



AGENDA

CABINET

Monday, 17th September, 2012, at 10.00 am Ask for: **Karen Mannering / Geoff Mills**
Darent Room, Sessions House, County Hall, Maidstone Telephone: **(01622) 694367/ 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 9 July 2012 (Pages 1 - 10)
4. Revenue & Capital Budgets, Key Activity and Risk Monitoring 2012-13 (Pages 11 - 134)
5. Treasury Strategy Update (Pages 135 - 140)
6. Quarterly Performance Report, Quarter 1 2012/13 (Pages 141 - 224)
7. Kent County Council Equality Policy Statement and Objectives (Pages 225 - 246)
8. Commissioning Plan for Education Provision 2012-17 (Pages 247 - 396)
9. 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, 7 September 2012

Please note that any background documents referred to in the accompanying papers may be 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 Monday, 9 July 2012.

PRESENT: Mr P B Carter (Chairman), Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr A J King, MBE, Mr J D Simmonds, Mr B J Sweetland, Mr M J Whiting, Mrs J Whittle and Mrs C J Waters (Substitute for Mr P M Hill, OBE)

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 Strategy and Support), Mr A Wood (Corporate Director of Finance and Procurement), Mr P Leeson (Corporate Director Education, Learning and Skills Directorate), Ms A Honey (Corporate Director, Customer and Communities), Mr A Ireland (Corporate Director, Families and Social Care), Ms M Peachey (Kent Director Of Public Health), Mr G Wild (Director of Governance and Law) and Mr G Mills (Democratic Services)

UNRESTRICTED ITEMS

42. Minutes of the Meeting held on 11 June 2012 (Item 3)

The minutes of the meeting held on 14 May 2012 were agreed and signed by the Chairman as a true record.

43. Revenue & Capital Budget Outturn 2011 - 12, Roll Forward and Key Activity

(Item 4– Report by Mr J Simmonds, Cabinet Member for Finance and Business Support and Mr A Wood the Corporate Director of Finance and Procurement)

(1) This report set out the provisional revenue and capital budget outturn for 2011-12 and detailed :

- where revenue projects had been rescheduled and/or were committed
- where there was under or overspending.

(2) The provisional outturn on the revenue budget showed an under spend of £8.242m (excluding schools). This under spend was £4.213m lower than the projected under spend reported in May but is after £8m had been transferred to reserves for highways maintenance (£6m) and investment in technology and communications (£2m) to deliver further savings. The proposals for the use of the £8.242m of the Revenue budget were detailed in Appendix 2 of the Cabinet report.

(3) Mr Carter said that the budget for last year had been a difficult one and he placed on record his thanks to all who had supported its delivery. Mr Carter also spoke in particular about the investment undertaken by the County Council to improve the condition of Kent's roads. Mr Wood said the accounts and the budget

outturn would be reported to the next meeting of the Governance and Audit Committee.

(4) Cabinet resolved to;

(i) note the provisional outturn position for 2011-12

(ii) Agree that £2.526m of the 2011-12 revenue under spending be rolled forward to fund existing commitments, as detailed in section 2 of Appendix 2 of the Cabinet report.

(iii) Agree that £0.4m of the 2011-12 roll forward be used for a central communications and engagement budget within the Customer & Communities directorate, as detailed in section 4 of Appendix 2 of the Cabinet report.

(iv) Agree that the £5.316m remainder of the 2011-12 revenue under spending be set aside in the Economic Downturn reserve.

(v) Note that £9.774m of capital re-phasing from 2011-12 would be added into 2012-13 and later years, as detailed in Appendix 3 and the 2012-13 Capital Programme would also be adjusted to reflect other 2011-12 variances as reported in the outturn.

(vi) Note the final monitoring of the key activity indicators for 2011-12 as detailed in Appendix 4 of the Cabinet report.

(vii) Note the final financial health indicators for 2011-12 as detailed in Appendix 5 of the Cabinet report.

(viii) Note the final monitoring of the prudential indicators for 2011-12 as detailed in Appendix 6 of the Cabinet report.

(ix) Note the impact of the 2011-12 provisional revenue budget outturn on reserves as detailed in section 3.6.

