in full time education or employment		
3.2.1 Kent Community programme/ apprenticeships	Supporting vulnerable learners into apprenticeships	Year on year reduction in NEETs
3.2.2 Readiness for work	<p>Partners have worked with employers to gain an understanding of what skills the employers of Kent want and educational settings have come together to ensure training, work opportunities or further education is targeted to these skills</p> <p>Providing support and advice for 16–25 year olds on life skills, training and employment opportunities, delivered through centres that are easily accessible to young people</p> <p>Development of employability programmes and progression pilots that focus on vulnerable learners.</p>	Rate of young people who are NEETs
3.3 Support business to have healthy workplaces		
3.3.1 Healthy workplaces initiative		
3.3.2 Work with employers to support mental health and wellbeing of their workforce	Wellbeing of staff is a priority, especially in the context where many are being made redundant and workloads are increasing.	
3.3.3 Reduce Smoking prevalence among routine/manual workers through Kent Smokefree Business Awards	Provide organisations with an economic assessment of the cost of smoking to their organisation, and support the development of comprehensive smokefree policies (promoting wellbeing for staff and adherence to smokefree legislation). The scheme will reward organisations and ensure relationships are forged with the Stop Smoking Services. (see also section 6.2.3)	Reduction in smoking prevalence of routine and manual workers
3.3.4 Work with Kent businesses to enable them to cut costs and reduce their environmental impacts		

4: Ensure healthy standard of living for all

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Having insufficient money to lead a healthy life is a highly significant cause of health inequalities

(Marmot Review 2010)

Life-Course 4: Key Priority for Making a Difference in Kent
Reduction in the levels of inequalities for Life Expectancy for Males and Females

Objective 4: Ensure healthy standard of living for all

Delivery through Backing Kent People Programme; District Community Strategies; CYPP
Kent's Poverty Strategy

Priorities

4.1 Support financial capacity and inclusion

4.2 Promote opportunities to support families in poverty

Actions

4.1.1 Continue to promote Kent Credit Savers Union to enable people to smooth their incomes and have access to affordable credit

4.1.2 Provide financial advice as to how best to manage debts and household budgets in general.

4.1.3 Campaigns to highlight the pitfalls of doorstep lending and loan sharks

4.2.1 Access to free or affordable childcare places to help people work

4.2.2 Enable Kent Population to access information and advice about benefits and available financial support in places where they go

4.2.3 Provide information and signposting for older people who may be struggling to heat their homes

Objective 4: Ensure healthy standard of living for all

Financial security is recognised within the Marmot Review as a social determinant of health, specifically through the concept of the 'social safety net'. The nationwide Health Survey 2010 identified that for both men and women well-being increased with household income. Those on the highest income level scored more than five points higher than those on the lowest income level according to the Warwick-Edinburgh Mental Well-being Scale.

Deprivation is associated with a cluster of health problems including higher levels of unhealthy weight and obesity, physical inactivity, smoking, poor blood pressure control, and other factors that effect physical health. It is also integral to lower educational attainment, lack of employment opportunities, poor housing status, poor access to services, referral differences of practitioners and poor compliance with disease management

Priority 4.1 Support financial capacity and inclusion

This is particularly relevant now when greater financial responsibility and engagement is being asked of people, whether that is managing care needs in retirement or managing personalised health and social care budgets.

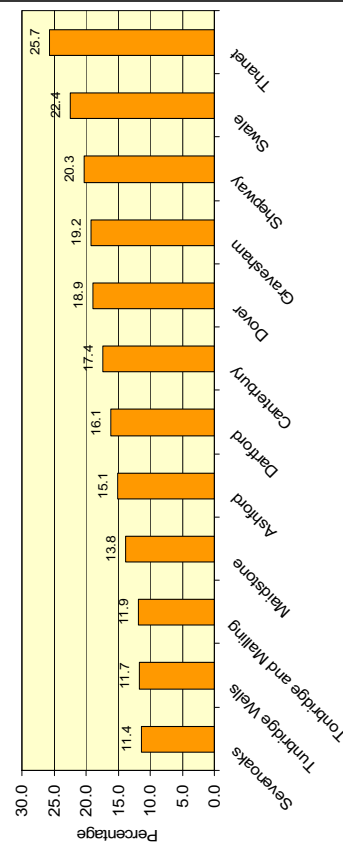
A credit union provides access to fair and affordable credit that allows people to smooth peaks and troughs of income. Conversely, overindebtedness is causing real misery for households and communities. 8 in 10 financially excluded individuals live in social housing.

Poor financial skills can result in debt:

"It is due to negligence on my part and not having enough experience of handling money when I moved out of my parents' home."
from A Life in Debt- The profile of CAB debt clients in 2008

Priority 4.2 Promote opportunities to support families in poverty

Proportion of Children in Poverty in Kent Districts (2008)



The most recent data available at a local level is for child poverty in 2008. This shows 17% of children living in Kent as living in poverty, compared to a national figure of 21%, and equates to over 53,000 children. Within Kent there is considerable variation across districts ranging from 11% in Sevenoaks to 26% in Thanet.

Childcare availability, cost and quality, can be an issue for parents, particularly those of young children. Cost can make low-paid work financially unviable; care is also sometimes not flexible enough, with parents unable to find care for evenings, weekends, at short notice, and in school holidays. In Kent it is estimated that a total of 4,409 additional childcare places are required across Kent and the most significant need for additional places occur within the most deprived areas of Kent.

Local Profile

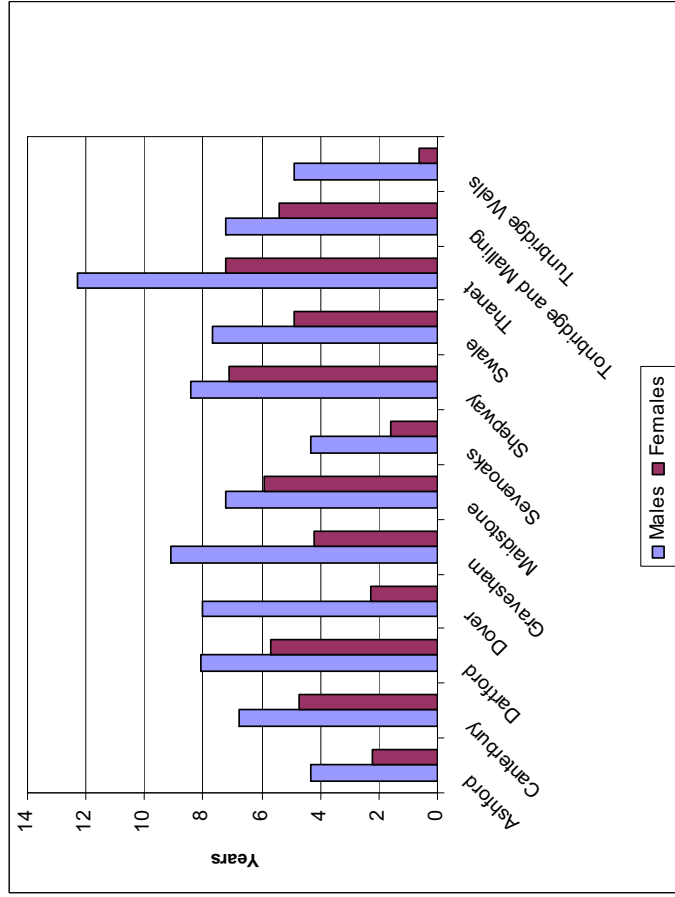
Setting Local Priorities: addressing inequalities within Districts

Table and Chart Showing Slope Index of Inequality for Life Expectancy by Deprivation Deciles – 2005-09

	Males	Females
	Slope Index of Inequality (years)	Slope Index of Inequality (years)
Kent CC	8.1	5.0
Ashford	4.3	2.2
Canterbury	6.8	4.7
Dartford	8.1	5.7
Dover	8.0	2.3
Gravesham	9.1	4.2
Maidstone	7.2	5.9
Sevenoaks	4.3	1.6
Shepway	8.4	7.1
Swale	7.7	4.9
Thanet	12.3	7.2
Tonbridge and Malling	7.2	5.4
Tunbridge Wells	4.9	0.6

Source: APHO 2011

Slope Index score represents the gap in years of life expectancy at birth between the most deprived and least deprived in the local authority area.



The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What Good will look like in 2015	Targets and achievements
4.1 Support financial capacity and inclusion		
4.1.1 Continue to promote Kent Credit Savers Union - Kent's credit Union, to enable people to smooth their incomes and have access to affordable credit	Kent credit union is being used by local people with regular promotions to everyone in the County.	
4.1.2 Provide financial advice as to how best to manage debts and household budgets in general	Money management for Vulnerable Young people extended from schools to HOUSE & Youth Hubs – possibly delivered by Healthy Schools Team. Continue to provide free hosting for CAB at Gateways	
4.1.3 Campaigns to highlight the pitfalls of doorstep lending and loan sharks	Signposting, advice and guidance available from kent.gov.uk and partners sites.	
4.2 Promote opportunities to support families in poverty	(support implementation of Kent's family poverty strategy)	
4.2.1 Access to free or affordable childcare places to help people work	Increase in affordable child care places	Reduction of number of children in poverty
4.2.2 Enable Kent Population to access information and advice about benefits and available financial support in places where they go		
4.2.3 Provide information and signposting for older people who may be struggling to heat their homes	Keep Warm in Winter campaign signposting to benefits and energy saving measures	

5. Create and Develop Healthy and Sustainable Places & Communities

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Dream with me of a fairer world, but let us take the pragmatic steps necessary to achieve it

Sir Michael Marmot October 2011

Life-Course 5: Key Priority for Making a Difference in Kent
Reduce homelessness and its negative impact for those living in temporary accommodation

Objective 5: Create and Develop Healthy and Sustainable Places & Communities

Find ways to integrate planning, transport, housing, environmental and health policies to address the social determinants of health in each locality. Delivery through Kent housing strategy, Supporting people, Regeneration strategy; District Community Strategies; Keep Warm Keep Well and Warm Homes Healthy people

5.4 Reduce Fuel Poverty by supporting development of warm homes

5.4.1 Update, reissue and promote strategic tools that support the build of warm homes- Kent Health and Affordable Warmth Strategy and the Kent Design Guide

5.4.2 Local housing authorities will continue to ensure housing is decent and not subject to excess cold.

5.3 Support safe communities

5.3.1 Working with Fire Service and local housing authority to target most vulnerable households to reduce risk of fire

5.3.2 Reduce demand and supply of cheap and illicit tobacco in our communities

5.3.3 Reduce number of children and young people injured on the highway

5.2 Develop our communities to be healthy places

5.2.1 Rollout initiatives such as House and ACTIV Mobs that help to develop community capacity and sustain positive community outlook.

5.2.2 Continue to support affordable ways for people to travel in the community

5.2.3 Develop public rights of way, parks, green spaces and places to play

5.2.4. Reduce the impact of poor housing on health be it physical or mental well being

5.2.5 Reduce air pollution

5.1 Reduce homelessness and its negative impact for those living in temporary accommodation - Key Priority for Kent

5.1.1 Enable and support a young person aged 16/17 at risk of homelessness to remain within or return to a family network wherever possible and appropriate

5.1.2 Continuation of the Youth Homelessness Education Programme

5.1.3 Kent Housing Group and Public Health team will promote HI agenda with Housing Providers

Priorities

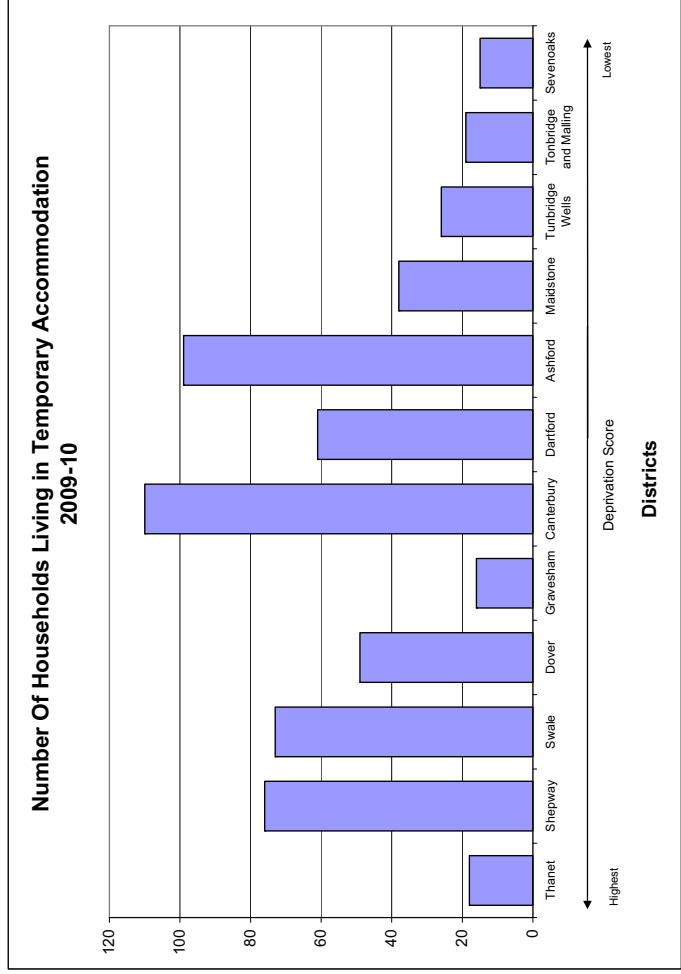
Actions

Objective 5: Create and Develop Healthy and Sustainable Places & Communities

Promoting wellbeing is at the heart of what local government is about: supporting a better life for its citizens and helping to build resilient communities, now and over the longer term

Priority 5.1 Reduce homelessness and its negative impact for those living in temporary accommodation

- Changes to the welfare system are already impacting on people in London and this is leading to migration to surrounding counties, particularly Kent, putting additional pressure on housing and other resources.
- The number of households being made homeless is increasing in Kent due to the recession, rising unemployment and cost of living so that families are finding themselves unable to meet the cost of mortgages and rent. From April to June 2011 Kent local authorities made 588 decisions on applications for housing assistance. This is 43% higher than the same quarter in 2010. Of the 588 decisions 229 households were accepted as homeless, an increase of 13% compared to one year ago
- Districts have made significant improvements from more than 1,800 households living in temporary accommodation in 2004/05 to 583 in 2009/10
- Many homeless young people are placed in temporary accommodation, including Bed & Breakfast. Homeless young people are often very vulnerable, have multiple needs and are in need of support as well as accommodation. Most recent data shows that young people leaving care in Kent (2009-10 data) and young offenders (2008-9) are less likely to find suitable accommodation than is the case nationally and across our statistical neighbours



Shelter Living in limbo: Survey of homeless households living in temporary accommodation 2004

- Over half of people said that their health or their family's health had suffered due to living in temporary accommodation
- Children had missed an average of 55 school days due to the disruption of moves into and between temporary accommodation
- Two thirds of respondents said their children had problems at school; and nearly half described their children as 'often unhappy or depressed'
- Over three quarters of households (77 per cent) had no family member working. The reasons for this included health or mobility problems, the insecurity of their accommodation, high rents and worries about changes to benefits

Priority 5.2 Develop our communities to be healthy places

Within our county there are health inequalities that are differentiated geographically. Local authorities are the planning authorities for their areas and, as such, have huge opportunities to influence both the infrastructure and the services provided in an area.

Data for Kent shows that 20.5% of lower super output areas in Kent (181 small areas) are within England's most deprived 20% of areas; experiencing barriers to housing and services. This situation is made worse by the number of rural areas in Kent and that in general 20% of households cannot afford a car to access essential services such as GP, primary school, post office and supermarkets. Housing and transport can affect key opportunities to accessing fresh food, employment and maintaining social networks.

The effects of air pollution are distributed unequally within society, and widen the inequalities in health. Those populations at greater vulnerability to the effects of exposure to air pollutants are the young and elderly, those with pre-existing cardiopulmonary disease and those who live near or work with other toxic material. These groups tend to represent the socioeconomically deprived communities. Individuals closest to sources of air pollution (near busy roads) are likely to be from lower socioeconomic class and are at greatest risks from the effects of air pollution. Interventions to reduce air pollution may help reduce health inequalities. It is estimated that there are 963 excess deaths per year due to long term exposure, and 91 excess deaths per year due to short term exposure to air pollution in Kent and Medway.

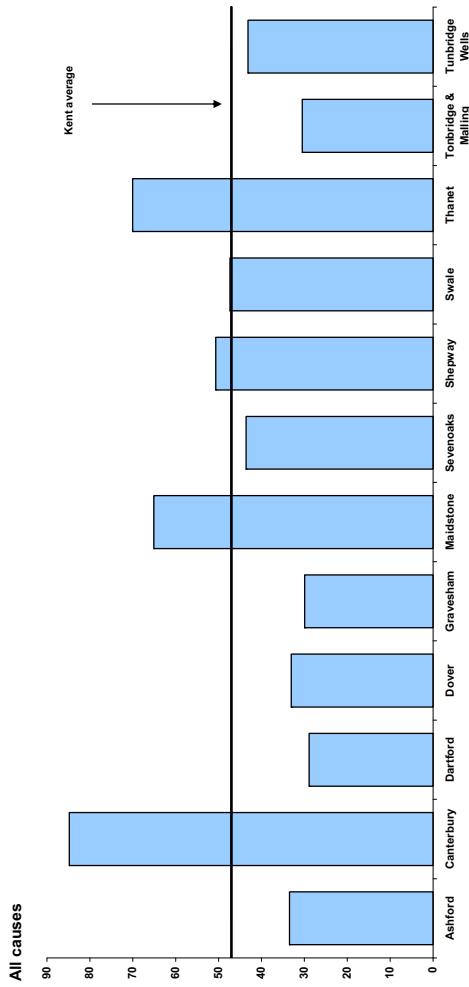
Priority 5.3 Support safe communities

- **Road Safety:** Injury is not only most often the cause of child death in the UK, but also has a steeper social class gradient than any other cause of child death. Casualty rates for child pedestrians are estimated to be five times higher in the most affluent than least affluent wards (Social Exclusion Unit 2003). Traffic calming, design which encourages cycling and discourages car use and parking in the least affluent areas are all part of the contribution local government can make to improving health and reducing health inequalities.
- **Fire Safety:** In 2010-11 Kent Fire and rescue services attended 677 accidental dwelling fires. 2 people died and 77 people were injured as a result of accidental fires. In Kent there are on average 46 fires per year in households and household dwellings caused by smoking. This results in a total cost of £1,150,000 pa in Kent. A child from the lowest social class is nine times more likely to die in a house fire than a child from a well off home.

Priority 5.4 Reduce Fuel Poverty by supporting development of warm homes

Fuel poverty, is said to occur when people in a household need to spend more than 10 percent of their income total in order to heat their home. 6% of households in the KCC area are estimated to be living in fuel poverty. This is approximately 33,000 households. This proportion is higher than the South East average (5.7%) but slightly lower than the national average (6.1%). Of all Kent districts, Thanet has the highest number and proportion of households estimated to be living in fuel poverty, (3,654 Thanet households, which is equivalent to 6.6% of all Thanet households). Dover (6.5%), Swale (6.3%) and Shepway (6.2%) also have a higher estimated proportion of households in fuel poverty compared to the national average.

Average annual number of excess winter deaths for all causes for each district in Kent between August 2002 and July 2010



Source: Kent and Medway Public Health Observatory

The people most likely to die or become ill during the cold weather are those least able to afford to heat their homes. For every one degree Celsius that the outdoor temperature falls below the winter average, there are an 8,000 extra winter deaths in England. This would equate to an estimated 240 deaths across Kent. Living in a cold home can lead to or worsen a large number of health problems including heart disease, stroke, respiratory illness, falls, asthma and mental health problems

Local Profile

Setting Local Priorities: addressing inequalities within Districts

Number of Households living in temporary accommodation 2009-10	
Ashford	99
Canterbury	110
Dartford	61
Dover	49
Gravesham	16
Maidstone	38
Sevenoaks	15
Shepway	76
Swale	73
Thanet	18
Tonbridge & Malling	19
Tunbridge Wells	26

Source: KCT Facts and Figures

The Aspirations

Planners and Commissioners should

- i) Use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

What Good will look like in 2015		Targets and achievements
<p>5.1 Reduce homelessness and its negative impact for those living in temporary accommodation</p> <p>5.1.1 Enable and support a young person aged 16/17 at risk of homelessness to remain within or return to a family network wherever possible and appropriate</p>	<ul style="list-style-type: none"> • Joint Policy & Planning Board to monitor and review Dartford pilot on joint preventative services between housing and Families & Social Care children's department re homeless 16/17 year olds and roll out across Kent • Fewer young people becoming looked after at age 16/17 • Reduced dependency on the state at age 19 • Strengthen positive relationships within family and social networks 	<p>Reduction in numbers living in temporary accommodation with an ambition of 1% pa reduction for those aged 16/17</p> <p>Outcomes of Child in Need (CIN) assessment by SCS to LA Housing Departments within 10 working days.</p> <p>Number of homeless 16/17 year olds found to be CIN.</p> <p>Length of time support administered by SCS to CIN (refers to the 16/17 year old Homeless Protocol).</p> <p>Ambition of 1% pa reduction in numbers of those aged 16-17 living in temporary accommodation</p>
<p>5.1.2 Continuation of the Youth Homelessness Education Programme</p>	<p>Currently being delivered by Porchlight and funded by Kent Local Authorities the Youth Education Programme aimed at preventing young people from becoming homeless continues to be rolled out in schools across the county, highlighting the reality of homelessness, signposting to support agencies, developing young people's financial awareness and working to change negative attitudes.</p>	

5.1.3 Kent Housing Group and Public Health team will promote HI agenda with Housing Providers	Recognising the influence housing has on health outcomes and inequalities seek to maintain relationship with Kent Housing Group and to influence strategy and planning to address health inequalities	
5.2 Develop our communities to be healthy places		
5.2.1 Rollout initiatives such as House and ACTIV Mobs that help to develop community capacity and sustain positive community outlook.	Relatively small scale interventions designed in partnership with local residents, forming part of wider good quality and sustained neighbourhood working, (family poverty Report recommendation)	House and House on the Move available to young people in town centres
5.2.2 Continue to support affordable ways for people to travel in the community	<ul style="list-style-type: none"> Increasing active travel across the social gradient and ensure health inequalities are being addressed by this initiative by Analysis of postcodes data for purchasing the Kent Freedom Pass and in the future concessionary bus passes. Evaluation and outcomes of Cycle Instruction and Walking Schemes targeted to schools in deprived areas, including bike loan/and or repair 	Take up of Freedom passes, concessionary bus passes.
5.2.3 Develop public rights of way, parks, green spaces and places to play	Improving access and quality of public rights of way, open and green spaces available across the social gradient. Through the Explore Kent website people are signposted to accessible places to go and free events such as guided walking so everyone can get involved	Utilisation of Green space for exercise/health reasons
5.2.4 Reduce the impact of poor housing on health be it physical or mental well being'	<ul style="list-style-type: none"> To reduce the numbers of category 1 hazards for falls related hazards, crowding and space, damp and mould, and carbon monoxide HHSRS hazards in the home. To support a referral system to the local housing authority for raising poor housing concerns. 	Reduce number of homes with serious health and safety hazards
5.2.5 Reduce air pollution	Working in partnership to put in place interventions to reduce air pollution that will have co-benefits on health, climate change and the economy.	Air quality action plans in place
5.3 Develop our communities to be safe places		
5.3.1 Working with Fire	Increase the number of above and well above average risk home safety	Reduction in accidental

Service to target most vulnerable households to reduce risk of fire	visit referrals from partner agencies Increase No. of sprinkler installations in vulnerable homes	fires in dwellings
5.3.2 Reduce demand and supply of cheap and illicit tobacco in our communities	Reduction in demand of cheap and illicit tobacco through increased public awareness and community-led initiatives. Reduction in the supply of cheap and illicit tobacco through i) increased intelligence sharing with Trading Standards, HM Revenues and Customs, UK Boarder Agency and the Police / Regional Intelligence Unit; and ii) increased capacity of partners to identify and address illicit tobacco in the community	1% Reduction in the health inequalities gap in Smoking Prevalence rate per annum
5.3.3 Reduce number of children and young people injured on the highway	Walking and cycling initiatives, including walking and cycling to school projects and campaigns Continuing programme of targeted Road Safety projects that have been reviewed and evaluated as effective-e.g. Small Steps – pedestrian training Cycle Instruction B-Viz – campaign to improve visibility especially in winter months Schools continue to produce and promote travel plans	Reduction in road accidents to children
5.4 Reduce Fuel Poverty by supporting development of warm homes		
5.4.1 Update, reissue and promote strategic tools that support the build of warm homes- Kent Health and Affordable Warmth Strategy and the Kent Design Guide	Better/improved joint working between housing and health partners to ensure that homes are warm and safe leading to prevention of falls/COPD/Heart problems, good mental health	Reduction in Excess winter deaths Proportion in fuel poverty
5.4.2 Local housing authorities will continue to ensure housing is decent and not subject to excess cold.	<ul style="list-style-type: none"> • Reduce Category 1 hazards for excess cold (as assessed using the Housing Health and Safety Rating System) • Incorporate energy efficiency into the referral system of key agencies to increase vulnerable residents' access to available grant/discount schemes. 	

6. Strengthen the role and impact of ill health prevention

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Many of the key health behaviours significant to the development of chronic disease follow the social gradient: smoking, obesity, lack of physical activity, unhealthy nutrition.