(x) Note that the schools' revenue and capital reserves had reduced by some £1.381m. The details being set out in the Cabinet report.

44. Revenue & Capital Budget Monitoring Exception Report 2012 - 13

(Item 5– Report by Mr J Simmonds, Cabinet Member for Finance and Business Support and Mr A Wood the Corporate Director of Finance and Procurement)

(1) This was the first exception report for 2012-13 and reflected the position for each of the portfolios. The initial forecast for the year reflected an overall under spending position for the authority which was very promising position at this stage of the year, especially considering a £100m savings requirement. The net £2.732m under spending shown in the report reflected pressures within Specialist Children's Services. These are well known and reflected a continuation of the issues experienced in 2011-12, but these were more than offset by under spending on Adult Social Care, waste and treasury costs.

(2) Cabinet resolved:

(i) to note the initial forecast revenue and capital budget monitoring position for 2012-13.

(ii) note the changes to the capital programme.

(iii) agreed that £0.114m of saving on the Transforming Short Breaks for Disabled Children be used to ease the pressures on the MASH projects.

45. Approval of the Annual Governance Statement (To follow)

(Item 6– report by Mr Alex King, Deputy Leader and Mr G Wild, Director of Governance and Law) (The Chairman declared consideration of this item to be urgent on the grounds that the report contained information that needed to be presented to members at this meeting prior to being submitted to the next meeting of the Governance and Audit Committee)

(1) The Annual Governance Statement (AGS) explains how the Council has complied with its Code of Corporate Governance and identifies any gaps in control or significant weaknesses that have arisen in year. The completed statement was included within the Council's Annual Accounts that are subject to external audit. The statement is required by regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control.

(2) Resolved that endorsement be given to the overall wording of the Annual Governance Statement, including the description of the Governance Framework and the specific weaknesses disclosed. The report would now be submitted to the next meeting of the Governance and Audit Committee.

46. Children's Services Improvement Plan - Progress Update

(Item 7– report by Mrs Jenny Whittle, Cabinet Member for Specialist Children's Services and Mr Andrew Ireland Corporate Director for Families and Social Care)

(1) This was the fourth report to Cabinet on progress made in implementing the Children's Services Improvement Plan, and improving practice and performance in services provided to children and care leavers in Kent. The last report was in December 2011 and this report outlined progress since then.

(2) Mrs Whittle supported this report with a presentation and spoke of the key areas and actions which were being taken on a number of fronts and said the Council had continued to make significant progress and sustain levels of good performance. The County Council was now attaining the majority of the targets set out in Kent's Improvement Notice and those areas which were proving challenging were being robustly addressed, with clear action plans in place to improve performance. With a clear sense of direction and continued close scrutiny and management oversight, the clear aim of all those involved was to continue to make significant improvements over the next year.

(3) Mr Carter said it was pleasing to note the continuing good levels of progress which were being made and in particular it was very pleasing to note that staff were actively embracing the changes and challenges that the Improvement Programme presented. He also welcomed the fact that the multi-agency work was going so well.

(4) Cabinet resolved to note the report.

47. The Integrated Youth Service: Youth Justice Plan 2012/13

(Item 8 – report by Mr Mike Hill, Cabinet Member for Customer and Communities and Mrs Amanda Honey, Corporate Director for Customer and Communities) (Mr Nigel Baker was present for this item)

(1) The Youth Justice Plan sets out how the Integrated Youth Service (IYS) will work during 2012/13 towards the principal aim for the youth justice system, “the prevention of offending by children and young people”. The Plan is a statutory requirement (Section 40, Crime & Disorder Act 1998) for local authorities and is submitted to the Youth Justice Board for England & Wales for their approval. The Plan will also be submitted to the full County Council in the Autumn following its consideration by the Corporate Board and the Cabinet Committee for the Customer and Communities Directorate.

(2) The key themes in the Plan include:

- (i) the partnership arrangements within the county which are responsible for the management of youth justice services
- (ii) the targets for the performance of the Service
- (iii) planned new developments and the activity forecasts for the core youth justice services
- (iv) the resources the Service has available to deliver the objectives of the Plan.

(3) Mrs Honey said the Plan supported the ongoing work in Children services and had amongst its key objectives early intervention measures aimed at reducing the number of young people entering the Youth Justice System. Mr Baker spoke of the links the Plan had with the Troubled Families programme and to supporting young people engaging in education and employment.

(4) Cabinet resolved to endorse the Youth Justice Plan 2012/13 for the integrated Youth Service prior to its submission to the County Council for approval as the statutory Annual Youth Justice Plan.

48. Community Safety Framework 2012-2015

(Item 9 – report by Mr Mike Hill, Cabinet Member for Customer and Communities and Mrs Amanda Honey, Corporate Director for Customer and Communities) (Mr Stuart Beaumont the Head of Community Safety and Emergency Planning was present for this item)

(1) This framework document covered the period 2012 to 2015 and is intended to provide a clear roadmap of how the numerous and complex services within KCC contributed towards the Community Safety landscape in Kent through prevention, protection and intervention. It was intended to be a handbook for County Councillors

and senior and operational managers to help raise awareness of community safety issues within County Council service areas and clarified:

- An overview of who does what in community safety;
- How all the different agencies work together
- What has been achieved so far; and
- What the policies and plans and key issues are for the future.

(2) Cabinet resolved to endorse the draft Kent County Council Framework for Community Safety 2012 – 2015 which would now be submitted to the County Council for final approval.

49. Children's Services Improvement Panel - Minutes of 7 June 2012
(Item 10)

Cabinet resolved to note and endorse the minutes of the Children's Services Improvement Panel held on 7 June 2012.

Exempt Items

Cabinet resolved that under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contained information that could lead to the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

50. Kent Academies, Batch 2 Procurement - Wilmington Academy
(Item 12—report by Mr Mike Whiting, Cabinet Member for Education, Learning and Skills, Mr Roger Gough Cabinet Member for Business Strategy and Support and Mr Patrick Leeson, Corporate Director for Education, Learning and Skills) Mrs Rebecca Spore, the Director of Property and Infrastructure was present for this item)

See Record of Decision on page 6

51. Excellent Homes for All - Kent Housing Private Finance Initiative (PFI)
(Item 13 – report by Graham Gibbens: Cabinet Member for Adult Social Care and Public Health and Andrew Ireland: Corporate Director, Families and Social Care) (Mr David Weiss, Ms Sara Naylor and Ms Andrea Melvin were present for this item)

See record of Decision on page 8.

Record of Decisions

52. Kent Academies, Batch 2 Procurement - Wilmington Academy-Record of Decision

DECISION TAKEN BY

Cabinet – 9 July 2012

DECISION NO.

12/01900

This is an unrestricted Record of Decision of a matter which was considered at the Cabinet meeting as exempt under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended.

Subject: Kent Academies, Batch 2 Procurement – Wilmington Academy

1.1 The report requested Cabinet's approval to progress the Wilmington Academy project by entering into the Design and Build Contract with the Preferred Bidder for Batch 2.

1.2 Wilmington Academy is the second scheme within KCC's Batch 2 Academies Programme which comprises the following Academies:

The Skinners' Kent Academy, Tunbridge Wells, (Sample Scheme)

Wilmington Academy

Knole Academy, Sevenoaks

St Augustine Academy, Maidstone

The John Wallis Academy, Ashford

Dover Christchurch Academy

1.3 The Batch 2 Programme was procured, by KCC, using Pfs' National Framework. Following the 'Preliminary Invitation To Tender' (PITT) round of the competition, two finalists were invited to participate in the final 'Invitation To Tender' (ITT) round by designing the Sample Scheme up to RIBA Stage C. In October 2010, Wilmott Dixon Construction (WDC) was selected as the Preferred Bidder for Batch 2.

1.4 Appointing WDC as Preferred Bidder has enabled KCC to invite the Company to develop the designs for each of the remaining Batch 2 schemes, without the need to host another competitive procurement. To govern this process, a 'Future Schools Agreement' had been entered into by KCC and WDC. Under the terms of the 'Future Schools Agreement' these schemes are termed 'Future School Schemes', (also referred to 'follow-on schemes' or 'non-sample schemes'). The Future Schools Agreement sets out the process for issuing WDC with a 'Future Schools Notice', which invites them to participate in the scheme.