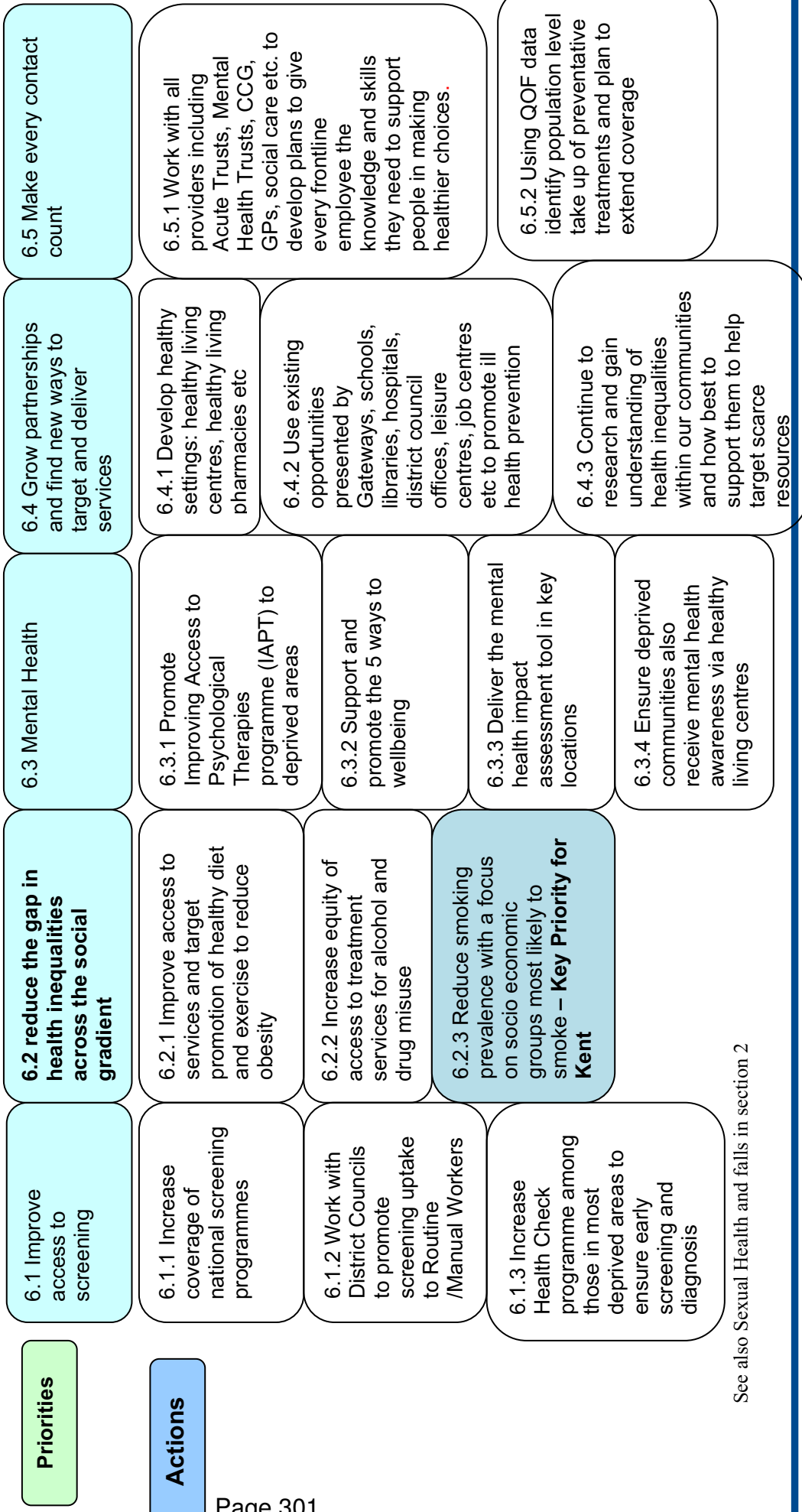
(Marmot Review 2010)

Life-Course 6: Key Priority for Making a Difference in Kent

Reduce the rate of deaths attributable to smoking in all persons

Objective 6: Strengthen the role and impact of ill health prevention

Delivery through- NHS Future Forum; Health Checks; QIPP; Live it Well; No Health Without Mental Health; Tobacco Control Plan; Healthy Weight Strategy; Kent Sport Framework; Alcohol Plan



See also Sexual Health and falls in section 2

Objective 6: Strengthen Ill Health Prevention

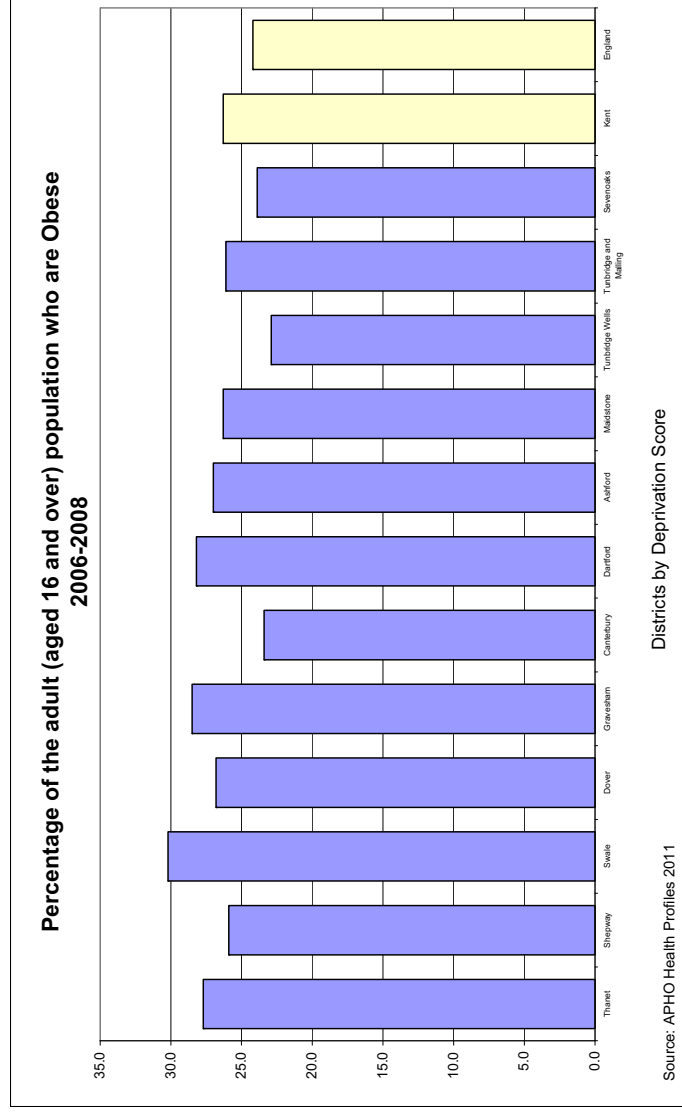
Priority 6.1 Improve access to screening

The aim of national screening is to reduce the amount of disease in a population, or to detect disease at an early stage to improve patient outcome. The most deprived and ethnic minority groups are less likely to take up screening.

The incidence and prevalence of vascular diseases reflect health inequalities in the UK and the widening gaps in life expectancy between the most and the least disadvantaged in society. Gaps in life expectancy across west Kent, for example, can be as high as 14 years. There are also inequalities in the uptake of cervical cancer screening through low uptake amongst younger women with only 69% coverage across Kent for those aged 25-29.

Priority 6.2 Focus public health interventions to reduce the gap in health inequalities across the social gradient

Obesity: Adult obesity is far more prevalent in socially disadvantaged groups. It is estimated that approximately 28% of the Kent population is obese (354,022).



Cost burden of obesity to SEC PCTs 2006

PCT	NHS Cost of principle diseases related to obesity (millions)
Eastern and Coastal Kent	279.2
West Kent	221.4

Smoking: Smoking prevalence in Kent is 24.9%; however there is a significant amount of variation across Kent and it is a major reason for our health inequalities. Routine and manual smokers represent the single biggest group of smokers –half of all smokers belong to the routine and manual group

Of the 11,250 deaths of Kent residents aged 35 and over in 2008, approximately 2,250 (20%) can be attributed to smoking. Approximately 10,300 hospital admissions of Kent residents aged 35 and over in 2008 can be attributed to smoking (5% of the total 205,932 admissions). The majority of these are due to lung cancer, chronic airway obstruction and ischaemic (coronary) heart disease.

Alcohol Misuse: The impact of alcohol misuse is widespread; it encompasses alcohol related illness and injuries as well as significant social impacts including crime and violence, teenage pregnancy, loss of workplace productivity and homelessness. Health inequalities are clearly evident as a result of alcohol-related harm; national data indicates that alcohol-related death rates are about 45% higher in areas of high deprivation. It is estimated that 259,103 adults in Kent are drinking at ‘increasing risk’ levels or ‘high risk’ levels. In 2009-10 the equivalent of 24,682 people in Kent were admitted to hospital for alcohol related harm, costing over £45 million.

Substance Misuse: There are strong links between levels of deprivation, prevalence of problem drug use, drug related hospital admissions and mortality. Estimates indicate that there are between 3640 and 7591 problem drug users in Kent and that a further 2500 problem drug users are not engaged with services. Hospital admissions continue on an upward trend.

Drug-specific admissions (primary diagnosis) per 100,000	2006/7	2007/8	2008/9	2009/10	2010/11
All Kent	14.21	16.72	10.14	15.81	16.77
East Kent	14.84	17.75	11.36	16.67	18.20
West Kent	12.86	15.26	9.36	14.53	15.79

Priority 6.3 Mental Health

‘Mental Health, Resilience and Health Inequalities’ by Dr Freidli lays down the basic premise and research for what became the government’s strategy for mental health in 2011, “No Health without Mental Health”. Endorsed by the WHO, Faculty of Public Health and Child Poverty Action Group it describes what we all know in our bones, that without our sense of well being, without our ability to be resilient to life’s slings and arrows *and* without understanding that chronic stress literally gets under our skin in the form of illness – we will become sick. Sadly, although money can’t buy us happiness- it does by and large buy us security and ability to mitigate against some unexpected life events e.g. unemployment. Communities that exist in areas of greater deprivation need more than ever, the tools (both collective and individual) to cope with stresses and life events. It is fine to ask people to give up smoking, eat healthily, drink less and go to the gym more, but some of the reasons that people in more deprived areas engage in behaviours that on the surface are worse for health, are because they are struggling to find ways to cope with stress.

Chronic stress impacts on long term relationships and can even lead to violence, isolation and neglect. This is why mental well being is a core issue in tackling health inequalities. What is the antidote from a health perspective? Well obviously creating more jobs and being able to have skills to gain employment are central to this, and these are a key part of the wider Kent Strategy to tackle disadvantage. But from a well being and health perspective there are things we can do too: building social support and networks are essential for building communities (echoed in

the Big Society), having good access to psychological support and places to go where you can find a shoulder to cry on, just by recognising ones emotional health and finding ways of coping can be the difference between suicide and hope. This links to the new health service mantra “make every contact count”. Everyone can do their bit.

In addition: people who have mental health problems, who are depressed or who have a more serious condition like schizophrenia face discrimination, stigma and poorer health outcomes. People with a mental illness can suffer name calling, poorer access to routine services and on average live 15 years less life than other people.

So in summary health inequalities and mental health are linked in two ways, firstly if you live in a deprived area you are (by and large) likely to experience more life events and stresses which can be hard to cope with and which can make you ill faster and secondly poorer areas are more likely to have higher crime and violence – which in turn can feel stressful and make us feel depressed. To echo both Dr Freidll’s report and the sentiment in the Big Society “no one survives without community and no community thrives without the individual”.

http://www.euro.who.int/_data/assets/pdf_file/0012/100821/E92227.pdf

Priority 6.4 Grow partnerships and find new ways to deliver services in places where people go

Reducing barriers so that everyone, but especially those dealing with stigmatization or discrimination is able to access health services as locally as possible. Bringing services closer to patients and communities may substantially improve uptake, presentation and utilisation. Patient pathways should be designed with this in mind.

Priority 6.5 Make every contact count

The NHS Future Forum recommended in January 2012 that

Every healthcare professional should “make every contact count”: use every contact with an individual to maintain or improve their mental and physical health and wellbeing where possible, whatever their specialty or the purpose of the contact.

The NHS’s role in the public’s health: A report from the NHS Future Forum Jan 2012

In Kent we want to support this approach and ensure it is extended through our health and social care workforce as we move towards integrated services.

Local Profile

Setting Local Priorities: addressing inequalities within Districts

Smoking attributable mortality		Year	Baseline	Target improvement	Rate in 2015	Projected				Actual		Performance against target
						Year 1	Year 2	Year 3	Year 4	Year 1	Year 1	
Ashford		2007-2009	183.9	1% year on year reduction	176.6	182.1	180.2	178.4	176.6	170.7	2008-10	-6.4%
Canterbury		2007-2009	198.4	1% year on year reduction	190.6	196.4	194.5	192.5	190.6	192.6	2008-10	-2.0%
Dartford		2007-2009	220.9	1% year on year reduction	212.2	218.7	216.5	214.3	212.2	219.9	2008-10	0.6%
Dover		2007-2009	225.7	1% year on year reduction	216.8	223.4	221.2	219.0	216.8	208.3	2008-10	-7.0%
Gravesham		2007-2009	211.3	1% year on year reduction	203.0	209.2	207.1	205.0	203.0	200.2	2008-10	-4.4%
Maidstone		2007-2009	195.7	1% year on year reduction	188.0	193.7	191.8	189.9	188.0	198.5	2008-10	2.5%
Sevenoaks		2007-2009	172.2	1% year on year reduction	165.4	170.5	168.8	167.1	165.4	158.6	2008-10	-7.2%
Shepway		2007-2009	219.6	1% year on year reduction	210.9	217.4	215.2	213.1	210.9	205.1	2008-10	-5.8%
Swale		2007-2009	227.8	1% year on year reduction	218.8	225.5	223.3	221.0	218.8	230.4	2008-10	2.2%
Thanet		2007-2009	277.0	1% year on year reduction	266.1	274.2	271.5	268.7	266.1	245	2008-10	-11.0%
Tonbridge and Malling		2007-2009	180.9	1% year on year reduction	173.8	179.1	177.3	175.5	173.8	176.1	2008-10	-1.7%
Tunbridge Wells		2007-2009	168.7	1% year on year reduction	162.0	167.0	165.3	163.7	162.0	163.9	2008-10	-1.9%
England		2007-2009	216.0			213.8	211.7	209.6	207.5	N/A		

Source: Baseline and projected Local Tobacco Profiles, Jan 2012; Actual: KMPHO calculated

The Aspirations

Planners and Commissioners should

- i) use local intelligence data from the JSNA, health profiles and from local communities to influence service delivery.
- ii) Apply the HINST Diagnostic Tool into the commissioning cycle to ensure interventions are delivered effectively
- iii) Assess impact on health inequalities by applying the Impact assessment tool

Action	What Good Will Look Like in 2015	Targets and achievements
6.1 Improve access to screening		
6.1.1 Increase coverage of national screening programmes	There will be increasing take up from groups who traditionally do not attend screening in addition to greater uptake overall. Health Equity Audits focusing on patterns of uptake and coverage will be a basis for action.	Kent's screening programmes will be well regarded with relatively high coverage levels.
6.1.2 Work with District Councils to promote screening uptake to Routine/Manual Workers		
6.1.3 Increase Health Check programme among those in most deprived areas to ensure early screening and diagnosis	NHS Health Check programme having both a universal and a more targeted delivery via a plurality of providers, including those from non-clinical, non-NHS sites, so that those with the greatest health needs are effectively reached by the programme	Health checks' are to be provided to people between 40 and 74 years across Kent. With full roll out 880,211 checks are to be delivered across Kent on an annual basis from 2013
6.2 Focus public health lifestyle interventions to reduce the gap in health inequalities across the social gradient		
6.2.1 Improve access to lifestyle self support and dedicated services	The Health Trainer service had been developed to target those in areas of high deprivation. Pathways from services into lifestyle behaviour programmes are clear and easily accessible so that people at risk following a health check or coping with chronic conditions where diet and physical activity would make a difference have improved outcomes. Services have been reviewed, are fit for purpose and provide quality interventions.	Slow the increase in obesity in adults by 1% per annum in the health inequalities gap Number of adults classified as overweight or obese

<p>6.2.2 Increase equity of access to treatment services for alcohol and drug misuse</p>	<ul style="list-style-type: none"> Industrialising opportunistic Identification and Brief Advice (IBA) for those at risk through alcohol misuse as part of Healthy Lifestyles services through local authority commissioning for prevention. Increased awareness and support to veterans regarding substance and alcohol misuse and mental health For problem drug users structured counselling, intensive family based interventions, practical group work activities and better links with mental health services will be used to develop relevant social skills that increase service users capacity to sustain long term improvements in terms of substance use and their health and social functioning. Recovery focused intensive keyworking will also provide a specific focus throughout the treatment journey (JSNA) 	<p>1% reduction in mortality from liver disease. 1% reduction in drug misuse. Commission IBA in a variety of clinical settings for at least 10% of dependent drinkers in Kent, increasing to 20% over the next two years using referral tools and pathways already agreed by commissioners and providers</p>
<p>6.2.3 Reduce smoking prevalence with a focus on socio economic groups most likely to smoke (see also objective 3)</p>	<p>Assessment of risk factors for early identification of people with COPD and Lung cancer has led to more effective targeting of services leading to evidence of smoking prevalence reduced in cohorts:</p> <ul style="list-style-type: none"> - Routine/Manual workers in Kent - Prison population in Kent - Pregnant women - Families who smoke in areas of deprivation <p>Stop smoking services should aim to treat at least 5% of the local smoking population each year. In Kent, this equates to at least 14,000 smokers</p>	<p>1% reduction per annum in the health inequalities gap of smoking prevalence rates 1% reduction in the health inequalities gap in the rate of deaths attributable to smoking in all persons Mortality from lung cancer directly ASR for persons <75*+slope index</p>
<p>6.3 Mental Health</p>		
<p>There is an embedded approach across partners to improve mental well-being that also addresses the broader determinants of mental health and can measure the impact of changes to well being. There can be no health without mental health and those experiencing stigma or discrimination will be supported.</p>		
<p>6.3.1 Promote Improving Access to Psychological Therapies programme (IAPT) to meet demand</p>	<p>Training for staff and access to new or improved services to help children, young people and adults with depression or anxiety within their own communities.</p>	
<p>6.3.2 Support and promote the 5 ways to wellbeing</p>		<p>http://www.liveitwell.org.uk/</p>
<p>6.3.3 Deliver the mental health impact assessment tool in key locations</p>	<p>Mental Wellbeing Impact Assessment (MWIA) enables local service commissioners and community organisations to assess and measure the impact of their interventions on their</p>	

	population's mental health and wellbeing. It will provide an effective approach to creating policy and services that have the best possible impact on mental well-being	
6.3.4 Ensure deprived communities also receive mental health awareness via healthy living centres		
6.4 Grow partnerships and find new ways to target and deliver services in places where people go (Asset based community development)		
6.4.1 Develop healthy settings: healthy living centres, healthy living pharmacies etc.	Partner organisations including the 3rd sector come together to tackle broad health issues within a community. Such hubs promote good health and well being by encouraging healthy lifestyle choices and provide tailored support, advice and guidance to tackle local issues, such as debt, family relationships etc	
6.4.2 Use existing opportunities presented by Gateways, schools, libraries, hospitals, district council offices, the 3 rd Sector, leisure centres, job centres etc to promote ill health prevention	A range of services and information are being delivered and signposted through a range of providers in places where the public consider key touch-points of their lives. This brings partner agencies together and enable people to have a comfortable experience and positive interaction with services	
6.4.3 Continue to research and gain understanding of our communities and how best to support them to help target scarce resources	More accurate understanding of prevalence by district has influenced commissioning of targeted services leading a reduction in the social gradient (the gap has narrowed between the health of the richest and the poorest)	
6.5 Make every contact count		
6.5.1 Work with all providers including Acute Trusts, mental health trusts, CCG, GPs, social care etc. to develop plans to give every frontline employee the knowledge and skills they need to support people in making healthier choices	The Kent health and social care workforce is competent to provide advice and support about staying healthy at key life stages or times when people are more likely to be open to change and in touch with services (such as pregnancy, starting or leaving school and entering or leaving the workforce, caring for a sick relative or experiencing ill health)	Workforce plans and training in place
6.5.2 Using QOF data identify population level take up of preventative treatments and plan to extend coverage	QOF data is interrogated and used to support CCGs in identifying gaps in take-up of preventative treatment leading to targeting and intervention with individuals and communities at high risk.	Mortality from causes considered preventable

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By: Bryan Sweetland, Cabinet Member for Environment, Highways and Waste
Mike Austerberry, Corporate Director, Enterprise and Environment

To: Cabinet 19 March 2012

Subject: Review of Household Waste Recycling Centres and Future Service Delivery

For Decision

Classification: Unrestricted

Summary: This report sets out the findings of the Review of the Household Waste Recycling Centres (HWRCs) in Kent and recommends changes to the way the sites are to be operated and provided.

1. Introduction and Review Process

- 1.1 On 8th April 2011 the Environment Highways and Waste Policy Overview and Scrutiny Committee (POSC), agreed the terms of reference of a review of the Household Waste Recycling Centre (HWRC) service. The POSC agreed that an Informal Member Group (IMG) should guide the review. The Informal Member Group comprised:
Councillors John Cubitt (chair),
Mike Harrison,
Steve Manion,
Malcolm Robertson, and
Elizabeth Tweed
- 1.2 The Informal Members Group reported the review findings back to POSC on 27 September 2011. The Committee supported the findings and referred the matter for public consultation.

The report from the Informal Members Group considered in detail the options for change relating to the operating policy of the sites and the household waste recycling centre network. The financial implications of the changes were confirmed as being consistent with the medium term financial plan and the current capital programme.

It was resolved that the recommendations of the Informal Members Group were supported.

- 1.3 Following the end of the public consultation on 9 February 2012, the Informal Members' Group met on 21 February 2012 to consider the outcomes, which have led to the recommendations in this report.
- 1.4 This decision report is structured as follows.

Section	Heading	Page No.
1	Introduction and Review process	1
2	Current arrangements	2
3	Public Consultation & Equalities Impact Assessment	4
4	HWRC: Operating policy	4
5	HWRC: Current network provision	9
6	HWRC: Future network provision	13
7	Operational Risk Management	18
8	Financial Considerations	19
9	Recommendations	19

2. Current arrangements

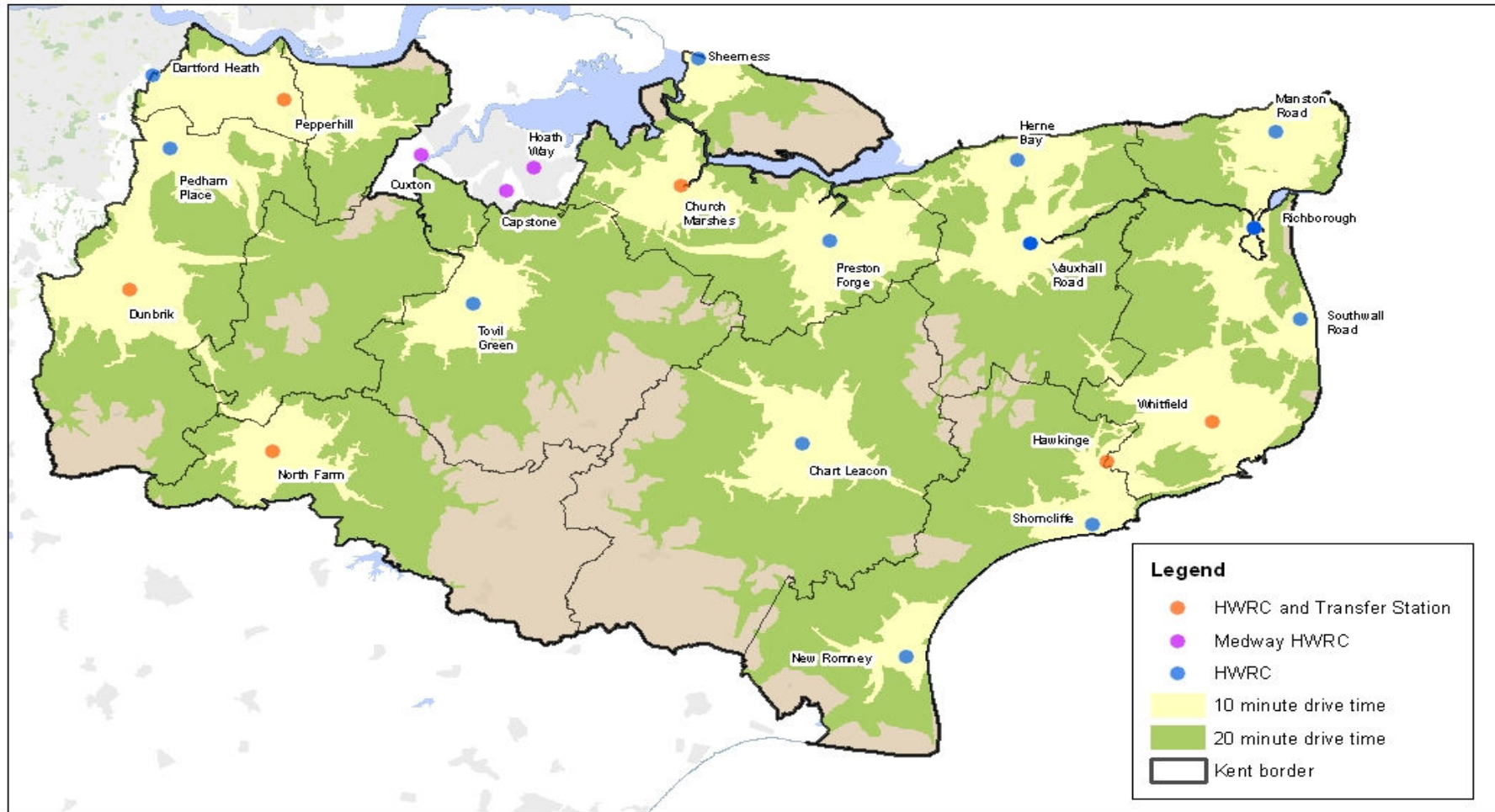
- 2.1 As the waste disposal authority for Kent, Kent County Council has a statutory obligation under the Environmental Protection Act 1990

“for places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited”.

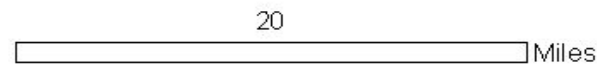
There is no duty to receive trade waste and the household waste recycling centres are not licensed to do so.

- 2.2 The Act does not specify how many sites, the ratio of sites to households, or travel times. Most of the population of Kent is within a 20 minute drive of a HWRC.
- 2.3 Kent has 19 HWRCs, of which 6 are co-located with waste transfer stations. The sites are located largely as a reflection of historic factors, particularly in respect of those locations which are associated with closed landfill sites. Their distribution does, however, broadly reflect the centres of population in the county.
- 2.4 Map 1 below shows the network of transfer stations and household waste recycling centres across Kent with drive times.

Kent Household Waste Recycling Centres



Produced by Waste Management, KCC.
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Map 1: Location of Household Waste Recycling Centres and Waste Transfer Stations, including journey times.

3. Public Consultation and Equalities Impact Assessment

- 3.1 Following the POSC meeting on 27 September 2011, a 10 week public consultation commenced on 1 December 2011 and ran until 9 February 2012 on options for change. A total of 3,499 responses were received; 3,456 from the general public and 43 from stakeholders. There were 2056 on-line responses and 1,400 hard copy responses.
- 3.2 A full Equalities Impact Assessment (EIA) was conducted prior to the development and delivery of the public consultation. This shaped the engagement and participation mechanisms, and identified Protected Characteristics which have the potential to be positively or negatively impacted by the proposed policies. This also ensured that particular attention was paid to engagement with minority groups in Kent.
- 3.3 The methodology for the consultation aimed to engage householders across all sectors of Kent's communities, providing residents with the opportunity to participate in the consultation. Of the 3,095 hard copies of the questionnaire distributed, 1,400 were returned; a 45% response rate. There were responses from 28 of the 305 Town and Parish Councils and 8 responses from the waste collection authorities.
- 3.4 A further EIA was undertaken following the consultation, confirming impacts already identified in the initial screening and interim EIA. Assessments will continue to monitor customer usage and feedback following the implementation of any policy changes, with appropriate action to be taken as required.

4. Household waste recycling centres: Operating policy

- 4.1 The key policy areas are considered below. These are:-
- Limiting the materials coming into the sites; and
 - Limiting trade waste and non-Kent vehicles

Each is provided with a commentary on the original IMG/POSC position and a summary of the consultation response, as applicable.

- 4.2 The IMG was mindful that any operating policy changes would require sufficient communication to ensure that the public were aware of the changes. This has been reinforced through the EIA and is considered later in the report. In considering operational changes the IMG was also mindful that interventions which tended to reduce queues at HWRCs would help alleviate pressure on the sites, and respond to the public's on-going concerns about queues.
- 4.3 The efficiencies being taken forward recognise the difference in approach needed in respect of the fixed costs, predominantly in operating the sites, and the variable costs of disposal of the waste tonnage arisings. The variable costs are by far the larger element.

4.3.1 Limiting the materials coming into the sites

POSC report:

Having in mind that the greatest cost in managing waste through the HWRCs is the treatment/disposal of the waste brought into the sites rather than the operating costs of the sites, the exclusion of non-household waste was seen as a priority by IMG. The IMG therefore focused in detail on tyres, asbestos and gas bottles.

It was proposed to:

- a) exclude all tyres on the basis that householders were unlikely to change tyres at home;
- b) exclude asbestos as the amounts being received were inconsistent with householder's arisings and were very likely to be the spoil from demolition;
- c) exclude gas bottles which are generally subject to re-use. (Small single-use gas containers would still be accepted.)

The IMG noted that construction waste in quantities clearly in excess of that which could be related to domestic DIY, were being deposited at the HWRCs on a daily basis. Even though hardcore and other materials could be recycled the IMG considered the processing cost of £400k per year to be excessive. It proposed to exclude construction waste.

The IMG was aware that at the same time alternative disposal routes would be required (albeit at a charge) and that this should be encouraged through both private and KCC owned waste transfer stations.

Consultation responses summary:

Do you consider that items such as tyres, gas bottles, and asbestos, which are mainly commercial waste, should be excluded from HWRCs, provided that other routes are available?

60% agreed, 32% disagreed and 8% answered don't know.

The four most recorded comments were:

- Materials may be fly-tipped
- Believe that these materials are generated by householders and they have a need for the HWRCs to accept them
- Customers want a one-stop-shop for all materials and convenience of service
- Lack of information about other disposal routes

Would you support the exclusion of construction waste, which the HWRCs have no duty to accept and costs the Council money?

65% agreed, 26% disagreed and 9% answered don't know

The four most recorded comments were:

- Increase in fly-tipping
- Penalises "the DIY person"
- Should charge for all construction waste regardless of source
- Lack of information about alternative disposal points

Revised recommendations taking account of consultation and EIA:

The majority of respondents support change and agree that the material is mainly commercial waste. The comments support the need to implement the changes in a systematic way.

(i) Tyres, asbestos and gas bottles

It is now proposed that these items/waste are accepted at waste transfer stations only, and the unit quantity limited as follows.

Tyres: Limit car tyres to a maximum of two per visit.
Asbestos: Limited to one sack or equivalent per visit.
Gas bottles: Limited to one gas bottle per visit.

Additionally a charging regime is now proposed for this waste, with a standard charge of £5 per unit (i.e. up to 2 tyres or one bag of asbestos or one gas bottle). This charge is set to be increased annually as necessary to cover any increase in disposal costs and administration. The consultation indicated that there was a need for the Council to consider ways to continue to provide this service, and a charge to cover disposal and administration costs would enable this need to be met.

(ii) Construction waste

It is proposed that the amount of household waste to be brought into a site by any single vehicle, or combined vehicle and trailer, is to be a maximum of one car boot load of household construction waste. This is equivalent to 3 bags, of up to 30kg weight per bag, being a weight that the average person can lift. (For example - the bags are to be similar in size to a large sack of compost). The waste is to comprise spoil, hardcore, soil, rubble, or equivalent. For larger items such as baths, the material would not need to be bagged but should not exceed approx. 90kg in total or one average car boot load per visit. There is to be no limit on repeat visits as this is unenforceable across the network.

It is clear that this approach would bring the service in line with standard practice for most other waste disposal authorities, reducing arisings from the current disproportionately high levels as shown below.

Construction Waste Overview

Kg/household 2010/11	Kent	Medway	Surrey	East Sussex
Total HWRC waste arisings	310	262	300	246.5
HWRC Residual waste	92.7	166.32	123.38	112.08
Soil hardcore	70.65	10.89	36.48	24.01
Soil/Hardcore % of total arisings	22.7%	4.2%	12.2%	9.7%

Source: DEFRA Waste Data Flow

The IMG was mindful that capacity must be provided for commercial waste to ensure proper disposal and to prevent fly-tipping. Clearly, there is a demand for cost-effective disposal of commercial waste, particularly from businesses which produce relatively small quantities of waste and/or produce

waste on an irregular basis. The waste transfer network of 6 sites is designated for charged-for waste. The transfer stations are provided with weighbridges linked to invoicing software, and are capable of producing waste transfer notes to comply with the waste Duty of Care Regulations. It is proposed that the waste transfer stations are provided and adapted as necessary to handle the tonnage of trade waste which may be displaced from the household waste recycling centres, so that this waste can be properly handled at a realistic charge.

(iii) Customer information programme

A comprehensive customer information programme regarding disposal options for these materials is proposed in advance of implementation and on a continuing basis.

(iv) Implementation of operational policy changes

It is proposed that the Corporate Director for Enterprise and Environment implements the roll-out of the policy changes regarding limiting materials in a systematic way, through a phased approach to ensure sufficient capacity to manage a smooth transition and to keep progress under continuous review to maximise customer service.

4.3.2 Trade and non-Kent Vehicles

POSC Report

The IMG was shocked to note the extent of trade waste being delivered on its sites' tour. The IMG felt that a blanket ban on all trade or potentially trade vehicles and trailers was necessary, with an exception scheme available only in very rare circumstances. The IMG also noted that some householders from Kent use the Cuxton, Medway site and that conversely, some Medway residents visit Pepperhill and other KCC facilities.

In respect of the county's western border, a permit scheme was proposed for the sites in proximity to the border, namely Dartford Heath, Swanley, Dunbrik and New Romney, in order to restrict usage to Kent householders.

Consultation responses summary:

Would you support the exclusion of trade waste e.g. by ceasing to open the height barrier and excluding trade vehicles, which the HWRCs have no duty to accept and costs the Council money?

67% agree, 25% disagree and 8% answered don't know

The five most recorded comments were:-

- Increase in fly-tipping
- Implement a charging scheme for traders
- What about householders who only have a van or hire a van.
- Allow all waste from anyone to save fly-tipping and generate income
- Encourage all waste to be disposed of responsibly

Do you believe that it is reasonable for householders who do not live in Kent, and therefore do not contribute to funding of the sites, to be excluded from using Kent's HWRCs?

59% agree, 34% disagree and 7% answered don't know

The three most recorded comments were:

- Reciprocal arrangements are required, balance needed, petty proposal
- Risk of fly-tipping
- Convenience to use nearest HWRC regardless of border

Do you use HWRCs in other areas?

92% answered yes and 8% answered no.

Of those that use sites in other areas, 57% use Medway sites

Revised recommendations taking account of consultation and EIA:

The majority of respondents support change, subject to an exception scheme in limited circumstances. Exclusion of commercial vehicles will reduce queues and congestion on sites, which has been repeatedly raised as an issue in consultation responses.

(i) Commercial vehicles

It is proposed that all commercial vehicles, including vans and pick-up trucks of any size, and agricultural vehicles including horse-boxes, are to be excluded. For the purposes of defining a commercial vehicle the definition applied by HM Revenue and Customs will be applied.

An exception scheme for customers with disabilities will be provided. In addition a permit scheme for the minimal number of householders who do not own any other vehicle other than an excluded vehicle, and those with large private vehicles (which cannot fit under the height barriers) will be established at nominated sites. All other conditions, such as the limit on construction waste, will apply. The permit scheme will provide access to the sites on up to 12 occasions per calendar year. Any exceptional application for further permits within a single year will be investigated to ensure the exclusion of trade waste.

The IMG was mindful that capacity for commercial waste must be provided to ensure proper disposal and to prevent fly-tipping. Clearly, there is a demand for cost-effective disposal of commercial waste, particularly from businesses which produce relatively small quantities of waste and/or produce waste on an irregular basis. The waste transfer network of 6 sites is designated for charged-for waste. The transfer stations are provided with weighbridges linked to invoicing software, and are capable of producing waste transfer notes to comply with the waste duty of care regulations. It is proposed that the waste transfer stations are provided and adapted as necessary to handle the tonnage of commercial waste which may be displaced from the household waste recycling centres, so that this waste can be properly handled at a realistic charge. If there is insufficient capacity further interventions may be required to ensure additional outlets.

(ii) Trailers

Although there is a risk that a minority of traders may utilise trailers to access the HWRCs, it has been recognised that there is a genuine need by householders to use trailers in certain circumstances. Consequently, trailers are to be limited in size to approximately 1.0m³ capacity, to assist householders, and for ease of manoeuvring on site. For clarity, the total combined quantity of construction waste is to be limited to 1.0m³ and not to be doubled for a combined vehicle and trailer.

(iii) Western Boundary

The existing permit scheme at Dartford Heath HWRC is to be retained. A permit scheme for Kent residents at other sites near the county's western boundary is not recommended, but a trial permit scheme is to be considered for the Swanley site in order to test value for money. It was considered that the cross-border movement of household waste was likely to be broadly similar in each direction, but this should be tested.

(iv) Provision for Trade Waste

As a pre-requisite for the exclusion of construction and trade waste from household waste recycling centres, it is necessary to support the development of additional commercial capacity where there is evidence of under-provision of waste disposal for businesses. Collaboration with the Minerals and Waste Development Framework project will be valuable in taking this forward. Additionally a feasibility study is proposed on the opportunities at Kent County Council's waste sites to promote cost-effective waste disposal capacity for businesses in order to ensure there are alternatives to fly-tipping.

(v) Implementation of operational policy changes

It is proposed that the Corporate Director for Enterprise and Environment implements the roll-out of the policy changes regarding trade waste in a systematic way, through a phased approach to ensure sufficient capacity to manage a smooth transition and to keep progress under continuous review to maximise customer service.

5. Household Waste Recycling Centres: Current network provision

POSC Report

- 5.1 It was considered that the design-build-finance-operate model, widely used in the waste industry, has become less attractive during the recession as the cost of private sector borrowing increased.
- 5.2 The IMG noted that in earlier years, capital funding for waste infrastructure had been provided primarily by Government grant, namely Waste Infrastructure Capital Grant (WICG). This funding was spent necessarily on projects with high deliverability, leading to some projects being deferred such as those with challenging waste planning permission issues.

5.3 It was clear that there had been significant investment in the past and that this should be sustained. The recent investment at Pepperhill and Manston Road, Margate sites was noted, together with the additional household waste recycling centre opened at New Romney in 2011, as evidence of continuing investment by the Council.

5.4 The Table below shows the current capital provision for waste management infrastructure.

WASTE CAPITAL PROGRAMME	TOTAL					Total Scheme Costs
	Previous Years Spend	2010-11 Spend	2011-12 Budget	2012-13 Budget	Forecast Future Years	
£'000s						
Herne Bay Site Improvement	95	0	250	1250	0	1,595
New Romney - New site development	520	1,475	32	0	0	2,027
Sub-total	615	1,475	282	1250	0	3,622
Transfer Stations Improvements						
TS/HWRC Swale	0	0	0	1,880	1750	3,630
TS/HWRC Ashford	0	0	750	4,250	0	5,000
TS/HWRC Tunbridge Wells	50	242	881	0	0	1,173
HWRC Mid Kent (TMBC)	0	0	0	0	2300	2,300
HWRC West Kent	0	0	0	0	2600	2,600
sub-total	50	242	1,631	6,130	6,650	14,703
Total Waste Capital Programme	665	1,717	1,913	7,380	6,650	18,325

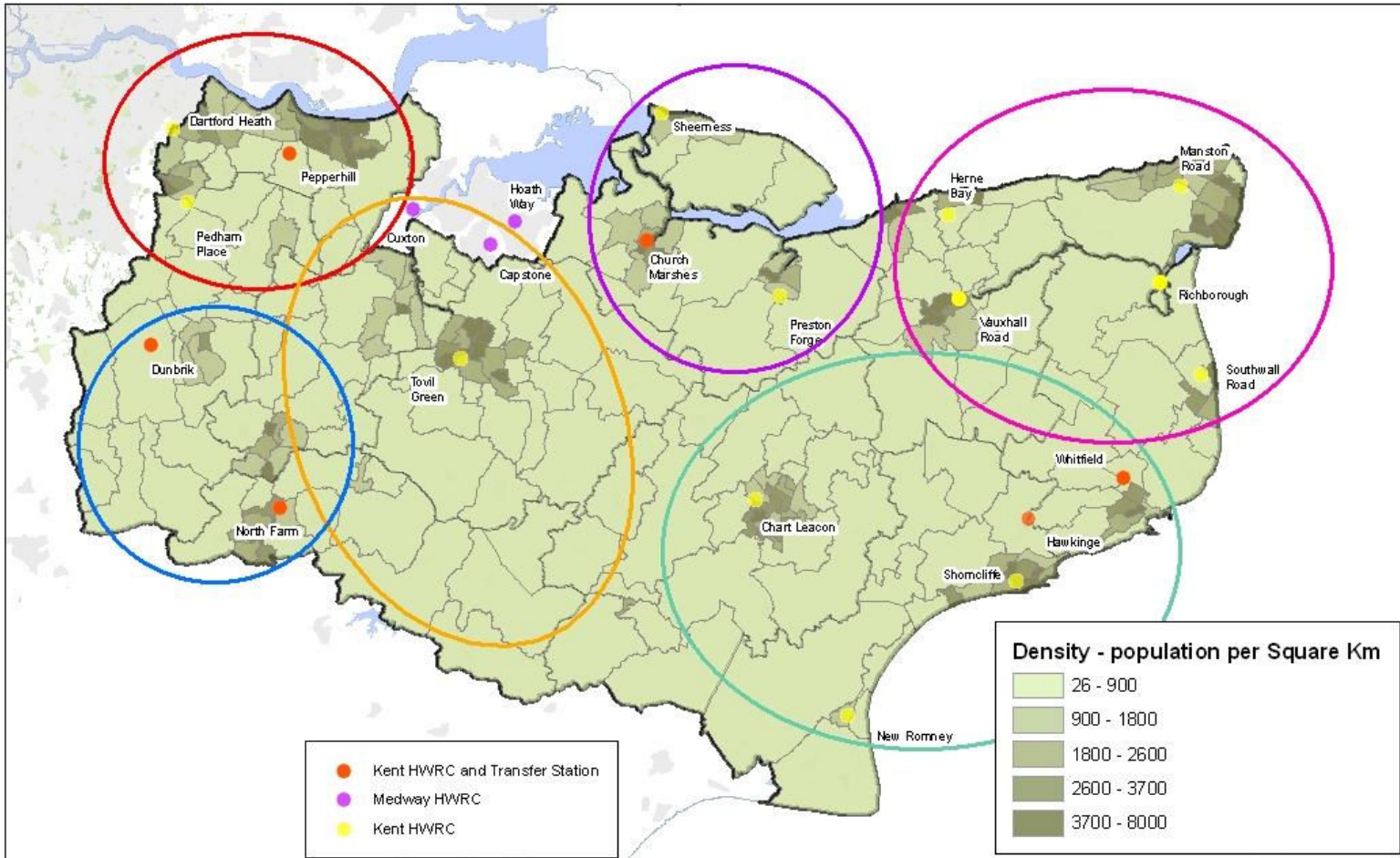
- 5.5 In order to plan effectively it is important to consider the network as a whole rather than prioritise opportunistic advances. It is also necessary to take account of growth and regeneration, the significant improvements in the highway network in Kent over the past 30 years, and the extent to which existing facilities meet current demands and standards. In particular, irrespective of the standard of the actual sites, the IMG noted serious access issues at several facilities such as Church Marshes, Sittingbourne.
- 5.6 With this in mind, the existing network of 19 sites has been divided into 6 zones or clusters. The IMG considered that this approach should provide the blueprint for future network delivery.

These clusters are:

1. SE Kent: Dover, New Romney, Shornecliffe, Hawkinge & Ashford
2. NE Kent: Canterbury, Herne Bay, Margate, Deal and Richborough
3. Swale: Sheerness, Sittingbourne and Faversham
4. NW Kent: Pepperhill, Dartford Heath and Swanley,
5. Mid Kent Tovil (Cuxton),
6. W Kent: Sevenoaks and Tunbridge Wells

There are proposals for clusters 1-5, but no proposal for (6) W Kent as these two waste transfer station and household waste recycling centre sites will be reviewed ahead of their existing management contract terms.

Population Density and HWRC zones



6. Household Waste Recycling Centres: Future network provision

This section identifies potential scope for optimisation of the network within the clusters. The consultation first included general questions regarding usage and options for change with the following responses.

- 85% of the respondents rate the current service as good or excellent.
- 40% of respondents visit the HWRCs a few times a year, 10% visit weekly, 22% visit 2-3 times a month and 24% visit monthly.
- 91% of respondents have a journey time of less than 20 minutes to their nearest HWRC.
- 71% of respondents believe that a reasonable drive time to a HWRC is between 10 and 20 minutes.

Specific questions and responses are set out below.

Thinking of the Council's aim to continuously improve sites, do you believe that the HWRCs are generally fit for purpose?

90% agree, 5% disagree and 5% answered don't know

The three most common comments were:

- HWRC too small and poorly designed
- Negative experience of queues
- Need to increase materials streams

Would you support an overall reduction of one or two sites across Kent, provided the service continued to be operated to a good standard across the remainder of the HWRCs?

55% agreed, 30% disagree and 15% answered don't know

To help shape the future of the network of HWRCs, please tell us which are the three most important things for you?

The top most important factors were the range of materials, short journey times and reduced queues.

If you do not use a Kent HWRC, are there any improvements that would encourage you to? (Note – some respondents answered this question although they do use the HWRCs already)

The top 3 reasons were stated as:

- Local facilities – want a site close to home
- Extend range of materials accepted
- Improve accessibility, no steps to containers.

Turning to the clusters identified in section 5.6 above, each one is considered separately below.

SE Kent

Dover, New Romney, Shornecliffe, Hawkinge and Ashford

POSC Report

The plans for a new transfer station at Ashford provide an opportunity to improve access and upgrade the HWRC substantially. The accepted business case includes the associated closure of the legacy transfer station and HWRC at Hawkinge, which is located at the site of an obsolete incinerator. The Hawkinge site is set to close when the Ashford facility comes on stream in 2013. It is considered that the remaining sites in the zone meet current needs and standards. However in the long-term, consideration may need to be given to the need for expansion or relocation of the Shornecliffe (Folkestone) HWRC which has limited capacity to meet any increase in demand.

Consultation response summary:

Taking into account proposals to improve the facility at Ashford, do you believe it is reasonable to close the out of date and expensive to operate site at Hawkinge, provided services exist within a 20 minute drive time of your home?

36% agreed, 18% disagreed, 46% answered don't know

The three most common comments were:

- Other HWRCs are too far to travel
- Improve Hawkinge HWRC
- Increased fly-tipping

204 people from the Hawkinge area responded that the HWRC should not be closed.

The most commonly stated reasons were:

- Increased journey times
- Fly-tipping increase
- Hawkinge is a growing town and needs its own HWRC

Some respondents commented that the question was loaded and/or misleading.

Petition

A petition of 587 signatures was presented by Hawkinge Town Council to the Cabinet Member on 22 February 2012 strongly opposing any proposal to close the household waste recycling centre at Hawkinge.

Do you support the upgrading of the existing HWRC at Ashford, which forms part of the proposal for a new waste transfer station?

50% agree, 4% disagree and 46% answered don't know
Of those respondents who use the Ashford HWRC 88% support upgrading.

Revised recommendations taking account of consultation and EIA:

It is proposed to close Hawkinge HWRC and waste transfer station in late 2013 as part of the proposal to provide a new waste transfer station at Ashford. This takes account of the site having the lowest waste arisings of any site in the county, the nature of the legacy site which opens on weekdays and on a Saturday morning only for historic reasons, the ongoing cost of maintaining the obsolete incinerator building and the availability of both Shornecliffe, Folkestone and Whitfield, Dover HWRCs within a 20 minutes drive time.

NE Kent **Canterbury, Herne Bay, Margate, Deal & Richborough**

POSC Report

This zone has sites in close proximity, each serving discrete populations (with the exception of Richborough HWRC, where the hinterland for the site overlaps with that of Margate HWRC). The Richborough site has limited space and would need significant investment for expansion and upgrading to modern standards. Therefore, Richborough HWRC has been identified for closure in summer 2013, when the current management contract expires. The nearest alternative site is at Margate, which was subject to major re-development and expansion in 2006. It has available capacity to meet any resultant increased demand, and mapping analysis shows the impact on householders' drive times would be minimal.

Of the other three sites, Canterbury HWRC is a modern fit for purpose site serving a large urban community; Herne Bay HWRC is scheduled for major re-development to current standards in 2012; and Deal HWRC (although relatively small) provides a full range of services and serves a distinct local community.

Consultation response summary:

Taking into account that there is a facility at Deal and Margate, do you believe it is reasonable to close the out of date and expensive to operate facility at Richborough, provided services exist within a 20 minute drive time of your home?

41% agree, 17% disagree and 42% answered don't know.

The three most common comments were:

- Other HWRCs are too far to travel
- The roads do not make other HWRCs easily accessible.
- The HWRC is always busy and should not be closed

177 people from the Richborough area responded that the HWRC should not be closed.

The most commonly stated reasons were:

- Journey times will increase
- Increase in fly-tipping
- The site should be updated / improved

E-petition

An e-petition commenced on 14 February 2012, petitioning the Council “to decide to keep the household waste recycling centre at Richborough” on the stated basis that it is a well-run site, used by local residents, any closure will increase pressure on other sites and increase fly-tipping.

Revised recommendations taking account of consultation and EIA:

It is proposed to close Richborough HWRC in 2013 (when the current management contract expires) due to its low waste tonnage throughput, the poor quality of the site which would otherwise require significant capital investment, and the low number of households which would be affected by drive times to the next nearest site.

Swale

Sheerness, Church Marshes and Faversham

POSC Report

The three sites in this area were developed in the 1980s and have had little further capital investment. They are arguably no longer fit for purpose, being too small to be capable of significant improvement. The existing capital programme already makes provision to replace the Church Marshes transfer station and HWRC. It is important to consider the context of the recent highway investment to Sheerness, the new Sittingbourne Northern Relief Road currently under construction, and proposals for regeneration in the area by Swale Borough Council. With these points in mind, once the Church Marshes relocation site is confirmed it will be possible to consider any scope for consolidation in this zone.

Consultation response summary:

Do you agree that the HWRC at Church Marshes, Sittingbourne, is inadequate and should be replaced with a new facility at a more accessible location, to provide a more efficient service to Swale residents?

24% agree, 4% disagree and 72% answered don't know.

Of the respondents who use Church Marshes 40% believe it should be replaced. The most common comments from those who disagree with replacement were:

- Happy with Church Marshes as it is

- This will result in the closure of Faversham or Sheerness sites
- Not enough information on new location

Revised recommendations taking account of consultation and EIA:

It is proposed that a site search be carried out to find a replacement site for Church Marshes TS/HWRC. Subject to the location of the replacement site, it is proposed site provision in the area be reviewed and consult on any further changes which are indicated.

West Kent
Pepperhill, Dartford Heath and Swanley,

POSC report

Pepperhill transfer station and HWRC opened in 2008 has been subject to major investment. It is subject to a long term management contract. It is one of the busiest sites in the Kent HWRC network. Of the other two sites, Dartford Heath is on land which is leased and therefore produces an additional revenue pressure. However, based on tonnage throughput and operating cost, these two smaller sites, Dartford Heath and Swanley, are considered to be cost-effective. As a result the time to consider the future of these two sites is at the lease expiry in 2017.

Consultation response summary:

The HWRCs at Dartford Heath and Swanley currently operate at full capacity with no scope for expansion. Do you agree they should be replaced with modern facilities?

50% agree, 6% disagree and 44% answered don't know
Of the respondents who use Dartford Heath and Swanley HWRCs, 47% believe they should be replaced with modern facilities.

The three main reasons why people disagreed were:

- The sites are fine as they are
- Risk of reducing from two sites to one
- Insufficient information

Revised recommendations taking account of consultation and EIA:

It is proposed a site search be carried out in this area, with a view to replacement facilities being provided in 2017, and subject to a further decision. A provision of £2.6m has already been made in the waste capital programme.

Mid-Kent
Tovil (Cuxton)

POSC Report

Tovil HWRC is recognised as an over-subscribed site. It serves the whole of the Maidstone urban area, the West Malling / Larkfield / Ditton corridor, and a large proportion of the rural area to the south reaching to the county boundary at Hawkhurst. There is a clear need for an additional site to reduce the pressure at Tovil and equally seek to provide a service for Tonbridge and Malling Borough Council area residents.

Additionally, KCC pays Medway for KCC householders' use of the Medway Cuxton site. This funding of £300k per year would be better used to support a new facility in Kent. The capital programme previously made provision for this project but the funding was removed due to the problems finding a suitable site. It is proposed that the site search be renewed and new capital funding sought for development in 2015/16, subject to the pressure on the capital programme.

Consultation response summary:

Do you support the provision of an additional HWRC in the Tonbridge and Malling area, which is currently not covered by the existing network?

52% agree, 3% disagree, 45% answered don't know

Stakeholder comments included:

- Support for an HWRC in the area
- Improve existing access before building new ones
- Overcrowding at sites e.g. Tovil

Revised recommendations taking account of consultation and EIA:

Despite previous unsuccessful site searches it is proposed to continue to seek to provide a new site to serve Tonbridge and Malling and Maidstone residents which will assist in reducing queues to the Tovil HWRC. Provision of £2.3m has been included in the capital programme.

7. Operational risk management

7.1 Fly-tipping

7.1.1 Fly-tipping has been identified as a risk consequent to both operational changes and site closures. However, the vast majority of Kent residents are law abiding and keen to recycle and dispose of their waste appropriately. When individual household waste recycling centres have been closed for refurbishment in the past there has been no evidence of increased fly-tipping. For instance the Pepperhill site, one of the busiest in the county, was closed for 6 months in 2008 without any adverse impact in this respect. Additionally, in other local authority areas where radical changes have been made which far exceed those proposed in this report, any temporary increase in fly-tipping has been short-lived.

7.1.2 However, it is recognised that there is a minority of people who commit criminal offences. The Council, working with the waste collection authorities, has a very good track record of successful prosecutions utilising covert

surveillance to secure significant fines including custodial sentencing. The maximum penalty of 5 years in prison and fines of up to £50,000 is well established. The team also pursues cases of fraud where waste entering the HWRCs is misrepresented as household waste. It works regionally with London boroughs, the Environment Agency and the waste collection authorities to share intelligence.

7.1.3 It is proposed to launch a new campaign to increase vigilance and emphasise a zero-tolerance approach to fly-tipping across the county which coincides with the proposed operational changes. The campaign will aim to maximise the deterrent impact of criminal prosecutions across Kent.

7.1.4 In respect of managing the risk of fly-tipping, it is important to ensure that the commercial and industrial (C&I) waste sector is provided with information on their current disposal options as part of the customer engagement plan highlighted below. Additionally, the Minerals and Waste Development Framework is making provision for all commercial and industrial waste arisings in the County. A network of suitable sites is currently being identified as part of the site assessment process. The preferred options for new sites will be consulted on in a consultation commencing at the end of May 2012. In addition KCC will be safeguarding the existing major facilities for commercial and industrial waste in the Core Strategy in order to maintain capacity for the planned period to 2030.