1.5. The proposed scope of the project is 7,300m² of new build accommodation and the retention of a significant amount of the existing buildings. The new build elements are approx 5,400m² which includes general teaching, specialist teaching, catering facilities, library facilities, and administrative accommodation; and a Sports Centre Complex of approx 1,900m² which includes a lecture theatre facility. The lead the Wilmington Academy is the is the fourth Academy to be sponsored by the

Leigh Academy Trust and the Sponsor brings a proven educational vision to the project, which is based on the 'schools within schools model'. This ensures that each child belongs to a 'college' with its own identity, Senior Leadership Team, and accommodation; whilst also benefitting from the wider specialist facilities and economies of scale that the Academy has to offer.

1.6. As a result of the Secretary of State's July 2010 announcements, the Wilmington Academy budget was reduced to £13,959,638 (at 1st Quarter 2011 prices). As the Feasibility Study had not yet commenced when the reduced budget was announced, no affordability gap was evident. The Preferred Bidder's interim design proposals, the Future School Scheme Proposal (FSSP) did not demonstrate an affordability gap. An affordability pressure does exist, however, in that the requirement of temporary accommodation, in order to shorten the construction programme, has not been costed by the Preferred Bidder. Discussions are ongoing between the Trust and KCC over how this shortfall can be met.

2.1 Cabinet agreed to :

(i) the Final Business Case for the Wilmington Academy being submitted to EFA and Department of Education for final departmental approval by EFA, DFE and the Treasury;

(ii) the Director of Property and Infrastructure be authorised on behalf of the County Council to agree final contractual terms, provided that no affordability gap occurs.

(iii) the Director of Property and Infrastructure Support in consultation with the Director of Law and Governance be authorised to enter into any necessary contracts/ agreements on behalf of the County Council, following approval to final contractual terms as set out in paragraph of the exempt report in relation to Wilmington Academy and the Future Schools Agreement: and.

(iv) The Director of Property and Infrastructure Support be authorised as the nominated Authority Representative within the relevant agreements and to enter into variations as envisaged under the contracts.

Any interests declared when the Decision was taken:

None

Reason(s) for decision, including alternatives considered and any additional information

The reasons for this decision are as set out in this Record of Decision

Background Documents: none

**53. Excellent Homes for All - Kent Housing Private Finance Initiative -
Record of Decision**

DECISION TAKEN BY

Cabinet – 9 July 2012

DECISION NO.

12/01904

This is an unrestricted Record of Decision of a matter which was considered at the Cabinet meeting as exempt under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended.

Subject: Excellent Homes for All – Kent Housing Private Finance Initiative.

1.1 In September 2008 Cabinet approved the Outline Business case for the Excellent Homes for all housing PFI project and the progression of its procurement. This report updated Cabinet on the project which was being procured in partnership with five Kent District Council's and would result in the provision of at least 220 new homes for vulnerable people in Kent.

1.2 The project would be reviewed will be reviewed again by the Homes and Communities Agency, the Department of Communities and Local Government and the Treasury before the Council appointed a preferred bidder and before any PFI agreement was entered into. The review was designed to ensure that the project remained affordable and value for money, and to ensure appropriate risk share between the public and private sectors in the Project Agreement.

1.3 This matter was reported to the Health and Social Care Cabinet Committee on 10 May 2012 and a joint briefing was organised for local ward members. An Equalities Impact Assessment screening has been completed and the documentation and specification has been reviewed in line with this. The Social Care & Public Health Cabinet Committee discussed a number of questions regarding the nomination rights under the contract, the rent setting regime for the housing, and environmental sustainability. Comments were made regarding the PFI process and the value for money of PFI deals. It was explained that progress has been made on PFI contracts since the early deals were signed and that individual projects need to be judged on their own merits. It was resolved that the decision should be taken by the Cabinet, to agree the delegated authorities set out in the report, the use of the designated sites and to approve the required Authority annual contribution, be endorsed.

1.4 Cabinet resolved

(i) to grant delegated authority to the Corporate Director for Families and Social Care (or other nominated officer), in consultation with the Cabinet Member for Adult Social Care and Public Health, to sign on behalf of the County Council all necessary contract documentation, including the Project Agreement which would enable the project to become operational.