7.2 Customer Engagement Plan

7.2.1 The need for a comprehensive customer engagement plan ahead of the implementation of any agreed operational changes was noted by the IMG/POSC as essential. Attention is particularly drawn to a recurring point in the Equalities Impact Assessment which is the need for appropriate communications, for instance in relation to the protected characteristics of age, disability, race, and pregnancy & maternity.

7.2.2 There will need to be a planned implementation programme so that information can be provided during the lead-in period. A phased approach will be taken to manage the transition, with good communications to raise public awareness of changes in the way sites are operated.

8. Financial considerations

8.1 The proposed operational and infrastructure changes will deliver efficiencies and are consistent with the medium term financial plan. Additional funding has already been provided within the capital programme for waste management infrastructure.

9. Recommendations

9.1 It is recommended that Cabinet agree that the following operational policy changes are made at the household waste recycling centres.

- a) Tyres, asbestos and gas bottles are to be accepted by KCC's network of waste transfer stations only, and the quantity limited as follows.

Tyres: Limit car tyres to a maximum of two, per visit.
Asbestos: Limited to one sack or equivalent, per visit.
Gas bottles: Limited to one "refillable" gas bottle, per visit.

A standard charge of £5 per unit (i.e. up to 2 tyres or one bag of asbestos or one gas bottle) is proposed, to be increased in line with future increases in disposal costs and administration.

- b) The amount of construction waste to be brought into a HWRC by any single vehicle, or combined vehicle and trailer, is to be set at a maximum of one car boot load of construction waste. This would be equivalent to 3 bags, of up to 30kg weight per bag, this being a bag weight that the average person can lift. The waste is to comprise spoil, hardcore, soil, rubble, or equivalent. For larger items such as baths, the material would not need to be bagged, but should not exceed approx. 90kg in total or one average car boot load per visit.
- c) All commercial vehicles including pick-up trucks, vans, agricultural vehicles including horse boxes are to be excluded from HWRCs.

An exception scheme for householders with disabilities using over-height vehicles is to be introduced.

A permit scheme for the small number of householders who do not own any other vehicle, other than an excluded vehicle, and those with large private vehicles is provided. All other conditions, such as the limit on construction waste, will continue to apply. Permits will provide access to the sites on up to 12 occasions per calendar year. Any additional applications for permits in one year from the same household will be subject to investigation to ensure the exclusion of trade waste.

- d) Access to HWRCs for trailers is limited to those of up to 1.0m³ capacity. The total combined quantity of construction waste is to be limited as set out above. (The quantity is not to be doubled for a combined vehicle and trailer.)
- e) Support the development of additional commercial capacity where there is evidence of under-provision of waste disposal for businesses. Carry out a feasibility study on the opportunities at Kent County Council waste sites to promote cost-effective waste disposal capacity for businesses in order to ensure there are alternatives to fly-tipping.
- f) Provide close monitoring of fly-tipping across Kent to identify any hot-spots arising from the implementation of operational policy or network changes. Ensure prompt action and support to investigate offences and arrange for the removal of waste by working with the waste collection authorities. Launch a new media campaign based on zero-tolerance of fly-tipping and promoting responsible waste disposal.
- g) A comprehensive communications plan and information programme to be provided to support implementation of the operational changes.

- h) The existing permit scheme at Dartford Heath HWRC for Kent only residents is retained. A similar trial permit scheme is considered in 2013/14, at Swanley HWRC.

It is further recommended that the Corporate Director for Enterprise and Environment to implement the decision in respect of policy changes through a phased approach to ensure sufficient capacity to manage a smooth transition and to keep progress under continuous review to maximise customer service.

9.2 It is further recommended that the following changes are introduced in respect of the HWRC sites network:-

- i) Carry out a site search in respect of the North West Kent and Mid Kent areas.
- j) Close Richborough waste site in autumn 2013 at the end of the current contract term and Hawkinge waste site in autumn 2013 when the new Ashford Transfer station and improved household waste recycling centre is fully operational.
- k) Review the HWRC provision in the Swale area subject to a further member decision when the replacement site for Church Marshes TS/HWRC is established.

10. Background documents:

Public Consultation Report – Household Waste Recycling Centres (February 2012)
Equalities Impact Assessments (May 2011 – February 2012)

11. Author contact details

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By: Mike Whiting - Cabinet Member for Education Learning and Skills
Patrick Leeson, Corporate Director Education Learning and Skills

To: Cabinet – 19 March 2012

Subject: PROPOSED CO-ORDINATED SCHEMES FOR PRIMARY AND SECONDARY SCHOOLS IN KENT AND ADMISSION ARRANGEMENTS FOR PRIMARY AND SECONDARY COMMUNITY AND VOLUNTARY CONTROLLED SCHOOLS 2013 /14

Classification: Unrestricted

Summary: To report on the outcome of the consultation on the proposed admission arrangements for transfer to Primary and Secondary schools in September 2013 and the scheme for In Year Casual Admissions. Cabinet is asked to determine the In Year Casual Admission process, the admission arrangements for the 2013 school year and determine the co-ordinated schemes for Primary & Secondary Admissions in Kent.

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, 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. The School Admissions Code 2012 removes the requirement for each LA to co-ordinate casual in year admissions. As the LA and many individual admissions authorities expressed a number of reservations when this requirement was introduced, casual in year co-ordination has been removed from the Primary and Secondary schemes. Cabinet are requested to agree the Co-ordinated scheme for Admissions to Primary and Secondary schools in Kent for 2013 and determine 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 2013.

(5) The LA consulted with the Admissions Forum on the proposed changes prior to consultation on 10 November 2011. The admissions forum was supportive of the proposed arrangements.

Consultation and Outcome

2. (1) The LA consultation ran from the 1 November 2011 to 14 January 2012 and considered the following aspects:

- a) The Primary Co-ordinated Admission Scheme including a revised In Year admissions process for 2013/14;
- b) The Secondary Co-ordinated Admission Scheme including a revised In Year admissions process for 2013/14;
- c) Over-subscription criteria for Community and Voluntary Controlled Primary, Infant and Junior schools 2013/14;
- d) Over-subscription criteria for Community and Voluntary Controlled Secondary schools 2013/14;
- e) Published admission numbers for Community and Voluntary Controlled Primary, Infant and Junior Schools 2013/14;
- f) Published admission numbers for Community and Voluntary Controlled Secondary Schools 2013/14;
- g) The relevant statutory consultation areas for Primary and Secondary schools 2013/14;

(a) The Co-ordinated Primary Admissions Scheme 2013 incorporating the revised In Year admissions process

(2) All Admissions Authorities within Kent agreed to the proposed Co-ordinated Primary Admissions Scheme for 2013. The scheme dates are set out in a similar way to last year following broadly similar scheme dates. Primary National offer day does not come into effect until 2014/15, however, Primary offer day has been moved to early April in this scheme in preparation for the transition. The LA will cease to co-ordinate in year admissions from September 2013, in line with the removal of the requirement in the School Admissions Code 2012. The scheme still specifies a process for schools to follow when making offers and includes a requirement to inform the LA of all applications and offers to allow continued monitoring and maintain safeguarding practices.

The details of the scheme for determination is located in Appendix A

Feedback from this section of the consultation can be summarised as follows:

No Infant Junior and Primary schools refused to accept the proposed scheme.

One school raised concerns that returning the in year process to schools could result in some parents receiving offers from multiple schools. *(While it is understood that a return to schools overseeing in year admissions could result in some parents receiving more than one offer, the disadvantages of the process, namely, increased length of time children kept out of school and the significant burden on the LA to facilitate, outweigh this issue. The LA has ensured that safeguarding of vulnerable children is better monitored than when schools previously processed in year applications, but it is not possible to hand this process back and also co-ordinate by proxy to ensure multiple offers are not made.)*

(b) The Co-ordinated Secondary Admissions Scheme 2012 incorporating the In Year admissions process

(3) The Secondary Co-ordinated Scheme was agreed by all Kent Admissions Authorities.

The details of the proposed scheme for determination are located in Appendix B

Feedback from this section of the consultation can be summarised as follows:

One school initially did not accept the scheme (Orchards Academy) raising concerns about the five day timescale for schools to respond to in year applications. They felt that it often takes longer for existing schools to send over supporting information, meaning timescales were often missed. *(Officers explained that these timescales provided sufficient time for a decision to be taken whilst recognising that there will be exceptional circumstances leading to delays when schools fail to provide pupils' details. It was however explained that extending timescales for all applications to be processed by schools would be detrimental to the process which in most circumstances could be completed more quickly – the Academy agreed to comply with the scheme.)*

No other issues were raised.

(c) The Oversubscription Criteria for Community and Voluntary Controlled Infant Junior and Primary schools in Kent

The oversubscription criteria for community and voluntary controlled Infant Junior and Primary Schools is broadly the same to that used in 2012. Wording for the distance criterion has been slightly amended to better reflect the current process used to calculate it. Children in Local Care has been amended to include children no longer looked after following an adoption and Health and Special Access Reasons has been amended to reference the Equality Act 2010 following changes in the School Admissions Code.

Details of the oversubscription criteria for community and voluntary controlled Infant. Junior and Primary Schools are located in appendix C (1)

Feedback to this part of the consultation can be summarised as follows:

Two schools had issues with the exception for siblings from multiple births (twins, triplets, etc) that 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, where the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN. They felt that it was unfair on the school if the exception continued into the next school year, whereby the school would be responsible for funding additional support. One school commented that the exception should continue until the end of Key Stage 1. *(The new school admissions code has relaxed the duty on schools in regard to excepted pupils and in future the child will remain excepted whilst in infant classes. In effect the financial burden schools faced the following year if numbers didn't fall below 30 is no longer an issue. It remains a concern however for schools having to teach class sizes above 30.*

Two schools requested that priority should be allowed for children that have attended their nursery. *(Admissions arrangements for Community and Voluntary Controlled schools are designed to support local communities to attend their local schools. There are many reasons why a parent may not be in a position to send their child to a school's nursery and often parents will choose nurseries close to work rather than home. Introducing such a policy could unfairly disadvantage parents that want to care for pre school children at home and live near to the school).*

One school requested that the new option to give priority to children of teachers should also be included. *(This could unfairly exclude local children from gaining a place at the school, so is not in line with the other arrangements).*

One school queried whether there was a limit to how long a child could apply under the Children in Local Authority Care criterion once they had been adopted. *(There is no time limit on children applying under this criterion and it is mandatory).*

One school requested that the faith criteria tick box be reinstated. *(This criterion was removed last year following consultation. It caused significant confusion for parents, was widely regarded as unfair and was found to be unlawful under the previous admission code).*

One school disagreed with a sibling link being broken if a parent moves more than 2 miles from the school between applications. *(This has been a long standing caveat to the sibling criterion and is in place to ensure schools continue to support their local communities. It is not proposed that this be changed.)*

(d) The Oversubscription Criteria for Community and Voluntary Controlled Secondary schools in Kent

The proposed wording for the oversubscription criteria for community and voluntary controlled Secondary Schools is broadly similar to that used in 2012. Wording for the distance criterion has been slightly amended to better reflect the current process used to calculate it. Children in Local Care has been amended to include children no longer looked after following an adoption and Health and Special Access Reasons has been amended to make appropriate reference to the Equality Act 2010 following changes in the School Admissions Code. Reference to Schemes of Education have also been removed when

calculating home to school distance. The changing educational landscape in Kent has rendered the Schemes of Education largely irrelevant for admissions purposes.

Details of the oversubscription criteria for community and voluntary controlled Secondary Schools in Kent are located in appendix D (1)

Feedback to this part of the consultation can be summarised as follows:

One school raised its concerns (again) in regard to the Dover Grammar Schools being able to admit pupils both through the LA testing arrangements and through their own 'Dover Tests'. It considered that as a result those children at the higher end of the ability range were being drawn out of local non selective schools disproportionately which impacted negatively on those schools. The LA considers this to be a valid point, but the Schools Adjudicator has not upheld either of the challenges brought against the admission arrangements for Dover Grammar School for Boys in recent years.

(e) Published Admission Numbers

The proposed Published Admission Numbers (PAN) for Community and Voluntary Controlled Primary, Infant and Junior schools are identified in Appendix C (2) and for Community and Voluntary Controlled Secondary schools are detailed in Appendix D (2). Please note that the LA can only determine the admission number for schools where it is the Admissions Authority and the schools listed fall into this category.

(f) Relevant Statutory Consultation Area

Details of the relevant statutory consultation areas have not changed from 2012/13, however, the wording has been amended to reflect the new timescales for consulting when no change has been made. Details for the Primary arrangements are in appendix C (3) and Secondary arrangements in appendix D (3).

Recommendations

7. Cabinet is asked TO ACCEPT AND DETERMINE
- a) The Co-ordinated Primary Admissions Scheme 2013 incorporating the In Year admissions process as detailed in Appendix A
 - b) The Co-ordinated Secondary Admissions Scheme 2013 incorporating the In Year admissions process as detailed in Appendix B
 - c) The oversubscription criteria relating to Community and Voluntary Controlled Infant, Junior and Primary schools in Kent as detailed in Appendix C (1)
 - d) The oversubscription criteria relating to Community and Voluntary controlled Secondary schools in Kent as detailed in Appendix D (1)
 - e) The Published Admissions Number for Community and Voluntary Controlled Infant, Junior and Primary Schools as set out in Appendix C (2)
 - f) The Published Admissions Number for Community and Voluntary Controlled Secondary Schools as set out in Appendix D (2)
 - g) The relevant statutory consultation areas for Kent primary schools as detailed in Appendix C (3) and the relevant statutory consultation areas for Kent Secondary Schools as set out in Appendix D (3)

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Dated: 1st February 2012

Appendix A

**Kent County Council
Proposed Co-ordinated Scheme for
Primary Admissions
Academic Year 2013/14**

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

Produced by:
Admissions and Transport

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Introduction / Background

Each year, Kent County Council is required to draw up, consult on and determine:

- Co-ordinated admission 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).
 - There is a duty on Kent County Council to secure agreement on the Admissions Scheme from all admission authorities including Academies in Kent. If Kent County Council does not secure this agreement we must inform the Secretary of State no later than the 15 April who will then impose a scheme to which all admission authorities must adhere.
 - This consultation ran from 9.00 am on Tuesday 15 November 2011 until Friday 13 January 2012. Every Kent School and Academy is required to agree to the admissions scheme and adhere to it. **Kent County Council made it clear in its consultation that it would constitute full acceptance to the proposed scheme if schools chose not respond.**
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Section 1 – Details of the Co-ordinated Scheme for Entry to Year R and Transfer from Infant School to Junior School (Year 2-3)

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 2013.

Year R applications are for children born between 1 September 2008 and 31 August 2009.
Year 3 applications are for children born between 1 September 2005 and 31 August 2006.

The Key Scheme dates are:

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Key Action	Scheme Date
Application Closing date (Online and RCAF/JCAF)	Wednesday 16 January 2013
Summary of applicant numbers sent to all Kent primary, infant and junior schools	By Friday 8 February 2013
Full applicant details sent to all Kent primary, infant and junior schools for ranking against their over-subscription criteria	By Tuesday 12 February 2013
Completed ranked lists returned to Kent County Council by all Kent primary, infant and junior schools	By Friday 1 March 2013
Kent County Council to match all ranked lists in the admissions database	By Thursday 7 March 2013
Details of pupils being offered sent to all Kent primary, infant and junior schools	Wednesday 27 March 2013
Offer Day: Offer e-mails sent after 4pm and letters sent 1 st class post (see paragraph 16)	Friday 5 April 2013 (During School Holiday)
Deadline for late applications and waiting list requests to be included in Kent County Council's reallocation stage. Also date by which places should be accepted or declined to schools	By Friday 3 May 2013
Schools send out welcome letters no later than	Friday 3 May 2013
Kent County Council will send schools reallocation waiting lists to rank	Wednesday 8 May 2013
Schools to send their ranked waiting list and acceptance and refusals to Kent County Council	Tuesday 14 May 2013
Kent County Council to reallocate places that have become available from the schools' waiting lists. After this point, schools will take back ownership of their waiting lists for the remainder of the reallocation process and are free to make offers provided these are copied at the same time to Kent County Council.	Wednesday 29 May 2013 (During School Holiday)

In addition this scheme:

- (a) 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.
- (b) Confirms that on **29 May 2013** Kent County Council will run one reallocation process offering places to late applicants and original applicants that have joined a school's waiting list after offer day. After **29 May 2013**, Kent County Council will consider late

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applicants through the process described in paragraph 27. Schools will maintain waiting lists for the remainder of the reallocation process and will fill vacancies as they arise to children on their waiting lists. Schools must notify Kent County Council of any offers that are made.

Kent County Council expects that all schools and Admissions Authorities including academies engaged in the sharing of admissions data will manage personal information in accordance with the Data Protection principles.

1.

For normal points of entry to school, Kent resident parents will have the opportunity to apply for their child's school place either online at www.kent.gov.uk/ola or by using a standard paper form known as the Reception Common Application Form (RCAF) or Junior Common Application Form (JCAF). Kent County Council cannot accept multiple applications for the same child. A parent may 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 resident in Kent as a means of expressing between 1 and 3 preferences for their child to be admitted to a school within the Kent County Council area and schools in other Local Authority areas (including Voluntary Aided (VA) and Foundation schools and Academies). Kent County Council will coordinate the preference information with other Local Authorities .

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 any 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.

Kent County Council will make appropriate arrangements to ensure:

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- (a) That the online admissions website is readily accessible to all who wish to apply using this method.
- (b) The paper RCAF/JCAF are readily available on request from Kent County Council, Kent maintained primary, infant and junior schools and are 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 Kent County Council, 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) or on a paper RCAF/JCAF are valid applications. Completion of a schools' Supplementary Information Form alone does not constitute a valid application.

7.

A Foundation or Voluntary Aided school or Academy 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 oversubscription criteria to the application. Where a SIF is required it must be requested direct from the school or via Kent County Council's website (where supplied) and must be returned to the school by the closing date for applications as defined within the Kent County Council co-ordinated admissions scheme. All schools that use SIFs must include the proposed form in their consultation document with other admissions authorities, including Kent County Council, 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 Kent County Council must be adopted.

8.

Where a school receives a supplementary information form it will not be regarded as a valid application. The parent must also complete an online application or paper RCAF/JCAF for their home Local Authority naming that school. Where schools use supplementary information forms they must confirm with the parent on receipt of their completed form that they have also made a formal application to Kent County Council.

9.

Completed applications must be submitted online and paper RCAF/JCAF returned to Kent County Council or any Kent Primary School by **16 January 2013**.

10.

Kent County Council will act as a clearing house for the allocation of places. Kent County Council 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.

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Kent County Council will allocate places in accordance with paragraph 14.

11.

By 8 February 2013 – Kent County Council 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, Kent County Council will have also completed any data exchange with other Local Authorities by this date.

12.

By 12 February 2013 – Kent County Council 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 Kent County Council's list can be considered for places on the relevant offer day.

13.

By 1 March 2013 – All Kent primary, infant and junior schools, including academies, **must** return completed lists, ranked in priority order in accordance with their over-subscription criteria, to Kent County Council for consideration in the allocation process. **1 March 2013** will also be the final deadline by which any school or academy may notify Kent County Council of their intention to admit above PAN. Changes cannot be made after this date because Kent County Council will not have sufficient time to administer its coordination responsibilities.

14.

By 7 March 2013 - Kent County Council will match this ranked list against the ranked list of the other schools named on the form and:

- (a) Where the child is eligible for a place at only one of the named schools, that school will be offered.
- (b) 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.
- (c) Where the child is not eligible for a place at any of the named schools, the child will be allocated a place at an alternative school by the home Local Authority.

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

15.

By 27 March 2013 - Kent County Council will inform schools of the pupils to be offered places at their school.

16.

On offer day, **5 April 2013** – Kent County Council will:

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

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

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- (b) Information about the right of appeal against the decisions to refuse places at other named schools.
- (c) 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.

(b) send decision letters to ALL paper CAF applicants and online applicants that did not receive an offer of their first preference. The letter will give:

- (a) The name of the school at which a place is offered.
- (b) 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.
- (c) Information about the right of appeal against the decisions to refuse places at other named schools.
- (d) 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 later than 3 May 2013**.

17.

By 3 May 2013 – parents must inform the school whether they wish to accept or refuse the place offered on offer day. Acceptances/refusals must be made in writing or via e-mail. Where possible, Kent County Council will provide a mechanism to allow parents to accept or refuse online. This is also the deadline for parents to request to join waiting lists for schools on their original RCAF/JCAF and for late applications to be included in the Kent County Council reallocation stage on **29 May 2013**.

18.

By 8 May 2013 – Kent County Council will advise all Kent primary, infant and junior schools, including academies, of the full details of all waiting list request and late applications for their schools to enable them to apply their over-subscription criteria. Priority ranking should not be given for waiting list requests. Only children who appear on the Kent County Council list can be considered for places on Kent County Council's reallocation day.

19.

By 14 May 2013 – The schools must return their ranked waiting lists to Kent County Council. Schools should also return all acceptance and refusal information collected to ensure Kent County Council can calculate places available for its reallocation day.

20.

On 29 May 2013 – Kent County Council will re-allocate any places that have become available since offer day using the same process described in paragraph 14. Applicants will sent a letter by 1st Class that day, informing them of offers. Schools will be sent a list of all new offers and the remainder of their waiting lists.

21.

After 29 May 2013 – Schools will make offers from their waiting lists for any spaces available. Schools must inform Kent County Council whenever an offer is made so that Kent County Council can record all activity. 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 who ceased to be so because they were adopted, or with

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SSEN apply. The Authority will maintain a database from March to September 2012, for the purpose of its initial reallocation, recording offers that schools have made by schools after LA reallocation and the processing of any new applications received post **29 May 2013**. To maintain the database, schools must advise Kent County Council when a place is offered. Schools can only offer places to Kent parents who have already made a primary school application through the Entry to Year R/ Junior Transfer scheme. If a place can be offered to a non-Kent child or to a Late Applicant, the school must notify the LA as soon as possible. For the purposes of reallocation, parents that have moved a sufficient distance to require all new preferences should be considered as a late and directed to Kent County Council. Schools are free to offer places to applicants that did not name the school on their original RCAF/JCAF, but have subsequently decided to apply for a school place.

22.

Waiting Lists - Applicants that have joined a school's waiting list before **3 May 2013** deadline will be included in the Kent County Council reallocation. After the Kent County Council reallocation, remaining waiting lists will be forwarded to schools.

23.

After the **3 May 2013** but before **29 May 2013**, any applicant who has not joined a school's waiting list will be directed to the school to register their desire to join the list, but schools will not be able to make offers to these applicants until after **29 May 2013** when waiting lists are returned to the school. All 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 2013.

24.

After **29 May 2013** applicants are free to join waiting lists for schools that were not on their original RCAF/JCAF. These will be known as extended preferences. Applicants will contact schools they are interested in directly.

Late Applications

25.

The closing date for applications in the normal admissions round (as above) is **16 January 2013**. 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 Kent County Council before **Friday 25 January 2013**.

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

26.

Applications received after **25 January 2013** will not be considered for places on **5 April 2013**, but will be included in the re-allocation of places on **29 May 2013** as defined above.

27.

Late applications received after **3 May 2013** (the deadline for inclusion in any reallocations made on **29 May 2013**) must be made to, and processed by, Kent County Council. These will be considered by Kent County Council after **29 May 2013**, when Kent County Council will contact schools with children's details so that Late Applicants can be ranked in accordance with schools' oversubscription criteria. If a place can be offered, Kent County Council will notify parents. 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. If a place cannot be offered at any of the schools parents have applied for Kent County Council will allocate a place at an alternative school. Late applications made direct to schools must be forwarded to Kent County Council immediately.

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Section 2 –

Details of the Co-ordinated Scheme for Primary In-Year Admissions

In-Year Casual Admission Form.

1.
Kent County Council will produce a standard form, known as the **In-Year Casual Admission Form (IYCAF)**, which Kent schools must use to allow applicants to apply for school places in any year group outside of the normal admissions round. Applicants must use one form for each school they wish to apply for.

Parents will be able to obtain information about the process and IYCAFs from Kent County Council's Admissions and Transport Office or from any local Kent school. Enquiries relating to the process can be made via e-mail (kentinyearadmissions@kent.gov.uk). Information and IYCAFs will also be available on the Kent County Council's website to read and print.

Kent County Council will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require it.

2.
The IYCAF will be used for the purpose of admitting pupils to a school in the year group applied for.

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

- (a) to be admitted to a school within the Kent County Council Local Authority area (including VA and Foundation schools and Academies).
- (b) to be admitted to a school located in another Local Authority's area (including VA, foundation schools and Academies).

Parents wishing to apply for more than one school must complete a separate form for each school. Completed forms must be returned directly to the school, with the exception of applications to schools located in another Local Authority, which should be returned Kent County Council. Schools must ensure that Kent County Council is informed of all applications made to them. Kent County Council will provide a mechanism to facilitate this transfer.

4.
The IYCAF will:

- (a) invite the parent to express a school preference including, where relevant, any schools outside the Kent County Council's Local Authority area.
- (b) invite parents to give their reasons for the preference and give details of any siblings that may be attending the preferred school.

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(c) explain that the parent must complete a form for each school they wish to apply for and return each form to the corresponding school. If a school is located in another Local Authority, the form should be returned to Kent County Council to forward on

(d) explain that Kent County Council will be informed of any application and will monitor any subsequent offers that are made.

(e) direct the parent to contact Kent County Council where they are unable to secure a school place after applying to at least **three** schools.

5.

Kent County Council will make appropriate arrangements to ensure:

(a) that the IYCAF is available in paper form on request from Kent County Council and from all maintained primary schools and Academies in the Kent County Council area; and

(b) that the IYCAF is accompanied by a written explanation of the In-Year admissions process in an easy to follow format.

6.

IYCAFs for Kent schools must be returned to the school. Schools must process them, no later than 5 days from receipt. IYCAFs for schools located in another Local Authority must be returned to Kent County Council who will forward them to the relevant Local Authority no later than 5 days from receipt.

7.

Parents resident in another Local Authority who wish to name a Kent school as a preference must apply to their Local Authority following their defined process. The parent's Local Authority will forward all relevant information to Kent, who will in turn pass this information to schools. Schools will inform Kent if an offer can be made, which Kent will forward to the home Local Authority, who in turn, will liaise with their parent.

Supplementary Information Forms (SIFs)

8.

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 Kent County Council and returned to the school. All schools that use SIFs must include the proposed form 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. SIFs will be available directly from schools or, where supplied, from the Kent County Council's website www.kent.gov.uk/primaryadmissions.

9.

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 Local Authority's Common Application Form). When SIFs are received the school must ensure that the IYCAF or neighbouring Local Authority's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. Parents will not be under any obligation to

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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.

10.

a)

Children with Statements of Special Educational Need (SSEN) –

Pupils with a Statement of Special Educational Need do not apply to Kent County Council's School Admissions Team 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 Kent County Council's SEN & R 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 Kent County Council's 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 or who ceased to be so because they were adopted, Kent County Council - 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 or who ceased to be so because they were adopted, 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, Kent County Council will advise the home authority of alternative education provision that may be in the better interest of the child.

Where Kent County Council 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). Kent County Council 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

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school refuses to admit the child Kent County Council, 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 and that have applied for at least **three** schools can contact Kent County Council and will be allocated an available place at an alternative school. These applicants will have the same access to a waiting list and rights to appeal as other applicants.

Offers for IYCAF

12.

The school will notify applicants resident in the Kent County Council area by letter the outcome of their application. Where appropriate, the letter will detail:

- (a) the starting date if a place is available;
- (b) the reasons why the child is not being offered a place if a place is unavailable;
- (c) information about the statutory right of appeal against the decisions to refuse places;
- (d) information on how to apply for a place on the waiting list.
- (e) 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.

13.

Where Kent County Council receives notice from another Local Authority (“the home authority”) that the parents of a child from outside Kent have applied to a Kent school, Kent County Council will forward the application to the relevant school. Kent County Council will notify the home authority of the determination so that the home authority can make an offer. Once an offer has been made, schools will contact parents to arrange a start date.

14.

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 and inform the parent of the outcome.

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Depending on the other LA's determined process, the parent or the LA will confirm the acceptance or refusal of the place.

15.

Kent pupils who have applied to at least **three** schools and have not been offered a place can contact Kent County Council who will offer a place at an alternative school. In the unlikely event that following consultation, no local place can be agreed, the application may be referred to a local panel under the In Year Fair Access Protocol. If the child is already attending a school in the local area, no alternative school place will be offered.

16.

Schools must inform Kent County Council of every offer that is made via the In Year Casual process to allow the necessary safeguarding checks to take place.

Acceptance/Refusal of Places

17.

Parents will be advised in their offer letter that they must accept/refuse the school place offer in writing to the school within 10 days of the date of the offer letter. If the school 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.

18.

The school will notify Kent County Council of places accepted/refused as soon as possible after receipt of the acceptance/refusal. A mechanism for this transfer will be specified by Kent County Council.

Waiting Lists

19.

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.

20.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. 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 or who ceased to be so because they were adopted, or children with a Statement of Special Educational Needs apply. To maintain the database, schools will advise Kent County Council when a place has been 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 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

21.

All parents have the statutory right to appeal against any decision refusing them a school place.

22.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, 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.

23.

The scheme shall apply to every maintained 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 Kent County Council Cabinet Determination.

24.

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.



Dated: 1st February 2012

Appendix B

Kent County Council Proposed Co-ordinated Scheme for Secondary Admissions Academic Year 2013/14

**Incorporating Transfer to Year 7
and
Secondary In-Year Admissions**

Produced by:
Admissions and Transport

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Appendix B

Introduction / Background

Each year, Kent County Council is required to draw up, consult on and determine:

- Co-ordinated admission arrangements (schemes) for all schools in the Kent County Council 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).
 - There is a duty on Kent County Council to secure agreement from all admission authorities including academies in Kent. If Kent County Council does not secure agreement from all the admission authorities and academies in Kent it must inform the Secretary of State who will impose a scheme to which all schools and academies must adhere.
 - The consultation ran from 9.00 am on Tuesday 15 November 2011 until Friday 13 January 2012. Every Kent School and Academy is required to agree to the admissions scheme and adhere to it. **Kent County Council made it clear in its consultation that where a school chooses not to comment it will constitute full acceptance to the proposed scheme.**
 - Cranbrook School is the only school in Kent where the normal point of entry is at Year 9. For Kent residents application forms are available from the school or the KCC website and will be processed broadly in line with the Year 7 transfer arrangements set out in this scheme. (Non Kent parents must apply through their home authority's In Year admissions process.)
-

Appendix B

Section 1 – Details of the Co-ordinated Scheme for Transfer to Year 7

This section details the Co-ordinated Scheme for Transfer to Year 7 in Secondary Schools in September 2013.

Year 7 applications are for children born between 1 September 2001 and 31 August 2002.

The Key Scheme dates are:

Key Action	Scheme Date
Registration for testing opens	Friday 1 June 2012
Closing date for registration	Monday 2 July 2012
Test date for pupils in Kent primary schools	Wednesday 12 & Thursday 13 September 2012
Test date for out of county pupils	Saturday 15 September 2012
Assessment decision sent to parents	Wednesday 17 October 2012
National Closing Date for Secondary Common Application Forms (SCAF)	Wednesday 31 October 2012
Final closing date for exceptional late applications.	Monday 5 November 2012
First data exchange with neighbouring Authorities	By Monday 3 December 2012
Applicant numbers to schools (plus info for those needing to arrange additional testing)	By Monday 10 December 2012
Applicant details sent to schools to apply oversubscription criteria – ranking lists sent	By Thursday 3 January 2013
Ranked lists returned to Kent County Council by all schools	No later than Monday 21 January 2013
Secondary schools sent lists of allocated pupils - primary schools informed of destination of their pupils	By Thursday 21 February 2013 (<i>note – during half term</i>)
National Offer Day: e-mails sent after 4pm and letters sent 1 st class post (see paragraph 30)	Friday 1 March 2013
Schools send out welcome letters	Not before Wednesday 6 March 2013
Deadline for late applications and waiting list requests to be included in the Kent County Council reallocation stage	Tuesday 19 March 2013
Date by which places should be accepted or declined to schools. Kent County Council will send schools waiting lists to put into oversubscription criteria order	Thursday 21 March 2013
Schools to send their ranked waiting list and acceptance and refusals to Kent County Council	Wednesday 27 March 2013
Kent County Council re-allocates places that have become available from the schools' waiting lists. After this point schools will take back ownership of their waiting lists for the remainder of the reallocation process and are free to make offers	Wednesday 17 April 2013

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In addition this scheme:

- (a) allows for Supplementary Information Forms (SIFs) to be returned directly to schools to assist in the ranking of applicants against their over-subscription criteria.
- (b) Confirms that on **17 April 2013** Kent County Council will run one reallocation process offering places to late applicants and original applicants that have joined a school's waiting list after offer day. After **17 April 2013**, Kent County Council will consider late applicants through the process described in paragraphs 17 to 20. Schools will maintain waiting lists for the remainder of the reallocation process and will fill vacancies as they arise to children on their waiting lists. Schools must notify Kent County Council of any offers that are made at the same time these are made to parents.

Kent County Council expects that all schools and Admission Authorities including academies engaged in the sharing of admissions data will manage personal information in accordance with Data Protection principles.

1.

For the normal point of entry to schools, Kent resident parents will be able to apply for their child's school place either online at www.kent.gov.uk/ola or by using a standard paper form known as the Secondary Common Application Form (SCAF). Kent County Council cannot accept multiple applications for the same child: a parent may use either of the above methods, but not both. Kent County Council will take all reasonable steps to ensure that every parent resident in the Kent County Council area who has a child in their last year of primary education knows how to apply for a school place by completing a SCAF online at www.kent.gov.uk/ola or on paper, 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 Kent County Council area wishing to express a preference for their child:

- (a) to be admitted to a school within the Kent County Council area (including VA and Foundation schools and Academies).
- (b) to be admitted to a school located in another Local Authority's area (including VA, Foundation schools and Academies).

4.

The SCAF will:

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- (a) invite parents to express **up to four** preferences including, where relevant, any schools outside the Kent County Council area, and to rank each school according to their order of preference. Kent residents **must** complete a Kent SCAF. Residents outside Kent **must** complete their home Local Authority's SCAF (e.g. Medway residents complete a Medway SCAF etc).
- (b) invite parents to give their 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 the parent will receive no more than one offer of a school place and that:
 - (i) a place will be offered at the highest available 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.
- (d) specify the closing date for applications and where paper SCAFs must be returned to.

5.

The LA will make appropriate arrangements to ensure:

- (a) That the online admissions website is readily accessible to all who wish to apply using this method.
- (b) That the paper SCAF is readily available on request from Kent County Council, from all Kent maintained primary schools and is also available on the Kent County Council website to print, complete and return.
- (c) 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 Kent County Council can be viewed at 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 Kent County Council or any Kent primary school by **31 October 2012**. This is a National Closing Date set by Department for Education which falls at the end of Kent's half term. Due to holidays, some parents may not be able to discuss with primary school headteachers suitable schools before this date, consequently to support parents applications will be accepted by Kent County Council as 'on time' as long as they are received **no later than 5 November 2012**.

7.

To help Kent County Council 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 by parents of children attending their school. This is an important safeguarding measure schools are encouraged to support.

Supplementary Information Forms (SIFs)

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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. Where schools use supplementary information forms they must confirm with the parent on receipt of their completed form that they have also made a formal application to Kent County Council.

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 Kent County Council 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 Kent County Council 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 Kent County Council 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 Kent County Council 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	Maidstone Grammar School
Borden Grammar School	Maidstone Grammar School for Girls
Chatham House Grammar School	Mayfield Grammar School, Gravesend
*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
Harvey Grammar School	Tunbridge Wells Grammar School for Boys

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Highsted Grammar School	Weald of Kent Grammar School
Highworth Grammar School for Girls	Wilmington Grammar School for Boys
Invicta Grammar School	Wilmington Grammar School for Girls
Judd 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 'Procedure for Entry to Secondary Education' (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 2012**. 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 2012**.

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 **12 and 13 September 2012**

for out-County pupils on **16 September 2012** (practice test **9 September 2012**)

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 2012.

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 **17 April 2013**

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 2013:

- (a) illness on one or both test dates, confirmed by a doctor's certificate;
- (b) a move into the Kent County Council area after the closing date for test registration. (NB: This can only be arranged if parents have provided proof of residency and return the late paper SCAF before **10 December 2012**.)

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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 **17 April 2013** when parents can submit a further application or, if they have been refused admissions, make and appeal to the Independent Appeal Panel.

Parents will need to follow the late applications process set out in Kent County Council's booklet, "Admission to Secondary School in Kent 2013".

15.

Following the conclusion of the assessment process Kent County Council will write to parents of all registered children advising them of the assessment decision. Letters will be sent by 1st class post on **17 October 2012**, to arrive on **18 October 2012**. 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 **17 October 2012**.

16.

Parents will have until **31 October 2012** to complete their online application or return their paper SCAF to Kent County Council. 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 Kent County Council as 'on time' as long as they are received **no later than 5 November 2012**. There is no right of appeal against the assessment decision, but after **1 March 2012** 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 2012

17.

The closing date for applications in the normal admissions round is **31 October 2012**. As far as is reasonably practicable applications for places in the normal admissions round that are received after that date but before **10 December 2012** 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 2012**, where it is confirmed by the appropriate authority that the family will be resident in Kent by **1 September 2013**. 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 2012 but before 19 March 2013

19.

The LA will hold these late applications until they are processed on **17 April 2013**. To allow the necessary work to be completed, applications must be received by **19 March 2013** to be included in the **17 April 2013** reallocation. Late applications made after **19**

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March 2013 will be processed in accordance with the Kent County Council's reallocation processes as published in the booklet 'Admission to Secondary School in Kent 2013'. Reallocation of places means that Kent County Council will offer any vacant places to pupils on a school's waiting list (please refer to paragraphs 36 and 37 below)

Late applications received after 19 March 2013

20.

Late applications received after **19 March 2013** (the deadline for inclusion in any reallocations made on **17 April 2013**) must be made to, and processed by, Kent County Council. These will be considered by Kent County Council after **17 April 2012**, when Kent County Council will contact schools with children's details so that Late Applicants can be ranked in accordance with schools' oversubscription criteria. If a place can be offered, Kent County Council will notify parents. If a place cannot be offered at any of the schools parents have applied for Kent County Council will allocate a place at an alternative school. Late applications made direct to schools must be forwarded to Kent County Council immediately. As schools will regain the ability to make offers to waiting list applicants that were not late from **17 April 2013**, special care must be taken to ensure that late applicants are not disadvantaged.

Applications Made Direct to Schools

21.

Applications made on the SCAF and returned direct to any school must be forwarded to Kent County Council immediately. Where only the Supplementary Information Form (SIF) is received the school must inform Kent County Council 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. After the Kent County Council reallocation has taken place on **17 April 2013**, parents that did not name the school on their original SCAF can contact the school directly to request to join the waiting list. Late applications must be forwarded to Kent County Council immediately.

Determining Offers in Response to the SCAF

22.

Kent County Council will act as a clearing house for the allocation of places by the relevant admission authorities in response to SCAFs completed online or on paper. Kent County Council 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 nominated school .

Kent County Council will allocate places in accordance with the provisions set out in paragraph 26.

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23.

By 10 December 2012 Kent County Council will:

- (a) notify all schools of the number of applications received for their school;
- (b) 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;
- (c) send parent and pupil details to those schools requesting such details to match against supplementary forms;
- (d) notify and forward details of applications to the relevant authority/authorities where parents have nominated a school outside the Kent County Council area.

24.

By 3 January 2013 Kent County Council 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.

25.

No later than 21 January 2013 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. **21 January 2013** will also be the final deadline by which any school or academy may notify Kent County Council of its intention to admit above PAN. Changes cannot be made after this date because Kent County Council will not have sufficient time to administer its coordination responsibilities.

26.

By 15 February 2013 the LA will match this ranked list against the ranked lists of the other schools named and:

- (a) 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;
- (b) 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;
- (c) 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.

27.

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 Local Authority to ensure that the Local Authority offers the parents a place at the highest ranked preference for which the child is eligible for a place.

28.

Where Kent County Council receives notice from another Local Authority ("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 County Council will notify the home authority of the determination so that the home authority can make an offer of the highest ranked school.

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29.

By 21 February 2013 Kent County Council will inform its secondary schools and Academies of the pupils to be offered places at their establishments, and will inform other Local Authorities of places to be offered to their residents in its schools and Academies. Kent County Council will also inform all Kent primary schools of offers made to their Kent pupils.

Offers – 1 March 2013

30.

On 1 March 2013 Kent County Council will

- (a) send an offer e-mail after 4pm to those parents who have applied online and provided a valid e-mail address.
 - (a) The name of the school at which a place is offered.
 - (b) Information about the right of appeal against the decisions to refuse places at other named schools.
 - (c) 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.
- (b) Send decision letters to ALL paper CAF applicants and online applicants that did not receive an offer of their first preference.. The letter will give:
 - (a) the name of the school at which a place is offered;
 - (b) the reasons why the child is not being offered a place at each of the other schools named on the SCAF;
 - (c) information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
 - (d) 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;*
 - (e) advice on how to find contact details for the school and Local Authority 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 and email will notify parents that they need to respond to the offered school to accept or refuse the offer. It will not inform parents of places still available at other schools.

31.

Parents who reside in other Local Authorities, 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 Local Authority on **1 March 2013**.

32.

Kent pupils who have not been offered a place at any of the schools nominated on their

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SCAF will be offered a place by Kent County Council at an alternative school in the Kent County Council area, following consultation with individual schools. This place will be offered on **1 March 2013**.

33.

Secondary schools and Academies will send their welcome letters **no earlier than Wednesday 6 March 2013**.

Acceptance/Refusal of Places - 21 March 2013

34.

On **21 March 2013** the schools will check to see whether a response from each pupil who was offered a place on **1 March 2013** has been received. Acceptances/refusals must be made in writing or via e-mail. If a response has not been received by **21 March 2013**, 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. On **27 March 2013** schools will return details of acceptances and refusals to Kent County Council.

35.

On **17 April 2013** Kent County Council will run a reallocation process to offer vacant places that have become available to pupils on each school's waiting list. After **17 April 2013** the schools will offer any remaining places and vacant places that become available for applicants on their waiting lists. Kent County Council will process late applications that are received during this time.

Waiting Lists

36.

Kent County Council will keep a waiting list for all schools up to **17 April 2013**. 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 2013** 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 Kent County Council.

(A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.)

37.

Waiting lists will be sent to schools on **21 March 2013**. Applicants will need to be listed in order of priority by schools, in accordance with the school's oversubscription criteria and returned to Kent County Council by **27 March 2013**. Kent County Council will initially reallocate vacant places on **17 April 2013**. After this date, schools will be sent back the remainder of their waiting lists and will make offers.

38.

After **17 April 2013** waiting lists will include:

- (a) applicants named in paragraph 36 above
- (b) applicants who did not name the school on their SCAF and now wish to be

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considered for a place at the school.

- (c) Late applicants who have not previously been considered for a place at any Secondary school whose details were/are sent to the school by Kent County Council.

39.

Schools must inform Kent County Council whenever an offer is made so that it Kent County Council can record all activity. If a school has reached its Published Admission Number an applicant will not normally 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 who ceased to be so because they were adopted or with SEN apply. The Authority will maintain a database from March to September 2013, for the purpose of its initial reallocation, recording offers that schools have made by schools after Kent County Council reallocation and the processing of any new applications received post **17 April 2013**. To maintain the database, schools must advise Kent County Council when a place is offered. Schools can only offer places to Kent parents who have already made a secondary school application through the Secondary Transfer scheme. If a place can be offered to a non-Kent child or to a Late Applicant, the school must notify Kent County Council as soon as possible. For the purposes of reallocation, parents that have moved a sufficient distance to require all new preferences should be considered as a late and directed to Kent County Council. Schools are free to offer places to applicants that did not name the school on their original SCAF, but have subsequently decided to apply for a school place.

Appeals

40.

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.

41.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school after **17 April 2013** the school can offer the place, 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 17 April 2013 for Year 7 places

42.

New applicants for Year 7 places who apply after **17 April 2013** and before **19 July 2013** must apply to Kent County Council by completing the paper Late Secondary Application Form. The offer will be made by Kent County Council and recorded on the pupil database. If the new applicant cannot be allocated a place at any school requested by the parent, Kent County Council will make an alternative offer and advise the parent of their right to appeal and to ask for their child's name to be put on a waiting list. Parents that have moved a sufficient distance to require all new preferences will be treated in the same way as late applications.

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

In-Year Casual Admission Form.

1.

Kent County Council will produce a standard form, known as the **In-Year Casual Admission Form (IYCAF)**, which Kent schools must use to allow applicants to apply for school places in any year group outside the normal admissions round. Applicants must use one form for each school they wish to apply for.

Parents will be able to obtain information about the process and IYCAFs from Kent County Council's Admissions and Transport Office or from any local Kent school. Enquiries can also be made via e-mail (kentinyearadmissions@kent.gov.uk). Information and IYCAFs will also be available on the Kent County Council's website to read and print.

Kent County Council will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require it.

2.

The IYCAF will be used for the purpose of admitting pupils to a school in the year group applied for.

3.

The IYCAF must be used by parents resident in the Kent County Council area as a means of expressing one preference for the purposes of section 86 of the School Standards and Framework Act 1998, for their child:

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

Parents wishing to apply for more than one school must complete a separate form for each school. Completed forms must be returned directly to the school, with the exception of applications to schools located in another Local Authority, which should be returned to Kent County Council. Schools must ensure that Kent County Council is informed of all applications made to them and current pupil numbers. Kent County Council will provide a mechanism to facilitate this transfer.

4.

The IYCAF will:

- (a) invite the parent to express a school preference including, where relevant, any schools outside the Kent County Council area.
- (b) invite parents to give their reasons for the preference and give details of any siblings that may be attending the preferred school.

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- (c) explain that the parent must complete a form for each school they wish to apply for and return each form to the corresponding school. If a school is located in another Local Authority, the form should be returned to Kent County Council to forward on.
 - (d) explain that Kent County Council will be informed of any application and will monitor any subsequent offers that are made.
 - (e) direct the parent to contact Kent County Council where they are unable to secure a school place at any of their local schools.
5.
The LA will make appropriate arrangements to ensure:
- (a) that the IYCAF is available in paper form on request from Kent County Council and from all maintained secondary schools and Academies in the Kent County Council area; and
 - (b) that the IYCAF is accompanied by a written explanation of the In-Year admissions process in an easy to follow format.
6.
IYCAFs for Kent schools must be returned to the school. Schools must process them no later than 5 school days from receipt. IYCAFS for schools located in another Local Authority must be returned to Kent County Council who will forward them to the relevant Local Authority no later than 5 days from receipt.
7.
Parents resident in another LA who wish to name a Kent school as a preference must apply to their LA following their defined process. The parent's LA will forward all relevant information to Kent County Council, who will in turn pass this information to schools. Schools will inform Kent County Council if an offer can be made, which Kent will forward to the home LA, who in turn, will liaise with their parent.
-

Supplementary Information Forms (SIFs)

8.
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 Kent County Council 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.
9.
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 ensure that the 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. Parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly

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required for the governing body to apply its oversubscription criteria.

Schools which have entrance tests

10.

Parents wishing to apply for a Kent maintained school that tests pupils before admission are required to name the school on their IYCAF and contact the school regarding testing arrangements. In most circumstances schools will set their own entry tests other than for normal points of entry. Applications will be held as pending until results of these tests are received.

11.

a)

Children with Statements of Special Educational Need (SSEN) –

Pupils with a Statement of Special Educational Need do not apply to Kent County Council for a school place through the In Year Admissions process.

Any application received by Kent County Council for a child with a Statement of Special Educational Need will be referred directly to Kent County Council's Special Educational Needs & Resources team (SEN & R), 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 Kent County Council's 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 or who ceased to be so because they were adopted, 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

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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, Kent County Council 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). Kent County Council 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 Kent County Council 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 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 & Commonwealth Office.

12.

Children who are not successful in gaining any place they want and they have applied for at least **four** schools can contact Kent County Council and will be allocated a place at an alternative school. These applicants will have the same access to a waiting list and rights to appeal as other applicants.

Offers for IYCAF

13.

The school will notify applicants resident in Kent County Council area by letter the outcome of their application. Where appropriate, the letter will detail:

- (a) the starting date if a place is available;
- (b) the reasons why the child is not being offered a place, if a place is unavailable;
- (c) information about the statutory right of appeal against the decisions to refuse places.
- (d) information on how to apply for a place on the waiting list. (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);
- (e) contact details for the school and Kent County Council 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.

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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.

14.

Where Kent County Council receives notice from another LA (“the home authority”) that the parents of a child from outside Kent have applied to a Kent school, Kent County Council will forward the application to the relevant school. Kent County Council will notify the home authority of the determination so that the home authority can make an offer. Once an offer has been made, schools will contact parents to arrange a start date.

15.

Where the parents of a Kent pupil have applied to a school outside Kent, Kent County Council will have regard to information received from the relevant LA and inform the parent of the outcome. Depending on the other LA’s determined process, the parent or Kent County Council will confirm the acceptance or refusal of the place.

16.

Kent pupils who have applied to at least **four** schools and have not been offered a place can contact Kent County Council will offer a place 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. If the child is already attending a school in the local area, no alternative place will be offered.

17.

Schools must inform Kent County Council of every offer that is made via the In Year Casual process to allow the necessary safeguarding checks to take place.

Acceptance/Refusal of Places

18.

Parents will be advised in their offer letter that they must accept/refuse the school place offer in writing to the school within 10 days of the date of the offer letter. If the school 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.

19.

The school will notify Kent County Council of places accepted/refused as soon as possible after receipt of the acceptance/refusal. A mechanism for this transfer will be specified by Kent County Council.

Waiting Lists

20.

The admission authority for each oversubscribed school will keep a waiting list at least until the end of the first term. 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 copy of the waiting list must be provided to Kent County Council and updated each time there is a change. (*A grammar school can only put children on its*

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waiting list if they have been assessed as suitable for a grammar school.)

21.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. If a school has reached its Published Admission Number it may not normally 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 or who ceased to be so because they were adopted or children with Statements of Special Education Needs apply. To maintain the database, schools will advise Kent County Council when a place has been 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 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).

Appeals

22.

All parents have the statutory right to appeal against any decision refusing them a school place.

23.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, 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.)*

24.

The scheme shall apply to every maintained secondary school and Academy in Kent County Council area (except special schools).

25.

In any years subsequent to 2012, 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.



Dated: 1st February 2012

Appendix C (1)

Kent County Council

Proposed Admissions Arrangements for Academic Year 2013/14

Community and Voluntary Controlled Primary, Infant, Junior Schools in Kent

Produced by:
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Introduction / Background

Each year, Kent County Council as the admissions authority for Community and Voluntary Controlled Schools is required to determine :

- The over-subscription criteria / arrangements for entry to those schools for whom Kent County Council is the admission authority (Community and Voluntary Controlled schools).
- The Published Admission Number for those schools
- Relevant Consultation areas

Officers consulted neighbouring LA's, Kent based admission authorities and the relevant diocesan boards of education. The Kent School Admission Forum was also consulted as part of the process.

At the time of going to print, arrangements for the schools listed at the back of this paper identifying the Published Admissions Numbers are those schools for which Kent County Council is the admissions authority. Some of these schools may be in the process of becoming academies. Where this is the case arrangements determined through this consultation will transfer to the academy and if it then chooses to amend admissions arrangements in the future it will be through its own consultation on changes for future admissions years.

Proposed Oversubscription Criteria for Community and Voluntary Controlled Infant Junior and Primary Schools (except Eastchurch CE Primary School)

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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)
- **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.
- **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

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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, as with excepted pupils as defined in the School Admissions Code.

- **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 Equality Act 2010. 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 mean 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 point defined as within the child’s home to a point defined as 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.

The over-subscription criteria for **Eastchurch CE Primary School** on the Isle of Sheppey 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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)
- **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

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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). 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, Kent County Council 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, as with excepted pupils as defined in the School Admissions Code.

- **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 Equality Act 2010. 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 a point equidistant between the Eastchurch site and the Warden Bay site of Eastchurch CE Primary School** - we use the distance between the child’s permanent home address and the equidistant point between the Eastchurch site and the Warden Bay site of Eastchurch CE Primary School. This is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child’s home to a defined point equidistant between the two school sites as specified by Ordnance Survey. The same coordinate for the equidistant point is used for everybody. These straight line measurements are used to determine how close each applicant’s address is to the equidistant point and children will be ranked in order of shortest distance first.

Appendix C (2)**Proposed Published Admission Numbers for Community and Voluntary Controlled Infant, Junior and Primary Schools in Kent:**

DfE no.	School name	District	Sub Type	Status	2013 Published Admission Number
2270	Aldington Primary School	Ashford	Primary	Community	30
2272	East Stour Primary School	Ashford	Primary	Community	60
2275	Victoria Road Primary School	Ashford	Primary	Community	30
2276	Willesborough Infant School	Ashford	Infant	Community	120
2278	Bethersden Primary School	Ashford	Primary	Community	20
2279	Brook Community Primary School	Ashford	Primary	Community	15
2280	Challock Primary School	Ashford	Primary	Community	30
2282	Great Chart Primary School	Ashford	Primary	Community	60
2285	Mersham Primary School	Ashford	Primary	Community	30 (28)
2286	Hamstreet Primary School	Ashford	Primary	Community	45
2287	Rolvenden Primary School	Ashford	Primary	Community	14
2289	Smeeth Community Primary School	Ashford	Primary	Community	20
2290	Tenterden Infant School	Ashford	Infant	Community	60
2574	Downs View Infant School	Ashford	Infant	Community	90
2625	Godinton Primary School	Ashford	Primary	Community	60
2675	Linden Grove Primary School	Ashford	Primary	Community	60
2686	Furley Park Primary School	Ashford	Primary	Community	60
3133	Kennington CEJ School	Ashford	Junior	Voluntary Controlled	90
3134	John Mayne CEP School	Ashford	Primary	Voluntary Controlled	20
3136	Brabourne CEP School	Ashford	Primary	Voluntary Controlled	15
3138	St. Mary's CEP School, Chilham	Ashford	Primary	Voluntary Controlled	15
3139	High Halden CEP School	Ashford	Primary	Voluntary Controlled	15
3140	Kingsnorth CEP School	Ashford	Primary	Voluntary Controlled	60
3142	Pluckley CEP School	Ashford	Primary	Voluntary Controlled	20 (17)
3143	St. Michael's CEP School	Ashford	Primary	Voluntary Controlled	30
3144	Tenterden CEJ School	Ashford	Junior	Voluntary Controlled	60
3145	Woodchurch CEP School	Ashford	Primary	Voluntary Controlled	20
3199	Egerton CEP School	Ashford	Primary	Voluntary Controlled	30
3284	Lady Joanna Thornhill (Endowed) Primary School	Ashford	Primary	Voluntary Controlled	60
3893	Phoenix Community Primary School	Ashford	Primary	Community	30
3905	Beaver Green Community Primary School	Ashford	Primary	Community	60
3909	Ashford Oaks Community Primary School	Ashford	Primary	Community	60
-	Goat Lees Primary School	Ashford	Primary	New school	30
-	Repton Manor Primary School	Ashford	Primary	New school	60
2258	Blean Primary School	Canterbury	Primary	Community	60
2259	Chartham Primary School	Canterbury	Primary	Community	45
2261	Hersden Community Primary School	Canterbury	Primary	Community	15
2263	Herne Bay Infant School	Canterbury	Infant	Community	120
2264	Hampton Primary School	Canterbury	Primary	Community	85

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2265	Hoath Primary School	Canterbury	Primary	Community	9
2266	Petham Primary School	Canterbury	Primary	Community	16
2268	Westmeads Community Infant School	Canterbury	Infant	Community	60
2269	Whitstable Junior School	Canterbury	Junior	Community	75
2569	Briary Primary School	Canterbury	Primary	Community	60
2000	St John's CE Primary School	Canterbury	Primary	Voluntary Controlled	60
2607	Parkside Community Primary School	Canterbury	Primary	Community	30
2612	<i>Pilgrims Way Primary School***</i>	<i>Canterbury</i>	<i>Primary</i>	<i>Community</i>	30
2611	St. Stephen's Infant School	Canterbury	Infant	Community	90
2643	Swalecliffe Community Primary School	Canterbury	Primary	Community	90
3119	Adisham CEP School	Canterbury	Primary	Voluntary Controlled	20
3120	Barham CEP School	Canterbury	Primary	Voluntary Controlled	30
3122	Bridge & Patixbourne CEP School	Canterbury	Primary	Voluntary Controlled	60
3123	Chislet CEP School	Canterbury	Primary	Voluntary Controlled	12
3124	Reculver CEP School	Canterbury	Primary	Voluntary Controlled	75
3126	Littlebourne CEP School	Canterbury	Primary	Voluntary Controlled	15
3128	Sturry CEP School	Canterbury	Primary	Voluntary Controlled	60
3129	St. Alphege CEI School	Canterbury	Infant	Voluntary Controlled	60
3130	Wickhambreaux CEP School	Canterbury	Primary	Voluntary Controlled	15
3289	St. Peter's Methodist Primary School, Canterbury	Canterbury	Primary	Voluntary Controlled	30
3295	Herne CEI School	Canterbury	Infant	Voluntary Controlled	90
3910	Joy Lane Primary School	Canterbury	Primary	Community	60
2062	Darenth Community Primary School	Dartford	Primary	Community	30
2066	Maypole Primary School	Dartford	Primary	Community	60
2069	St. Albans Road Infant School	Dartford	Infant	Community	90
2072	Westgate Primary School	Dartford	Primary	Community	30
2075	<i>York Road Junior School***</i>	<i>Dartford</i>	<i>Junior</i>	<i>Community</i>	90
2120	Bean Primary School	Dartford	Primary	Community	30
2123	Knockhall Community Primary School	Dartford	Primary	Community	60
2657	Temple Hill Community Primary and Nursery School	Dartford	Primary	Community	75
2676	West Hill Primary School	Dartford	Primary	Community	70
2679	Brent Primary School, The	Dartford	Primary	Community	60
2685	Gateway Community Primary School, The	Dartford	Primary	Community	30
2689	Craylands School, The	Dartford	Primary	Community	30
3020	Sedley's CEP School	Dartford	Primary	Voluntary Controlled	15
3021	Stone St. Mary's CEP School	Dartford	Primary	Voluntary Controlled	60
3296	Langafel CEP School	Dartford	Primary	Voluntary Controlled	45
3914	Oakfield Community Primary School	Dartford	Primary	Community	90
3915	Manor Community Primary School	Dartford	Primary	Community	90
3919	Dartford Bridge Community Primary School	Dartford	Primary	Community	30
5229	Fleetdown Primary School	Dartford	Primary	Community	90 (60)
2307	Warden House Primary School	Dover	Primary	Community	60
2309	Priory Fields School	Dover	Primary	Community	60
2310	<i>Barton Junior School***</i>	<i>Dover</i>	<i>Junior</i>	<i>Community</i>	60
2312	River Primary School	Dover	Primary	Community	60
2313	St. Martin's School	Dover	Primary	Community	30
2314	<i>Shatterlocks Infant School ***</i>	<i>Dover</i>	<i>Infant</i>	<i>Community</i>	55
2315	<i>White Cliffs Primary College for the Arts***</i>	<i>Dover</i>	<i>Primary</i>	<i>Community</i>	30
2318	Langdon Primary School	Dover	Primary	Community	10
2320	Eythorne Elvington Community Primary School	Dover	Primary	Community	20
2321	Lydden Primary School	Dover	Primary	Community	12
2322	Preston Primary School	Dover	Primary	Community	20
2326	Wingham Primary School	Dover	Primary	Community	30

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2327	Worth Primary School	Dover	Primary	Community	10
2454	Aycliffe Community Primary School	Dover	Primary	Community	20
2471	Whitfield and Aspen School	Dover	Primary	Community	58 (57)
2531	Vale View Community School	Dover	Primary	Community	30
2532	St. Margaret's-at-Cliffe Primary School	Dover	Primary	Community	30
2559	Capel-le-Ferne Primary School	Dover	Primary	Community	30
2626	Sandwich Infant School	Dover	Infant	Community	56
2627	Sandwich Junior School	Dover	Junior	Community	60
2648	Aylesham Primary School	Dover	Primary	Community	60
2659	Sandown School	Dover	Primary	Community	60
3163	Downs CEP School, The	Dover	Primary	Voluntary Controlled	60
3167	Eastry CEP School	Dover	Primary	Voluntary Controlled	30
3168	Goodnestone CEP School	Dover	Primary	Voluntary Controlled	10
3169	Guston CEP School	Dover	Primary	Voluntary Controlled	22
3171	Nonington CEP School	Dover	Primary	Voluntary Controlled	12
3172	Northbourne CEP School	Dover	Primary	Voluntary Controlled	20
3173	Kingsdown & Ringwould CEP School	Dover	Primary	Voluntary Controlled	30
3175	Sibertswold CEP School	Dover	Primary	Voluntary Controlled	30
3177	Temple Ewell CEP School	Dover	Primary	Voluntary Controlled	20
3911	Hornbeam Primary School	Dover	Primary	Community	30
3916	Green Park Community Primary School	Dover	Primary	Community	45
2094	Cobham Primary School	Gravesham	Primary	Community	30
2095	Cecil Road Primary and Nursery School	Gravesham	Primary	Community	54
2109	Higham Primary School	Gravesham	Primary	Community	30
2110	Culverstone Green Primary School	Gravesham	Primary	Community	30
2116	Lawn Primary School	Gravesham	Primary	Community	20
2119	Shears Green Infant School	Gravesham	Infant	Community	120
2431	Shears Green Junior School	Gravesham	Junior	Community	120
2444	Riverview Junior School	Gravesham	Junior	Community	120
2458	Istead Rise Primary School	Gravesham	Primary	Community	30 (45)
2462	Riverview Infant School	Gravesham	Infant	Community	120
2509	Singlewell Primary School	Gravesham	Primary	Community	30
2519	Vigo Village School	Gravesham	Primary	Community	30
2525	Painters Ash Primary School	Gravesham	Primary	Community	60
2634	Chantry Primary School	Gravesham	Primary	Community	30
2658	Westcourt School	Gravesham	Primary	Community	30
2666	Wrotham Road Primary School	Gravesham	Primary	Community	60
2670	Dover Road Community Primary School	Gravesham	Primary	Community	90
2674	Kings Farm Primary School	Gravesham	Primary	Community	52
3018	Rosherville CEP School	Gravesham	Primary	Voluntary Controlled	20
3019	Shorne CEP School	Gravesham	Primary	Voluntary Controlled	30
3900	Whitehill Primary School	Gravesham	Primary	Community	90
3903	Raynehurst Primary School	Gravesham	Primary	Community	60
2161	Boughton Monchelsea Primary School	Maidstone	Primary	Community	30
2163	East Farleigh Primary School	Maidstone	Primary	Community	30
2165	Headcorn Primary School	Maidstone	Primary	Community	30
2166	Hollingbourne Primary School	Maidstone	Primary	Community	15
2168	Lenham Primary School	Maidstone	Primary	Community	30
2169	Platts Heath Primary School	Maidstone	Primary	Community	13
2170	Loose Junior School	Maidstone	Junior	Community	90
2171	Brunswick House Primary School	Maidstone	Primary	Community	60
2172	East Borough Primary School	Maidstone	Primary	Community	60
2173	<i>Oak Trees Primary School***</i>	<i>Maidstone</i>	<i>Primary</i>	<i>Community</i>	27
2174	Molehill Copse Primary School	Maidstone	Primary	Community	45
2175	North Borough Junior School	Maidstone	Junior	Community	75
2176	Park Way Primary School	Maidstone	Primary	Community	45

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2180	South Borough Primary School	Maidstone	Primary	Community	30
2183	Marden Primary School	Maidstone	Primary	Community	40
2192	Staplehurst School	Maidstone	Primary	Community	75
2193	Sutton Valence Primary School	Maidstone	Primary	Community	30
2474	St. Paul's Infant School	Maidstone	Infant	Community	90
2491	Madginford Park Junior School	Maidstone	Junior	Community	90
2520	Madginford Park Infant School	Maidstone	Infant	Community	90
2536	Loose Infant School	Maidstone	Infant	Community	90
2548	Barming Primary School	Maidstone	Primary	Community	60
2552	Sandling Primary School	Maidstone	Primary	Community	60
2578	Kingswood Primary School	Maidstone	Primary	Community	20
2586	Senacre Wood Primary School	Maidstone	Primary	Community	30
2653	West Borough Primary School	Maidstone	Primary	Community	60
2677	Coxheath Primary School	Maidstone	Primary	Community	60 (30)
3061	Bredhurst CEP School	Maidstone	Primary	Voluntary Controlled	15
3067	Harrietsham CEP School	Maidstone	Primary	Voluntary Controlled	20
3069	Leeds & Broomfield CEP School	Maidstone	Primary	Voluntary Controlled	15 (12)
3072	St. Michael's CEJ School, Maidstone	Maidstone	Junior	Voluntary Controlled	45
3073	St. Michael's CEI School, Maidstone	Maidstone	Infant	Voluntary Controlled	40
3081	Thurnham CEI School	Maidstone	Infant	Voluntary Controlled	90
3083	Ulcombe CEP School	Maidstone	Primary	Voluntary Controlled	13
3090	St. Margaret's CEP School, Collier Street	Maidstone	Primary	Voluntary Controlled	17
3091	Laddingford St. Mary's CEP School	Maidstone	Primary	Voluntary Controlled	13
3092	Yalding St. Peter & St. Paul CEP School	Maidstone	Primary	Voluntary Controlled	20
3897	<i>Bell Wood Primary School***</i>	<i>Maidstone</i>	<i>Primary</i>	<i>Community</i>	45
3898	Greenfields Community Primary School	Maidstone	Primary	Community	45
3906	Palace Wood Primary School	Maidstone	Primary	Community	60
2088	Crockenhill Primary School	Sevenoaks	Primary	Community	30
2130	Dunton Green Primary School	Sevenoaks	Primary	Community	30
2133	Halstead Community Primary School	Sevenoaks	Primary	Community	25
2134	Four Elms Primary School	Sevenoaks	Primary	Community	16
2136	Kemsing Primary School	Sevenoaks	Primary	Community	30
2137	Leigh Primary School	Sevenoaks	Primary	Community	20
2138	Otford Primary School	Sevenoaks	Primary	Community	60
2147	Weald Community Primary School	Sevenoaks	Primary	Community	20 (25)
2148	Shoreham Village School	Sevenoaks	Primary	Community	15
2459	Riverhead Infant School	Sevenoaks	Infant	Community	90
2511	Hartley Primary School	Sevenoaks	Primary	Community	60
2615	High Firs Primary School	Sevenoaks	Primary	Community	30
2632	Sevenoaks Primary School	Sevenoaks	Primary	Community	60
2636	Edenbridge Primary School	Sevenoaks	Primary	Community	60
2682	New Ash Green Primary School	Sevenoaks	Primary	Community	60
3010	St. Paul's CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3015	Fawkham CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3035	Seal CEP School	Sevenoaks	Primary	Voluntary Controlled	30
3037	St. John's CEP School, Sevenoaks	Sevenoaks	Primary	Voluntary Controlled	30
3043	Sundridge & Brasted CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3054	Crockham Hill CEP School	Sevenoaks	Primary	Voluntary Controlled	20
3055	Churchill CEP School	Sevenoaks	Primary	Voluntary Controlled	50 (45)
3201	St. Lawrence CEP School	Sevenoaks	Primary	Voluntary Controlled	10
3298	West Kingsdown C.E. (V.C.) Primary School	Sevenoaks	Primary	Voluntary Controlled	45
3896	Downsview Primary	Sevenoaks	Primary	Community	30
3907	Hextable Primary School	Sevenoaks	Primary	Community	60
2296	Mundella Primary School	Shepway	Primary	Community	30
2298	Hawkinge Primary School	Shepway	Primary	Community	45
2300	Sellindge Primary School	Shepway	Primary	Community	15

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2510	Cheriton Primary School	Shepway	Primary	Community	58
2524	Palmarsh Primary School	Shepway	Primary	Community	15
2545	Sandgate Primary School	Shepway	Primary	Community	60
2568	Morehall Primary School	Shepway	Primary	Community	30
2645	Lydd Primary School	Shepway	Primary	Community	40
2650	Dymchurch Primary School	Shepway	Primary	Community	30
2691	St. Nicholas C of E Primary School	Shepway	Primary	Voluntary Controlled	54
2692	Churchill School, The	Shepway	Primary	Community	60
3137	Brookland CEP School	Shepway	Primary	Voluntary Controlled	15
3146	Bodsham CEP School	Shepway	Primary	Voluntary Controlled	13
3148	Christ Church CEP School, Folkestone	Shepway	Primary	Voluntary Controlled	60
3149	St. Martin's CEP School, Folkestone	Shepway	Primary	Voluntary Controlled	30
3150	St. Peter's CEP School, Folkestone	Shepway	Primary	Voluntary Controlled	15
3153	Seabrook CEP School	Shepway	Primary	Voluntary Controlled	15
3154	Lyminge CEP School	Shepway	Primary	Voluntary Controlled	30
3155	Lympne CEP School	Shepway	Primary	Voluntary Controlled	30
3158	Stelling Minnis CEP School	Shepway	Primary	Voluntary Controlled	15
3159	Stowting CEP School	Shepway	Primary	Voluntary Controlled	15
3160	Selsted CEP School	Shepway	Primary	Voluntary Controlled	15
3200	Brenzett CEP School	Shepway	Primary	Voluntary Controlled	20
3902	Hythe Bay C of E Primary School	Shepway	Primary	Voluntary Controlled	60 (56)
3904	Castle Hill Community Primary School	Shepway	Primary	Community	58
2223	Bobbing Village School	Swale	Primary	Community	30
2226	Eastling Primary School	Swale	Primary	Community	15
2227	Ethelbert Road Primary School	Swale	Primary	Community	30
2228	Davington Primary School	Swale	Primary	Community	60
2230	Iwade Community Primary School	Swale	Primary	Community	60
2231	Lower Halstow School	Swale	Primary	Community	20
2232	Luddenham School	Swale	Primary	Community	30
2235	Minster in Sheppey Primary School	Swale	Primary	Community	90 (60)
2237	Queenborough Primary School	Swale	Primary	Community	60 (50)
2239	Rodmersham School	Swale	Primary	Community	10
2242	Richmond Primary School	Swale	Primary	Community	60
2245	Rose Street School	Swale	Primary	Community	30
2251	Milton Court Primary School	Swale	Primary	Community	30
2252	Murston Junior School	Swale	Junior	Community	45
2254	Canterbury Road Primary School	Swale	Primary	Community	30
2434	West Minster Primary School	Swale	Primary	Community	60
2435	South Avenue Infant School	Swale	Infant	Community	60
2463	Minterne Community Junior School	Swale	Junior	Community	90
2513	Oaks Community Infant School, The	Swale	Infant	Community	90
2516	Lansdowne Primary School	Swale	Primary	Community	30
2534	Bysing Wood Primary School	Swale	Primary	Community	30
2595	Grove Park Community School	Swale	Primary	Community	60
2614	South Avenue Junior School	Swale	Junior	Community	60
2622	Murston Infant School	Swale	Infant	Community	45
2629	Holywell Primary School Upchurch	Swale	Primary	Community	30
3106	Eastchurch CEP School	Swale	Primary	Voluntary Controlled	60
3108	Ospringe CEP School	Swale	Primary	Voluntary Controlled	40
3109	Hernhill CEP School	Swale	Primary	Voluntary Controlled	30
3111	Newington CEP School	Swale	Primary	Voluntary Controlled	30
3117	Teynham Parochial CEP School	Swale	Primary	Voluntary Controlled	30
3282	Boughton-under-Blean & Dunkirk Primary School	Swale	Primary	Voluntary Controlled	30
3891	Kemsley Primary School	Swale	Primary	Community	30
2328	St. Mildred's Primary Infant School	Thanet	Infant	Community	90

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2329	Callis Grange Nursery & Infant School	Thanet	Infant	Community	90
2331	Drapers Mills Primary School	Thanet	Primary	Community	90
2335	<i>Salmerstone Primery School***</i>	<i>Thanet</i>	<i>Primary</i>	<i>Community</i>	60
2337	St. Crispin's Community Primary Infant School	Thanet	Infant	Community	90
2338	Dame Janet Community Junior School	Thanet	Junior	Community	90
2339	Dame Janet Community Infant and Nursery School	Thanet	Infant	Community	90
2340	Ellington Infant School	Thanet	Infant	Community	90
2345	Priory Infant School	Thanet	Infant	Community	60
2523	Upton Junior School	Thanet	Junior	Community	128
2553	Northdown Primary School	Thanet	Primary	Community	60 (45)
2596	Chilton Primary School	Thanet	Primary	Community	60
2603	Bromstone Primary School, Broadstairs	Thanet	Primary	Community	60
2617	Cliftonville Primary School	Thanet	Primary	Community	90
2647	Newlands Primary School	Thanet	Primary	Community	60
2672	Palm Bay Primary School	Thanet	Primary	Community	60 (45)
3178	Birchington CEP School	Thanet	Primary	Voluntary Controlled	60
3179	Holy Trinity & St. John's CEP School, Margate	Thanet	Primary	Voluntary Controlled	60
3181	St. Saviour's CEJ School	Thanet	Junior	Voluntary Controlled	90
3182	Minster CEP School	Thanet	Primary	Voluntary Controlled	60
3183	Monkton CEP School	Thanet	Primary	Voluntary Controlled	15
3186	St. Nicholas at Wade CEP School	Thanet	Primary	Voluntary Controlled	30
3196	Christ Church CEJ School, Ramsgate	Thanet	Junior	Voluntary Controlled	60
3917	<i>Garlinge Primary School***</i>	<i>Thanet</i>	<i>Primary</i>	<i>Community</i>	90
3918	Newington Community Primary School and Nursery	Thanet	Primary	Community	60
2065	Discovery School, The	Tonbridge & Malling	Primary	Community	90
2132	Hadlow School	Tonbridge & Malling	Primary	Community	25
2155	Slade Primary School	Tonbridge & Malling	Primary	Community	45
2156	Sussex Road Community Primary School	Tonbridge & Malling	Primary	Community	60
2158	Aylesford Primary School	Tonbridge & Malling	Primary	Community	45
2164	East Peckham Primary School	Tonbridge & Malling	Primary	Community	30
2167	Ightham Primary School	Tonbridge & Malling	Primary	Community	30 (28)
2185	Mereworth Community Primary School	Tonbridge & Malling	Primary	Community	30
2187	Offham Primary School	Tonbridge & Malling	Primary	Community	30
2188	Plaxtol Primary School	Tonbridge & Malling	Primary	Community	16
2189	Ryarsh Primary School	Tonbridge & Malling	Primary	Community	30
2190	Shipbourne School	Tonbridge & Malling	Primary	Community	8
2191	St. Katherine's School	Tonbridge & Malling	Primary	Community	90
2453	Woodlands Junior School	Tonbridge & Malling	Junior	Community	96
2484	Woodlands Infant School	Tonbridge & Malling	Infant	Community	90
2514	Brookfield Infant School	Tonbridge & Malling	Infant	Community	60

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2530	Tunbury Primary School	Tonbridge & Malling	Primary	Community	80
2539	Stocks Green Primary School	Tonbridge & Malling	Primary	Community	30
2562	Lunsford Primary School	Tonbridge & Malling	Primary	Community	30
2661	Cage Green Primary School	Tonbridge & Malling	Primary	Community	60
2667	St. Stephen's (Tonbridge) Primary School	Tonbridge & Malling	Primary	Community	30
2680	Kings Hill School	Tonbridge & Malling	Primary	Community	60
3033	Hildenborough CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	30
3057	St. Peter's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	24
3059	St. Mark's CEP School, Eccles	Tonbridge & Malling	Primary	Voluntary Controlled	20
3062	Burham CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	28
3079	Stansted CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	15
3082	Trottscliffe CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	12
3084	Wateringbury CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	36
3086	West Malling CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	30 (28)
3088	Wouldham, All Saint's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	20
3089	St. George's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	30
3899	St. James the Great Primary and Nursery School	Tonbridge & Malling	Primary	Community	30
5223	Brookfield Junior School, Larkfield	Tonbridge & Malling	Junior	Community	64
2127	Paddock Wood Primary School	Tunbridge Wells	Primary	Community	90
2128	Capel Primary School	Tunbridge Wells	Primary	Community	30
2135	Horsmonden Primary School	Tunbridge Wells	Primary	Community	30
2139	Pembury School	Tunbridge Wells	Primary	Community	60
2142	Sandhurst Primary School	Tunbridge Wells	Primary	Community	25
2465	Claremont Primary School	Tunbridge Wells	Primary	Community	60
2482	Langton Green Primary School	Tunbridge Wells	Primary	Community	30
2490	Bishops Down Primary School	Tunbridge Wells	Primary	Community	30
2649	Sherwood Park Community Primary School	Tunbridge Wells	Primary	Community	60
2651	Broadwater Primary School	Tunbridge Wells	Primary	Community	30
3022	Benenden CEP School	Tunbridge Wells	Primary	Voluntary Controlled	25
3023	Bidborough CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3027	Cranbrook CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3029	Goudhurst & Kilndown CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3032	Hawkhurst CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3034	Lamberhurst St. Mary's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	20
3049	St. James' CEJ School	Tunbridge Wells	Junior	Voluntary Controlled	68
3050	St. John's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	90
3052	St. Marks CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3053	St. Peter's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	20
3198	Frittenden CEP School	Tunbridge Wells	Primary	Voluntary Controlled	15
3294	St. Matthew's High Brooms CEP School	Tunbridge Wells	Primary	Voluntary Controlled	90 (60)
3297	Southborough CEP School	Tunbridge Wells	Primary	Voluntary Controlled	60

Appendix C

**** Please note all schools listed in italics are currently in the process of transferring to academy status and are expected to be Academies by September 2013. Please contact individual schools for the latest information in regard to their progress with the transition.*

Appendix C (3)

Proposed Statutory Consultation Area

Kent County Council 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 concerned. However because the consultation is distributed across all Kent Admissions Authorities via the Kent County Council Website, admissions authorities and parents outside of the relevant areas are also able to view arrangements. If respondents are located outside of the 3 mile radius of the Primary school in question Kent County Council may chose not to have regard to the comments.



Dated: 1st February 2012

Appendix D (1)

Kent County Council

Proposed Admissions Arrangements for Academic Year 2013/14

Community and Voluntary Controlled Secondary Schools in Kent

Produced by:
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Introduction / Background

Each year, Kent County Council is required to determine admission arrangements for Community and Voluntary controlled schools it must include:

- The over-subscription criteria / arrangements for entry to those schools for whom Kent County Council is the admission authority (Community and Voluntary Controlled schools).
- The Published Admission Number for those schools
- Relevant Consultation areas

These arrangements have been consulted with all relevant bodies. It is now for Kent County Council Cabinet to determine admissions arrangements which will relate to entry to school in September 2013 should it agree with the proposed arrangements.

Summary of Proposed Changes

There is only one proposed change to the existing oversubscription criteria and this relates to how distances are considered between the selective and non selective areas.

Presently a distinction is made in regard to whether someone is resident in the selective area of education when applying for community high schools and community grammar schools located in these selective areas. This priority has been in place for many years having first been established to protect comprehensive areas of education. It states children resident in the same scheme of education as the school will receive priority.

The education landscape in Kent has changed significantly since that time none of the schools in comprehensive areas have retained a priority for children resident in those areas, and of the 31 grammar schools in Kent only 11 remain community schools applying an in area and out area priority. Many of these grammar schools are now located in close proximity to wide ability Academies which are in effect comprehensive schools located in selective areas. The vast majority of the 11 remaining schools applying this split in priority are so far from the comprehensive areas that the change will have no impact on their intake. The only community school likely to see a significant shift in intake patterns is Tunbridge Wells Grammar School for Boys.

Consequently, recognising that Tunbridge Wells Grammar School for Boys is the last remaining community grammar school in West Kent, able to cater for the more rural Kent parishes to the North West of Tunbridge Wells, it is proposed for this school only, that a catchment area be introduced which gives a priority to children resident in those parishes who would not otherwise have access to a Kent Grammar school in their area. A map containing the proposed priority catchment area is located towards the end of this document.

Oversubscription Criteria for Community and Voluntary Controlled Secondary Schools

Following the Schools Adjudicator's decision in 2007 that Dover Grammar School for Boys will continue to use a dual testing arrangement to determine eligibility for admission (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 in 2012 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."

Oversubscription criteria for Community and Voluntary controlled secondary schools will be applied in the following order:

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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)

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 Equality Act 2010. 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 need means there is a demonstrable and significant need for their child 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 – The distance between the child's permanent home address and the school is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a point defined as 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.

Oversubscription criteria for Tunbridge Wells Grammar School for Boys will be applied in the following priority order:

Entry to the school is through the Kent Assessment Procedure

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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)

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 Equality Act 2010. 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 need means there is a demonstrable and significant need for their child 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.

Children who live within a 3 mile radius of the school Children will be ranked according to the distance from their home to the Tunbridge Wells Grammar school for Boys with those living closest being ranked highest. 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 point within the child’s home to a similarly defined point within the school as specified by Ordnance Survey.

Children who live in the named parishes below – Children will be ranked according to the distance from their home to the Tunbridge Wells Grammar School for Boys with those living closest being ranked highest. 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 point within the child’s home to a similarly defined point within the school as specified by Ordnance Survey.

Bidborough	Hildenborough	Sevenoaks
Brasted	Ightham	Sevenoaks Weald
Capel	Knockholt	Shipbourne
Chevening	Kemsing	Shoreham
Chiddingstone	Leigh	Southborough
Cowden	Otford	Speldhurst
Dunton Green	Plaxtol	Sundridge

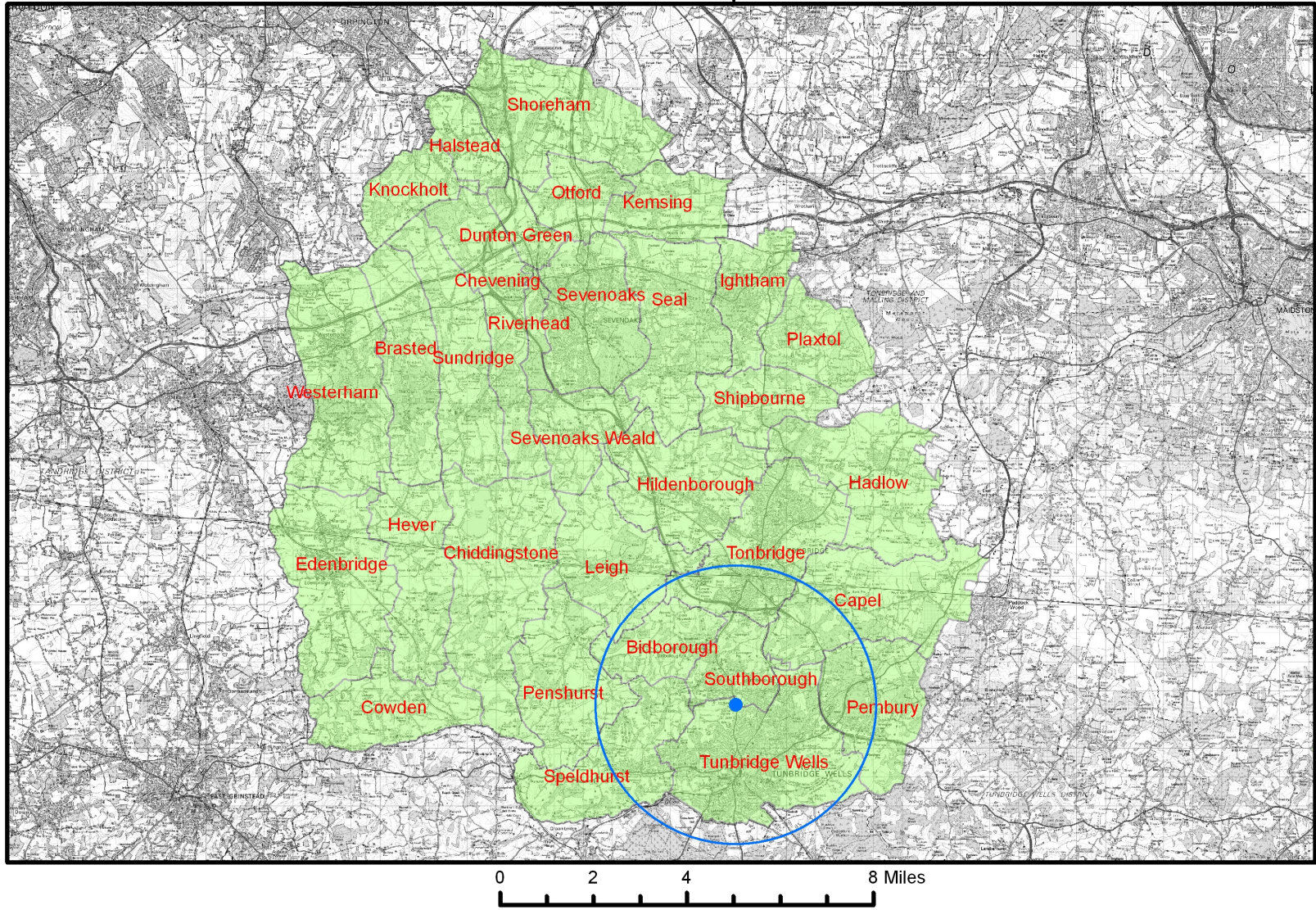
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Edenbridge	Pembury	Tonbridge
Hadlow	Penshurst	Tunbridge Wells
Halstead	Riverhead	Westerham
Hever	Seal	

Nearness of all other children's homes to school – The distance between the child's permanent home address and the school is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a point defined as 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.

A map displaying the priority catchment area is provided overleaf:

Tunbridge Wells Grammar for Boys School and selected parishes



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*****Oversubscription criteria for Astor College for the Arts will be applied in the following priority order:**

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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)

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 Equality Act 2010. 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 need means there is a demonstrable and significant need for their child 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 – The distance between the child's permanent home address and the school is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a point defined as 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.

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.

*****Oversubscription criteria for The North School will be applied in the following priority order:**

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. This applies equally to children who immediately after being looked after by the local authority became subject to an adoption, residence or special guardianship order. (As defined by Section 46 of the Adoption and Children Act 2002 or Section 8 or 14A of the Children Act 1989)

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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 Equality Act 2010. 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 need means there is a demonstrable and significant need for their child 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.

Children who live nearer to The North School than any other maintained non selective secondary school or academy – Children will be ranked according to the distance from their home to the North School with those living closest being ranked highest. 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 point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

Children who live nearer to any other maintained non selective secondary school or academy than The North School – Children for whom the North School is not their nearest non selective secondary school or academy will be ranked according to the distance from their home to the North School with those living closest being ranked highest. 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 point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

****** Note the at time of Kent County Council's consultation these schools are awaiting an academy order and may therefore change status and indeed consult on alternative admissions arrangements for 2013 (through a seperate consultation).***

Appendix D (2)**Published Admission Numbers for Community and Voluntary Controlled Secondary Schools in Kent:**

DfE no.	School name	District	Sub Type	Status	2013 Published Admission Number
4246	North School, The ***	Ashford	High	Community	215
4528	Norton Knatchbull School, The	Ashford	Grammar	Voluntary Controlled	149
4091	Community College Whitstable, The	Canterbury	High	Community	210
4534	Simon Langton Girls' Grammar School	Canterbury	Grammar	Voluntary Controlled	155
4026	Dartford Technology College	Dartford	High	Community	145
4250	Swan Valley Community School	Dartford	High	Community	150
4109	Dover Grammar School for Girls	Dover	Grammar	Community	120
4113	Astor College for the Arts ***	Dover	High	Community	210
4169	Walmer Science College	Dover	High	Community	143
4059	Swadelands School - Specialist Sch. & Sports College	Maidstone	High	Community	150
4523	Maidstone Grammar School for Girls	Maidstone	Grammar	Voluntary Controlled	175
4219	Hextable School	Sevenoaks	Wide ability	Community	150
4101	Harvey Grammar School, The	Shepway	Grammar	Community	150
4045	Tunbridge Wells Grammar School for Boys	Tunbridge Wells	Grammar	Community	180

*** Please note at time of determining arrangements these schools are awaiting an academy order.

Appendix D (3)

Proposed Statutory Consultation Area for Kent Secondary schools

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 seven years and in any year that changes are proposed.

The relevant statutory consultation areas continue to be the designated districts and adjoining parishes detailed overleaf:

Thanet	Thanet District plus Herne Bay, Chislet, Preston, Ash, Sandwich and Worth parishes.
Dover	Dover District plus Folkestone, Hawkinge, Swingfield, Elham, Barham, Adisham Wickhambreaux, Chislet, Monkton, Minster, Ramsgate.
Canterbury	Canterbury City plus St Nicholas at Wade, Preston, Ash, Wingham, Goodnestone, Aylesham, Nonington, Shepherdswell with Coldred, Lydden, Elham, Stelling Minnis, Stowting, Elmsted, Chilham, Dunkirk, Boughton under Bleau, Selling, Sheldwich, Hernhill, Graveney with Goodnestone, Faversham, Ospringe, Luddenham.
Swale	Swale Borough plus St Cosmas and St Damian in the Blean, Whitstable.
Shepway	Shepway District plus Capel-le-Ferne, Lydden, Barham, Bradbourne, Smeeth, Aldington, Orlestone.
Ashford	Ashford Borough plus Brenzett, Lympne, Sellindge, Stowting, Elmsted, Petham, Chartham, Dunkirk, Selling, Sheldwich, Lenham, Headcorn, Frittenden, Cranbrook, Benenden, Sandhurst.
Maidstone	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.
Gravesham	Gravesham Borough plus Dartford Borough, Snodland, Ryarsh, Trottiscliffe, Stansted & Fairseat, Ash-cum-Ridley, Hartley, Fawkham, West Kingsdown, Horton Kirby, Farningham, Eynsford, Swanley, Crockenhill.
Dartford	Dartford Borough plus Ash-cum-Ridley, Hartley, West Kingsdown, Fawkham, Eynsford Swanley, Crockenhill.
Sevenoaks	Sevenoaks District plus Dartford Borough, Stansted & Fairseat, Wrotham, Ightham, Southborough, Borough Green, Tunbridge Wells, Plaxtol, Pembury, Shipbourne, Speldhurst.
Tonbridge	Tonbridge and Malling Borough plus Sevenoaks District (excluding Swanley, Farningham, Horton Kirby, Fawkham and Hartley), Tunbridge Wells Borough, Yalding.
Malling	Tonbridge and Malling Borough plus, Boxley, Maidstone, Barming, Meopham, Ash-cum-Ridley, West Kingsdown, Kemsing.
Tunbridge Wells	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.
Cranbrook	Tunbridge Wells plus Marden, Staplehurst, Headcorn, Biddenden, Tenterden, Rolvenden.

By: Mike Whiting, Cabinet Member for Education, Learning and Skills.
Patrick Leeson, Corporate Director, Education, Learning and Skills

To: Cabinet

Date: 19 March 2012

Subject: 16+ Travel Pass Options Paper

Classification: Unrestricted

Summary	<p>It is proposed that the main element of the KCC Post-16 Transport Policy for 2012 will be a universal “Kent 16+ Travel Pass” (the Pass) for bus travel.</p> <p>The Pass will be available to Kent-resident learners in Years 12 and 13, and Year 14 students who are completing their 14 – 19 studies.</p> <p>It should be noted that 16-24 year-old learners with Statements of Educational Need or a Learning Difficulty Assessment (139a), will continue to receive assistance from KCC in line with the 16-19 Statutory Duty and existing KCC discretionary transport policy.</p> <p>The Pass is intended to provide support for learners to:</p> <ul style="list-style-type: none"> • meet travel costs to schools, colleges and work-based learning providers • ensure Kent learning providers meet the requirements of Full Participation in learning to 18 years of age by 2015 • ensure fair access and maintain choice to post-16 provision for Kent learners <p>An assessment of the proposed options is provided below.</p>
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Introduction

1. (1) The purpose of this paper is to provide an assessment of the options for a universal 16+ Travel Pass in Kent to provide eligible post-16 students with a subsidised travel pass, as part of KCC’s Post-16 Transport Policy for 2012.

(2) The KCC Post-16 Transport Policy for 2012 is being written against the backdrop of the need to fulfil the Authority’s responsibility to ensure Full Participation for all 18 year olds by 2015, the removal of the Education Maintenance Allowance (EMA) and introduction of the coalition government’s new 16-19 Bursary scheme.

(3) At the Kent County Council Meeting on 21 July 2011, the Council resolved “that the progress to date for the development of a subsidised Kent 16+ Travel Pass be noted and that further development of the 16+ Travel Pass will be done in partnership with the Kent Youth County Council and other stakeholders.” A trial has been undertaken during terms 1, 2 and 3 in the 2011/2012 academic year.

Options

2. (1) It is envisaged that the Pass will allow the holder unlimited bus travel in Kent (and single stop journeys to Medway and East Sussex) including evenings, weekends and holidays. The typical value of each Pass is £750 per year. The actual value will depend on usage, and high usage of the Passes could incur costs at this level.

(2) Where a KCC subsidy of £230 per Pass is proposed, the cost to the learner is £520, less any further subsidy from the learning provider or employer.

(3) Where a KCC subsidy of £ 370 per Pass is proposed, the cost to the learner is £380, less any further subsidy from the learning provider or employer.

(4) If bus travel is not the most appropriate form of transport for a learner, it will be up to the learning provider to facilitate an alternative. KCC would continue to act as a broker to procure other transport at attractive rates, but as a paid-for service to learning providers.

(5) By asking for learning providers and employers to contribute to the costs of Passes, the financial risk of providing Post-16 Transport is spread. In 2011/12 schools, colleges and work-based learning providers in Kent received £2.4 million in bursary funding for Year 12 students in this transitional year. It is currently unclear what formula will be used for 2012/13 for bursary fund allocation, although the YPLA indicate that there is likely to be slightly less per head. Assuming 20% of bursary funding is allowed for discretionary use, approximately £900,000 should be available.

(6) Five alternative options have been considered for the operation of the Pass.

a) Status Quo. KCC spent £3.84 million (2010/2011) on travel for 16 – 24 SEN learners and learners exempt either in whole or part from travel costs. Approximately 2,800 learners were supported in this way in 2010/2011. Under this model the Post-16 Transport Policy would remain unchanged. However the cost to KCC for transport would rise over time given the increase in the age of participation and the expected inflation-plus rises in travel costs year on year.

b) Withdraw Support. KCC will no longer offer a Post-16 discretionary element to its Transport Policy. All Post-16 discretionary schemes will be withdrawn, with the exception of the transport needs for learners with Statements of Special Educational Needs up to 24 years of age. This would fulfil our statutory Duties, and save approximately £1.58 million in 2012/2013.

c) Capped Subsidy Model. KCC would determine how much in total it chooses to spend on Post-16 discretionary transport. It would determine a subsidy level for each Pass issued and issue only the number of Passes up to the total capped amount. Learning providers would contribute Bursary Funding and Learner Support funding, along with employer contributions, to reduce the final cost of the Passes to eligible learners. Financial risk to KCC is minimised as learning providers and learners meet all additional costs, outside of the capped subsidy contribution.

d) Full Subsidy Model. KCC would determine a subsidy amount per Pass. Unlike the capped model (c) above, KCC would issue as many Passes as there is demand for, to eligible learners. Learning providers and employers could further subsidise the Pass to reduce the cost to learners. This option carries a risk for KCC if take-up of Passes exceeds the available budget or costs escalate if Passes are used excessively. As this is a discretionary policy, extra costs would have to be borne by raising Council Tax or by making savings elsewhere. This option carries minimal risk for learning providers. At the ELS POSC meeting held on 16 September, 2010, Mr. Smith proposed, seconded by Mr. Wedgbury “that this Committee asks the Cabinet Member for ELS to note its preference, at this stage for the subsidised £520 model for the post 16 travel pass and awaits further consultation and results of the proposed trials”. That proposal was carried: 8 votes for, 0 against.

e) Pre-paid Card model. This is a subset of the Capped Model (c) above. If practical KCC would issue pre-paid “Oyster” type cards, which would be charged with the £230 or £370 KCC subsidy. Only as many cards as KCC could afford would be issued to learning providers, who would further charge the cards with whatever contribution they have chosen to make. A mechanism would exist for employers to do the same. Learners could monitor their usage of the Pass and would have to top it up themselves, if usage was excessive.

(6) Under options (c), (d) and (e) learning providers would have the responsibility of determining student eligibility for the subsidised Passes and administering the scheme from within their institutions. Interface with KCC would be via a web-based platform, based on the Freedom Pass model.

(7) Any learner who is not eligible for a contribution from their provider or employer would pay the full cost of the Pass in options (c), (d) and (e).

Transitional Issues

3 (1) Students currently in Year 12 will have started their courses with a reasonable expectation that their KCC-facilitated transport arrangements will continue into Year 13. Some of these students may be disadvantaged by new Post-16 transport arrangements and some may prefer the new arrangements. To meet the expectations of the first group, it is proposed that the existing non-SEN KCC discretionary Post-16 transport arrangements should remain in place for a transitional year at a cost of £284,000k. It will be important to keep the new arrangements under review during the transitional year and determine the costs for future years on the basis of our monitoring of the scheme. We will ensure continuity for current 16-19 learners but may adapt the scheme in future to reflect changing needs.

Eligibility Criteria

4. (1) Learning providers have indicated that they would welcome guidance from KCC on which learners should be eligible for additional financial assistance from Bursary Funding. It is recommended that learner eligibility for receiving a contribution to the Pass from learning providers should be as follows:

- a) A learner whose family income is not more than £16,190, who are on Income Support, Income Based Job Seekers Allowance, Guaranteed Element of State Pension Credit, Income Related Employment and Support Allowance or Child Credit, but not Working Tax Credit. It is recommended that they pay no more than 50% for the Pass, the balance coming from the KCC subsidy as described above and the provider or employer.
- b) A learner whose family income is between £16,190 and £20,817. It is recommended that they may receive a learning-provider contribution to the cost of the Pass, at a level set the learning provider, in addition to the KCC subsidy.
- c) A learner whose family income is above £20,817. It is recommended that they pay the full cost.
- d) Where a 16-19 year old apprentice falls outside these criteria, but can demonstrate hardship caused by travel-to-learn and travel-to-work pressures, then they can be treated as category (b) above. Employers should be approached for additional funding support.
- e) All eligible learners must demonstrate to their institutions that they have a genuine travel-to-learn need.
- f) While the learning-provider funding or employer funding that could be used to further subsidise each Pass is entirely discretionary, the guidance in (a) to (e) above is designed to assist in ensuring a standard level of subsidy for all learners in Kent.

Financial Implications

5. (1) An estimate of costs of Passes moving forward to the 2014/15 academic year is attached as Appendix 1. For the 2012/2013 year an estimate of the transitional arrangements are costed in.

(2) Looking at the first full year of operation (2013/14) if KCC opts for a subsidy of £230 per pass, the model predicts that learners would buy a maximum of 3,200 Passes. If KCC opts for a subsidy of £370 per pass, then the model predicts that learners would buy a maximum of 4,500 Passes.

(3) If KCC chooses to adopt the Capped Subsidy model, it would choose the level at which it subsidises Post-16 Travel. From Appendix 1, it could limit its liability to the level of £800,000 for the £230-subsidy model, or £1.3million for the £370-subsidy model at 2013/14 prices

(4) If KCC chooses to adopt the Full Subsidy model, the average costings are the same, but KCC would be liable to meet the ongoing costs if usage of the Passes is high or other costs rise.

(5) Under either of the two models, learning providers and employers would expect to provide a total of approximately £145,000 to subsidise learners on the lowest incomes. However actual learner demand for Passes is not uniform across learning providers and demand for low income subsidies will be higher in certain areas. Learning providers can choose to pay more depending on their own learner support policies.

Options Risk Assessment

6. (1) A risk assessment has been carried out by Business Strategy and Support. The criteria and scores for the risk assessment are attached as Appendix 2 and 3.

(2) Out of a potential score of 75, the Full Subsidy model, Capped Subsidy model and Status Quo score 45, 44 and 42 respectively.

(3) The Status Quo scores highly because it will allow rail and bus to be used, and therefore does not discriminate. This model does not offer savings as it is the current model.

(4) The Capped Subsidy model is differentiated from the Full Subsidy model by being slightly more sustainable (less risk to KCC and more risk to learning providers) but more discriminatory and makes less contribution to Bold Steps for Kent. The differences from the risk assessment are marginal. The differences in costings are also marginal.

(5) Withdrawing Support option scores 33. It represents a significant political risk. Although KCC has no statutory requirement to fund Post-16 Travel, existing provision has created an expectation. It would have a negative impact on the Raising Participation agenda in Kent.

(6) The Pre-payment Card has not been scored on the basis of a lack of detailed information available. This option has not been explored so far. As a sub-set of the Capped model, its score might reflect many aspects of this. However it could not be delivered by September 2012 as the physical infrastructure and legal framework are not in place within KCC or the bus companies to run the system.

Legal Implications

7 (1) Under section 509AA of the 1996 Education Act, KCC has a duty to publish a Post-16 Transport Policy. The Kent Post-16 Transport Policy 2012 must be published by 31st May 2012, for September 2012, and reviewed annually.

(2) Section 509AB (1) of the 1996 Education Act imposes a requirement that the Post-16 Transport Statement should set out the extent to which the arrangements specifically support the needs of learners with learning difficulties and disabilities. The minimum assessment of these is as contained in the Section 139A assessment. The expectation from the YPLA guidance is that, since learners with learning difficulties may take longer to complete a programme of learning, then it will be "good practice" for KCC to extend the arrangements for the provision of transport until the learner has completed their programme, even if they have reached the age of 19. Existing KCC practice reflects this.

(2) Other than that described in 7(2) above, KCC has no legal obligation to provide subsidised Post-16 Travel.

Proposals

8 (1) That KCC makes Post-16 Travel Passes available to learning providers at a cost of £520 per pass. This reflects KCC's wish to balance learner participation with

affordability within its Post-16 discretionary travel spend. This represents an average KCC subsidy of £230 per pass, operated under the Full Subsidy model detailed above. Learners would apply to buy their pass from their learning provider at a cost of no more than £520, with regard to the guidance in 8(2) and 8(3) below.

(2) That learners with a travel need and a household income of between £16,190 and £20,817 may benefit from a further subsidy payable by, and at the discretion of, their learning provider, reducing the cost to the learner of their Pass from between £260 to no more than £520.

(3) That learners with a travel need and a household income equivalent to the prevailing Free School Meal criteria(as described in 4(a) above), may benefit from a further subsidy payable by, and at the discretion of, their learning provider, reducing the cost to the learner of their Pass from £0 to no more than £260.

(4) That criteria outlined in 8(1) to 8(3) above be included in published Guidance to learning providers and employers. While it is recognised that there is no compulsion on learning providers to further subsidise their learners' travel costs, it is hoped that such guidance will encourage a uniform approach to contributions from learning providers and to promote an equality of expectation for all learners in Kent.

(5) That transitional arrangements be put in place to ensure that Year 12 learners who currently benefit from KCC-facilitated transport will continue to receive that assistance into Year 13 or until the completion of their course(s). Those who chose to may end their KCC-facilitated travel arrangements and apply to their learning provider for the new Post-16 Travel Pass.

(6) Costs for the proposed KCC subsidy detailed in the Full Subsidy Model above, be met from Post-16 transport provision within the published 2012/13 ELS Revenue Budget

(7) There is a legal duty on local authorities to consult annually on their post 16 transportation policy and therefore any determined policy is subject to change. The travel pass is subject to the outcomes of KCC's final determined Transport policy.

Recommendation

8 Members of the Cabinet are asked to:

- (1) Discuss the proposals for a future 16+ Travel Pass as detailed in paragraphs 7(1) to 7(6) above
- (2) Note the comments from Education, Learning and Skills Policy Overview and Scrutiny.
- (3) Note the inclusion of the proposed 16+ Travel Pass within Kent County Council's wider Post-16 Transport Policy.
- (4) Agree that KCC makes Post-16 Travel Passes available to learning providers at a cost of £520 per pass operated under the Full Subsidy model subject to the outcomes of KCC's final determined Transport policy.

Mark Styles

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Appendix 1:

Projected Costs to KCC of 16+ Travel Pass Scheme Options

	Status Quo		Full Subsidy Model			Capped Model		
	SEN	Discretionary	SEN	Value of Subsidy		SEN	Value of Subsidy	
				£370	£230		£370	£230
2012/2013*	£2,580,000	£1,400,000	£2,580,000	£1,350,000	£ 1,100,000	£2,580,000	£1,350,000	£1,100,000
2013/2014	£2,630,000	£1,440,000	£2,630,000	£1,326,000	£816,000	£2,630,000	£1,326,000	£816,000
2014/2015	£2,680,000	£ 1,470,000	£2,680,000	£1,352,000	£ 832,000	£2,680,000	£1,352,000	£ 832,000

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	Do Nothing	Prepayment Card**		
	SEN	SEN	Value of subsidy	
			£370	£230
2012/2013	£2,580,000	£2,580,000	£2,580,000	£1,400,000
2013/2014	£2,630,000	£2,630,000	£1,326,000	£816,000
2014/2015	£2,680,000	£2,680,000	£1,352,000	£ 832,000

**The Prepayment option will have significant set up costs. It would require a year to establish the scheme. Therefore the "Status Quo" would be required for one year.

For each year and each model, the total cost of Post-16 travel to KCC is the SEN column plus either the £380 column or the £ 520 column.

Assumptions

- (1)* Transitional Year. In 2011/12, the split between students in Year 12 with a KCC pass and students in Year 13 with a KCC Pass is 50%. Basing a costing on the 2010/11 KCC Post-16 discretionary travel spend of £1.36 million inflated by 2%, we will assume a maximum cost of offering a transitional scheme of £700,000 for 1,000 students.
- (2) Travel costs are inflated by 2% each year.
- (3) If a subsidy of £370 is applied, then between 4,000 and 4,500 learners will purchase a Pass. (Financial model supplied by KCC's appointed concessionary travel consultants)
- (4) If a subsidy of £230 is applied, then between 2,800 and 3,200 learners will purchase a Pass.
- (5) Actual uptake may vary considerably in specific areas, particularly at the lower subsidy level, due to existing commercial offer. E.g. Canterbury Megarider (Stagecoach) @£430 annually. Student Saver (Arriva) @ £ 460 annually for students at Hadlow, K College. Whilst not offering the same network freedom, these products could reduce demand where they meet need.
- (6) Small additional uptake assumed linked to payment instalment option
- (7) Variations to any of the scheme parameters/ and their consistency of operation, will affect the results.
- (8) No set-up costs have been built in.

Appendix 2 - Risk Assessment Criteria and scores - summary

Risk	Score				
	Option 1	Option 2	Option 3	Option 4	Option 5
Projected costs	3	4	4	4	No score
Will it make a saving?	1	4	3	3	
It is sustainable?	1	4	4	3	
Financial risk to KCC	1	5	3	2	
Cost of administration and set up	3	3	3	3	
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	4	1	2	2	
Impact on Bursary Fund	3	4	2	3	
Type of transport covered (rail, bus, both)	5	1	3	3	
Does it enable full participation	3	1	3	3	
Can it be used outside of school term time/school hours?	1	1	3	3	
Does it enable choice	3	1	3	3	
Will users support it	4	1	3	3	
Will it discriminate	5	1	2	3	
Will it deliver BS4K?	3	1	3	4	
What is the political risk	2	1	3	3	
Total	42	33	44	45	

Appendix 3 - Detailed Option Risk Assessments - Completed by Caroline Davis and Deborah Benton

Post 16 Transport Options - Risk Assessment

Option 1 - Do Nothing (maintain the status quo)

Risk	Appraisal	Score																
Projected costs	<p>Estimated cost of Post-16 Travel 2011/12</p> <table border="1"> <thead> <tr> <th></th> <th>Colleges</th> <th>Schools</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>Cost to KCC of all journeys</td> <td>£1.96m</td> <td>£2.49m</td> <td>£4.45m</td> </tr> <tr> <td>Current Income to KCC</td> <td>£0.32m</td> <td>£0.29m</td> <td>£0.61m</td> </tr> <tr> <td>Net Cost to KCC</td> <td>£1.64m</td> <td>£2.20m</td> <td>£3.84m*</td> </tr> </tbody> </table> <p>*Of this, £2.48m is spent assisting 790 SEN students (16-24) to travel to learn. £1.36m is therefore spent on 2,000 (16+) mainstream students from home to learning under the discretionary policy.</p>		Colleges	Schools	Totals	Cost to KCC of all journeys	£1.96m	£2.49m	£4.45m	Current Income to KCC	£0.32m	£0.29m	£0.61m	Net Cost to KCC	£1.64m	£2.20m	£3.84m*	3
	Colleges	Schools	Totals															
Cost to KCC of all journeys	£1.96m	£2.49m	£4.45m															
Current Income to KCC	£0.32m	£0.29m	£0.61m															
Net Cost to KCC	£1.64m	£2.20m	£3.84m*															
Will it make a saving?	No – under the status quo, KCC would continue to fund travel for students from low income families (in full or in part). Therefore no saving would be made on current figures.	1																
It is sustainable?	No - money has been set aside in the budget for this financial year but rising costs would make this a challenge and not sustainable in the longer term.	1																
Financial risk to KCC	Yes - as this is not capped there is a risk of potentially increased demand if learner household incomes reduce, due to the recession for example, or reduced demand if incomes improve.	1																
Cost of administration and set up	No - Already established so no set up costs, administration costs remain the same.	3																
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	Yes	4																

Impact on Bursary Fund	Yes	3
Type of transport covered (rail, bus, both)	Both	5
Does it enable full participation	Yes (but not apprentices)	3
Can it be used outside of school term time/school hours?	No - limited to school hours	1
Does it enable choice	Yes	3
Will users support it	Yes	4
Will it discriminate	No	5
Will it deliver BS4K?	Yes, but not fully	3
What is the political risk	Maintaining the status quo will be difficult to argue for in current financial times, in addition, the POSC has debated a review of the scheme and agreed the need for the bursary fund to be used to support transport. There have also been a number of petitions and debates at Council and the Youth Council seeking changes to the current scheme.	2
Total		42

Option 2 - withdraw support

Risk	Appraisal	Score
Cost	Under the no subsidy model KCC only provides statutory travel support for 16-24 SEN learners costing £2.48 million. Projected costs: £2,893,104 (2012/13), £3,124,55 (2013/14), £3,374,516 (2014/15)	4
Will it make a saving?	Yes - under this option KCC would save the existing £1.36 million spent on post-16 transport and would have lower financial risks than under other options but is at a considerable reputational risk to the authority.	4
It is sustainable?	Yes	4
Financial risk to KCC	Yes - would have lower financial risks than under other options but is at a considerable reputational risk to the authority.	5
Cost of administration and set up	Just administration costs	3
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	The Pass is operated in such a way that the full cost, between £650 and £750 per pass, is passed onto schools, colleges, and WBL learning providers. Schools, colleges and WBL learning providers can subsidise travel using Learner Support Funds, their own budgets and Bursary Funds, for eligible Learners	1
Impact on Bursary Fund	None, unless schools decide to use bursary for transport costs	4

Type of transport covered (rail, bus, both)	both	1
Does it enable full participation	No	1
Can it be used outside of school term time/school hours?	No	1
Does it enable choice	No	1
Will users support it	No	1
Will it discriminate	Yes - There is a risk of learner disengagement if schools, colleges and WBL learning providers pass on the full cost to individual learners.	1
Will it deliver BS4K?	No - doesn't support Bold Steps ambitions of tackling disadvantage and putting the citizen in control	1
What is the political risk	Significant. KCC along with most local authorities provide discretionary transport support alongside statutory responsibilities. Removing discretionary support, whilst achieving a significant saving will, is likely to lead to significant negative reaction from schools, young people, and parents. It will also impact on the delivery of BS4K and go against the desires of recent council debates, POSC and Youth Parliament debates.	1
Total		33

Option 3 - Bus pass (capped subsidy model)

Based on £520 per pass and 3,000 taking this up.
Currently 2,006 pupils use this.
Currently there are 2,578 pupils in years 11/12 with free school meals

Risk	Appraisal	Score
Cost	KCC will determine what resource it can afford to spend to support post-16 travel. KCC will continue to provide statutory travel support for 16-24 SEN learners costing £2.48 million. KCC could then set the cap at any level up to the current amount of £1.36 million currently used to fund travel. Pass would be bought by KCC for £750, selling them at £750 to learning providers. Learning provider would use the allocated KCC subsidy, bursary and learner support funds to sell the passes for £520 or less.	4
Will it make a saving?	Yes, dependent on level of KCC subsidy and cost of transition arrangements in 12/13, will save up to £200K in 12/13, approaching £600K by 14/15.	3
It is sustainable?	Yes	4

	Yes, but minimal compared to full subsidy model - risk is more evenly shared between KCC and learning providers. Any additional cost is covered by the provider and learner.	
Financial risk to KCC	Key financial risk is bursary level is unknown at this time, this will impact on ability of colleges to subsidise bus pass for other learners and for colleges and education learning providers to engage in the scheme.	3
Cost of administration and set up	Yes, but minimal impact	3
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	Unclear - unlikely learning providers would commit to unlimited liability for learner travel costs, especially if they represent leisure travel, not school/college. 2012/13 Bursary levels will be reduced this year, final amount not year known.	2
Impact on Bursary Fund	Yes	2
Type of transport covered (rail, bus, both)	Bus	3
Does it enable full participation	No - capped number can have the pass	3
Can it be used outside of school term time/school hours?	Yes - but limited to bus use. Can be used outside of school hours	3
Does it enable choice	Yes, but only for bus users. However, it will enable pupils to have a wider choice of college, as in the current scheme they can only access transport support if they attend their nearest college/school, this will enable them to choose any college/school and still be able to travel to them.	3
Will users support it	Only focuses on bus users, not rail. Difficult to sell the concept to parents that they have a universal bus pass, but with continuing liability for travel costs.	3
Will it discriminate	Yes - against current rail users (FE college pupils)	2
Will it deliver BS4K?	Yes	3
What is the political risk	This option has a lower political risk than the uncapped model. KCC will set the budget limit available. Potential for negative press from colleges who have pupils that use trains to access learning. Also potential for negative press if cap level is reached and pupils in need have not been able to access the pass. Schools and Colleges will need to support and will need to be consulted as will impact on Bursary. There is also a retrospective cost element, with schools or parents facing potential larger bills at the end of the year if passes are used excessively.	3
Total		44

Option 4 - Bus pass (£520 subsidised model)

Based on £520 per pass and 3,000 taking this up.
 Currently 2,006 pupils use this.
 Currently there are 2,578 pupils in years 11/12 with free school meals

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Risk	Appraisal	Score
Cost	Based on 3,000 users taking it up at a cost of £520 per pass. KCC will buy the passes from us companies for £750 then sell to the schools for £520, they can sell them onto the pupils at any price up to £520, depending on financial criteria; these costs will be met from learning providers Bursary and Learner support funds. Will cost £804,600 in 12/13.	4
Will it make a saving?	Yes, dependent on level of KCC subsidy and cost of transition arrangements in 12/13, will save up to £200K in 12/13, approaching £600K by 14/15.	3
It is sustainable?	Yes if demand does not exceed 3,000. If demand exceeds this, then there is an unknown financial risk as more users (and greater use of passes outside of school journeys) will push the cost beyond current budget levels.	3
Financial risk to KCC (open ended model)	This option carries a financial risk if take-up exceeds the 4,000 figure or if the actual cost of passes is more than £750 depending on individual usage. The potential impact of this risk is greater than risks in other options. A secondary financial risk is posed by the potential level of engagement by colleges and learning providers, which may be dependent on the level of bursary available to them (levels unknown at February 2012). This will minimise risk of impact on learning providers, but they will still have to bear some risk.	2
Cost of administration and set up	Minimal as admin costs are passed to school/college	3
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	Unclear - unlikely learning providers would commit to unlimited liability for learner travel costs, especially if they represent leisure travel, not school/college. 2012/13 Bursary levels will be reduced this year, final amount not year known. This option carries minimum risk to learning providers.	2
Impact on Bursary Fund	Yes	3
Type of transport covered (rail, bus, both)	Bus	3
Does it enable full participation	Yes, however just aimed at bus users.	3
Can it be used outside of school term time/school hours?	Yes	3
Does it enable choice	Yes, but only for bus users. However, it will enable pupils to have a wider choice of college, as in the current scheme they can only access transport support if they attend their nearest college/school, this will enable them to choose any college/school and still be able to travel to them.	3

Will users support it	Yes	3
Will it discriminate	Yes (aimed just at bus users)	3
Will it deliver BS4K?	Yes	4
What is the political risk	Potential for more than 3,000 pupils to use the pass, increasing transport options for young people. However, it is unclear what the level of take up will be, and could exceed current projected levels (esp. if more than 4,000 passes are taken up); also unknown impact of unlimited journeys on cost of the card (initial results from pilot show a mixed level of use). Option carries minimal risk to learning providers; schools/colleges or parents, KCC takes all the risk if passes are used excessively. This risk is off set in part by the increase in choice that it will enable and by monitoring the level of use via reports from the bus companies.	3
Total		45

Option 5 - Pre-payment card

Risk	Appraisal	Score
Cost	Tbc	
Will it make a saving?	No - significant lead in time required (a full year to research the technological and legal implications. Bus companies would need to establish the relevant technology and there would be a capital cost to them doing so). If KCC went down this route we would need to operate existing Post 16 arrangements at the same time.	
It is sustainable?	No (new technology requires constant updating, research etc)	
Financial risk to KCC	yes	
Cost of administration and set up	Yes - KCC would have to comply with FSA regulations. Implications for KCC financial operations would need to be explored.	
Will schools/colleges/learning providers sign up to it (assumption that they will, affordability issues)	No	
Impact on Bursary Fund	Yes	
Type of transport covered (rail, bus, both)	Bus	
Does it enable full participation	No	
Can it be used outside of school term time/school hours?	No	
Does it enable choice	No	

Will users support it	Yes, but will need to consult on the model.	
Will it discriminate	Yes - against rail users	
Will it deliver BS4K?	No	
What is the political risk		
Total		

KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Please read the EIA GUIDANCE and the EIA flow chart available on KNet.
This form dated 17/12/2010 supersedes all previous EIA/ CIA forms

Directorate:

Education Learning and Skills

Name of policy, procedure, project or service

Introduction of a "Kent 16+ Travel Pass".

Type

Policy

Responsible Owner/ Senior Officer

Sue Dunn – 14 – 24 Innovation Unit Manager

Date of Initial Screening

5 September 2011

Revised 1 March 2012

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	YES	YES	Low		<p>This proposed policy is for Kent resident learners in Years 12 and 13 (and Year 14 students who are completing their 14 – 19 studies).</p> <p>The impact of the policy will depend upon the existing levels of transport subsidy that young people receive.</p> <p>Limited trials and client consultations have taken place on to obtain client feedback.</p>
Disability	No	No			<p>It should be noted that 16-24 year-old learners with Statements of Educational Need or a Learning Difficulty Assessment (139a), will continue to receive assistance from KCC in line with the 16-19 Statutory Duty and existing KCC discretionary transport policy and so no change is being made as a result of this policy.</p>
Gender	NO	NO			
Gender identity	NO	NO			
Race	NO	NO			
	NO	NO			

Religion or belief					
Sexual orientation	NO	NO			
Pregnancy and maternity	NO	NO			

Part 1: INITIAL SCREENING

Context

KCC currently operates a discretionary post-16 transport policy for learners on low incomes and others who live more than 3 miles away from their nearest appropriate learning institution. KCC provides a subsidy for each eligible post-16 learner. Providers currently do not contribute to this subsidy. Existing travel passes are limited to two journeys a day, at certain times of day and in term time only.

In order to achieve Full Participation by 2015 it is essential that KCC offers consistent transport arrangements for post-16 learners with low incomes or are disadvantaged. In partnership with the new 16 – 19 Bursary Fund, learner support funds available from providers, and employer contributions, a proposed new Post-16 Travel Pass will offer cost effective universal bus travel for eligible 16 – 19 learners.

By involving providers in the subsidy of travel, the proposed new Pass will be more cost effective for KCC.

The proposed Post-16 Travel Pass forms a part of the wider Post-16 Discretionary Transport Policy. This EIA covers only the implications of the proposed new Pass, which will be subject to Cabinet decision before inclusion in the wider policy. The wider policy includes statutory and discretionary travel support for LLDD/SEN learners, and the vacant placement scheme. The full Post-16 Transport Policy will be subject to a separate EIA.

Aims and Objectives

It is proposed that the pass will be available to all Kent resident learners in Years 12 and 13 (and Year 14 students who are completing their 14 – 19 studies).

It will be available to school, academy or college learners through their institutions or through work based learning providers;

It will be available to 16-19 year-old Apprentices;

It will give universal bus travel, free at the point of travel;

It will cost the holder, or their parent, no more than £ £520 per year, which can be reduced for eligible learners by contributions from their provider, through their learner support funds or the new Bursary scheme, or their employer; and

It will be issued by KCC, to benefit from bulk purchase discounts from bus companies, and be administered by individual providers.

Learners on low incomes or disadvantaged will pay less than others. The process for this subsidy will be determined by KCC.

Beneficiaries

The pass will be available to all Kent resident learners in Years 12 and 13 (and Year 14 students who are completing their 14 – 19 studies).

16-24 year-old learners with Statements of Educational Need or a Learning Difficulty Assessment (139a), will continue to receive assistance from KCC in line with the 16-19 Statutory Duty and existing KCC discretionary transport policy and so no change is being made to this group as a result of this policy.

Consultation and data

The Pass is due to be launched in September 2012 and must be contained within the KCC Post-16 Transport Policy, which is a statutory publication by 31 May 2012. Five options for the delivery of the Pass have been evaluated. All options, plus a recommendation, will be presented to Cabinet on 19 March 2012. the timetable for the development of the options has been:

July 2011	Paper presented to KCC Cabinet members
	Paper presented to full Council for approval of recommendations.
September 2011	Paper presented to ELS POSC
	Limited trial of universal passes in 3 areas
March 2012	Option for the Pass and eligibility considered by POSC and fully agreed by Cabinet
April 2012	Full public statutory consultation on Post-16 Transport Policy
May 2012	Final consideration of Post-16 Discretionary Transport Policy options based on statutory consultation.
31 May 2012	Post-16 Discretionary transport Policy Published
September 2012	Implement, if agreed by Cabinet, a new post-16 transport policy for Kent, in collaboration with FE sector, schools, training providers and employers.

Potential Impact

The options explored for the Pass are:

- a) Completely withdraw all Post-16 discretionary transport support except for support for LLDD and SEN learners
- b) Status quo: No change to the discretionary transport policy
- c) Capped model: KCC limits the amount it will spend on discretionary post-16 transport. This may mean some eligible students may miss out on a Pass.
- d) Unlimited model: KCC will provide a subsidy for all students who are eligible for a Pass.
- e) Pre-paid card: KCC will issue pre-paid travel cards that learners and providers can top-up if they have excessive travel (a sub-set of the capped model)

Adverse Impact:

Since the new travel pass will offer unlimited travel throughout the year, some learners may be charged more for a Pass than they would do if eligible for the existing scheme (£520 vs £490)

Learners using a Pass excessively could have a surcharge

Rail travel is excluded.

Positive Impact:

Under the capped and unlimited models, it is estimated that approximately 1,000 more post-16 students will be eligible for a travel Pass than under the current scheme.

JUDGEMENT

Option 1 – Screening Sufficient

NO

Following this initial screening our judgement is that no further action is required.

Justification:

Option 2 – Internal Action Required

YES

There is potential for adverse impact depending on the model chosen, and so careful consideration of options has been undertaken, along with a limited trial of passes and obtaining learner, parent and provider views. (See action plan)

The unlimited pass option has been recommended to Cabinet as it removes the possibility that some eligible students could miss out if the KCC contribution was capped.

In addition, excessive use of a Pass could incur additional charges for learners, parents and providers, if the KCC contribution was capped. By recommending the unlimited model, KCC would take the risk of meeting any unexpected costs of the scheme.

Learners who are currently in Year 12 have a reasonable expectation that their existing travel arrangements will continue into Year 13. Therefore, for one year, the existing discretionary Post-16 travel policy will still be available for existing learners who request it, alongside the new scheme. During this time the operation of the new scheme will be reviewed.

Option 3 – Full Impact Assessment NO

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Date:

Name:

Job Title:

Directorate Equality Lead

Signed:

Date:

Name:

Part 2: FULL ASSESSMENT

Name

Of the policy, procedure, project or service

Responsible Owner/ Senior Officer:

Date of Full Equality Impact Assessment:

Scope of the Assessment

Set out what the assessment is going to focus on, as directed by the findings from your initial screening

Information and Data

State what information/data/research you have used to help you carry out your assessment

Involvement and Engagement

Provide details of all the involvement and engagement activity you have undertaken in carrying out this assessment and summarise the main findings

Judgement

Set out below the implications you have found from your assessment for the relevant diversity groups. If any negative impacts can be justified please clearly explain why.

Action Plan

Provide details of how you are going to deal with the issues raised in judgement above and complete the Action plan at the end of this document

Monitoring and Review

Provide details of how you intend to monitor and review progress against the above actions

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Date:

Name:

Job Title:

Directorate Equality Lead

Signed:

Date:

Name:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	<p>Potential for eligible Post-16 students to miss out on a KCC subsidy</p> <p>Potential for eligible Post-16 students to be surcharged for excessive usage</p>	<p>Unlimited model to be recommended to ensure KCC can offer a subsidised pass to all eligible learners and meet unexpected costs.</p> <p>Transitional year recommended to be put in place to monitor take-up.</p>	1,000 extra learners take-up a pass than under the current scheme (Approx 3,000 vs 2,000)	Mike Whiting	March 2011 – September 2013	<p>Current cost of discretionary Post-16 Transport Policy to KCC - £1.55 million.</p> <p>Projected cost of transitional year to KCC - £1.1 million.</p>
Age	Rail travel has been excluded from the policy	Specific survey question to be asked about rail travel vs bus travel	Of a limited survey of issued universal Passes 75% of young people never or hardly ever used rail to travel	Mark Styles	November 2011 to February 2012	None
Age	Impact of potential extra	Full Kent wide consultation	Full Kent wide views on	Scott Bagshaw	March 2012 to May 2012	None

	cost of Passes on take-up	(providers, parents and learners) on revised Post-16 transport Policy to be completed (subject to separate EIA)				
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Key messages obtained from these actions:

- 1) **Unlimited model will ensure that potentially eligible learners will not miss out on a subsidy from KCC and reassure providers about unlimited liabilities.**
- 2) **Providers are able to identify learners who would benefit from a Pass on a discretionary basis. That is providers can assess the travel needs of their students on an individual basis.**
- 3) **Income threshold for discretionary travel support should be around the lowest EMA level, approximately £20,800.**
- 4) **The highest level of support should go to the lowest income levels, around the £16,100 mark similar to existing free school meal eligibility or lower, matched to the SFA benefit definition.**
- 5) **Schools would prefer the highest level of subsidy, £ 380, if possible.**
- 6) **Apprenticeship providers are concerned if household income alone is taken as the strict criteria because learners are employed and often seen as independent from the family and should be looked at as on a hardship basis. (This reinforces the message made in the YPLA Transport Guidance.)**
- 7) **Bursary Funding allocation will not be known until end of March causing concern about the total support available from providers. Keep the criteria flexible.**
- 8) **A transitional year is needed for existing Year 12 pupils.**
- 9) **The current Freedom Pass costs £100. Be aware of expectations that the new Kent Pass will also cost £100. Emphasise the likely costs for a universal pass(£520) vs the current cost of a restricted KCC Post-16 Pass (£490)**

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Minutes of the Children's Service Improvement Panel

Meeting Held: 7 December 2011 14:30 Cabinet Room

Present:

Mrs Whittle (Chair)
Mrs Allen
Mr Christie
Mr Ferrin
Miss Hohler
Mr Lake
Mr Smith
Mrs Waters

Officers:

Andrew Ireland
Jean Imray
Donna Shkalla
Jennifer Maiden-Brooks
Fiona Maycock (Clerk)

Apologies:

Mrs Dean
Mr Wells

1. Previous Minutes

1.1 The minutes were provisionally approved with requests for alterations to improve accuracy.

1.2 A report on progress towards the adoption target was agreed to be received at the February meeting. Mrs Whittle described some of the possible improvements which could be made to increase the number of children adopted, including working groups with the courts, more information for prospective adopters, improving the website, an interim management team and encouraging collaborative working between children's services and adoption teams.

2. Progress Report

2.1 Andrew Ireland explained that the draft report following the Inspection of the Adoption Service has not been produced because the inspectors are returning on 8th and 9th December.

2.2 The progress report demonstrates the improvements made over time; the deep dives have been a substantial contribution to this and will be continued in 2012 with dates set in January, March and June.

2.3 Andrew Ireland reported having visited all 12 districts, and seeing the improvements in offices at Croft and Queen's Houses. He was encouraged by the morale of staff, manager grip on data and district level issues and the amount of drive forward.

2.4 Support was shown for the LAC “pods” which are estimated to have considerable impact and a better alignment with adoption. The LAC Placement Strategy will come to a future meeting of this panel.

2.5 In respect to the trends shown in the Initial Assessments graph on page 4, Donna Shkalla explained the expected rise and fall in numbers of referrals and therefore assessments due to seasonal variations. However the reduction in September seems to have levelled following the full implementation of the Central Duty Team.

2.6 It was confirmed that approximately 10% of Kent children are placed out of the local authority boundaries. Mrs Whittle described the criteria for placing Kent children outside of the county and asked Members to consider the needs of the child.

2.7 Jean Imray assured Members that there are no unallocated Child Protection or LAC cases, and herself and Andrew Ireland are routinely informed of reasons for unallocated cases on a weekly basis.

2.8 A child in need is one who “is unlikely to achieve or maintain, or have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him/her of services by a local authority”. The Children in Need in Kent do benefit from the money raised by the National Children in Need campaign, however, the majority of this money goes to children benefiting from the work of preventative service work.

2.9 A targeted intervention service (mainly for under 2 years and adolescents) which meets the needs of families 24 hours a day is in procurement, and work towards commissioning a contact service has begun.

3. OfSTED Inspection Report

3.1 Jean Imray indicated that the suggested areas for development in the report are covered by the phase 2 improvement plan. Members should be reassured that, if this had been an inspection of a “performing authority” and emergency inspection would not have been triggered.

3.2 It was acknowledged that staff are showing more productive working in comparison to the previous OfSTED inspection, however there are still areas for improvement and to achieve this, tools must be given to allow staff to work efficiently and effectively.

4. Multi-agency Access Point Report

4.1 Jean Imray Described the proposed model and emphasised the benefits of having agencies that take Child Protections Referrals being in the same office.

4.2 The current model of the Central Duty Team has reduced referrals into Specialist Children's Services; with other agencies coming into the Central Referral Unit additional focus will be evident.

4.3 Jean Imray confirmed that staff from Specialist Children's Services (including Out of Hours) will make up the largest proportion of the Central Referral Unit.

5. Data Reports

5.1 Donna Shkalla tabled the data report published by the DfE but raised caution in using it for current comparisons due to the progress made since March 2011.

5.2 Donna Shkalla informed Members that additional data will be released by the DfE in the near future which allows you to see which authorities are in intervention to allow for better comparisons.

6. Any Other Business

6.1 Nothing to discuss.

7. For Information Reports

7.1 Donna Shkalla explained that the sample scorecard and data report in the KSCB report will be used to improve the scrutiny function of the KSCB. The maps show variations across the county however they do only show a snapshot and can hide the trends in the data.

Dates of future meetings

Agenda Setting*	Time	Meeting	Time	Venue
12 April	4 pm	26 April 2011	12.30	Waterton Lee
3 May	11 am	17 May	4 pm	Swale 3
7 June	4 pm	22 June	9 am	Medway
6 July	3.30 pm	13 July	3 pm	Swale 3
27 July	10 am	25 August	11 am	Swale 3
31 August	2 pm	20 September	2 pm	Medway
12 October	10.30am	24 October	2.30 pm	Cabinet Room
15 November	11am	7 December	3pm	Cabinet Room
4 January 2012	3pm	17 January 2012	2pm	Cabinet Room
14 February	10am	29 February	2.30pm	Cabinet Room
21 March	10am	11 April	3pm	Cabinet Room

By: Alex King – Deputy Leader
Peter Sass - Head of Democratic Services

To: Cabinet – 19 March 2012

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee – 23 January 2012

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee, items which the Committee has raised previously for follow up and any specific recommendations from the Policy Overview and Scrutiny Committees.

Cabinet Scrutiny Committee

1. (1) Attached as Appendix 1 is a schedule that contains the decisions from the most recent meeting of the Cabinet Scrutiny Committee on 23 January 2012, together with the response of the relevant Cabinet Member. The schedule also describes any outstanding requests for information from the Cabinet Scrutiny Committee which have not to date been discharged by the Committee.

Policy Overview and Scrutiny Committees

2. (1) At its meeting on 15 July 2010, the Scrutiny Board agreed that any specific recommendations to Cabinet arising from Policy Overview and Scrutiny Committees (POSCs) should also be fed back to the Cabinet. All the POSCs make a valuable contribution in their specific areas through detailed debate and discussion of policies and services.

Recommendation:

3. That the Cabinet agree responses to these decisions, which will be reported back to the Cabinet Scrutiny Committee.

Contact: Peter Sass
peter.sass@kent.gov.uk
01622 694002

Background Information: *Nil*

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**Draft Budget 2012/2013 and Medium Term Financial Plan 2012 - 2015
(23 January 2012)**

Cabinet portfolio: Mr J Simmonds

Synopsis: The report presented the Draft Budget 2012/2013 and Medium Term Financial Plan 2012 - 2015

Reason for call-in: Members wished to examine the Draft Budget 2012/2013 and Medium Term Financial Plan 2012 - 2015

Recommendations and responses:

- 1. Thank Mr King, Mr Simmonds, Miss Carey, Mr Wood, Mr Shipton and Mr Abbott for attending the meeting and answering Members' questions.**
- 2. Ask that the Director of School Resources provide a breakdown of the financial effects on the Council of the transferral of schools to academy status, when it has been completed.**
- 3. Ask that the Corporate Director of Finance and Procurement provide a briefing note on how un-ring-fenced grants, such as the Early Intervention Grant, were now being administered within the authority, and how this related to the additional monies being made available for Youth Services commissioning.**
- 4. Ask that the Corporate Director of Finance and Procurement provide full details of the financial reserves held by the County Council.**

Cabinet Member's Response:

The information requested in recommendations 3 and 4 has been provided and circulated to Members of the Cabinet Scrutiny Committee. A breakdown of the financial effects on the Council of the transferral of schools to academy status will be made available in March.

Date of Response:

17 February 2012

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