(ii) grant delegate authority to the Corporate Director for Families and Social Care (or other nominated officer), in consultation with the Cabinet Member for Adult Social Care and Public Health, to sign on behalf of the County Council the Back to Back Agreement to share the risks and benefits of the project with the County Council's District Council partners.

(iii) to approve the use of the designated sites for the project, and;

(iv) to give approval for the required contribution from Kent County Council of £175,000 per annum for the duration of the contract period.

Reason(s) for decision, including alternatives considered and any additional information

The reasons for this decision are as set out in this Record of Decision

Background Documents: none

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REPORT TO: CABINET – 17 September 2012

SUBJECT: REVENUE AND CAPITAL BUDGETS, KEY ACTIVITY AND RISK MONITORING 2012-13

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.
 - agree the changes to revenue cash limits within the ELS portfolio to reflect finalisation of the restructure of the directorate.
 - agree the changes to revenue cash limits within the ASC&PH portfolio largely to reflect realignment of budgets in line with 2011-12 outturn and to more accurately reflect the nature of spend being incurred, the allocation of the NHS Support for Social Care Grant and PCT Reablement funding.
 - agree the changes to revenue cash limits within the EHW & R&E portfolios to reflect changes required to Highways budgets to reflect the agreed contract with Enterprise, revisions to waste contracts, and realignment of budgets in light of the 2011-12 outturn and levels of external funding.
 - agree the changes to revenue cash limits within the BSS directorate affecting the BSP&HR, F&BS, D&P & R&E portfolios reflecting the finalisation of the effects of restructuring and realignment of gross and income levels in light of the 2011-12 outturn and external funding levels.
 - note that residual pressures are currently forecast within the SCS portfolio and management action is expected to be delivered within the ELS & BSP&HR portfolios in order to deliver a balanced position.
 - note and agree the changes to the capital programme.
 - note the latest financial health indicators and prudential indicators.
 - note the directorate staffing levels as at the end of June.
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1. INTRODUCTION

- 1.1 Following the Finance restructure, which saw a 30% reduction in the function, the level of finance support is now dependent on the level of financial risk, so that the highest risk areas receive more finance support than the lower risk budgets. At the time of producing this report, Phase 1 of ERP (Enterprise Resource Planning) had been rolled out so that all budget managers within Customer & Communities, Finance and all other low risk budgets across the authority are now responsible for submitting their financial forecasts into Collaborative Planning, the new financial forecasting system. Since the production of this report, Phase 2a has also been rolled out with phases 2b and 3 to follow later. This is a significant change for both budget managers and Finance staff alike, as the ERP system is new for all. Finance staff are doing everything in their power to make the transition as smooth as possible, whilst attempting to instil some cultural change. This is the first monitoring report produced since these new finance support arrangements took effect from 1 April and it is the first full monitoring report to Cabinet for 2012-13.
- 1.2 The format of this report is:
- This summary report highlights only the most significant issues

- There are 7 reports, each one an annex to this summary, one for each directorate although there are two for Families & Social Care (FSC) separately identifying Children's and Adult's services, 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/service.

1.3 The style of the capital monitoring has changed this year to more closely reflect the budget book format, which is considered to be more appropriate given the duration of capital schemes. The capital monitoring now reports on the three year capital programme (2012-15) and focuses on real overspends and re-phasing which impacts on deadlines for service delivery. All projects within the capital programme have been assigned a red, amber or green status according to whether they are delivering to budget and on time.

1.4 **Headlines:**

1.4.1 **Revenue:**

- The latest forecast revenue position (excl Schools) before the implementation of management action is an underspend of £3.297m, which is an increase in the underspend of £0.565m since the July Cabinet report. Management action within the ELS & BSP&HR portfolios is currently expected to reduce this to an underspend of £4.568m, with a residual pressure currently forecast within the Specialist Children's Services portfolio. Robust monitoring arrangements are in place on a monthly basis to ensure that forecasts and expenditure are closely monitored and where necessary challenged.
- Within Specialist Children's Services there is a continuation of the demand led pressures experienced in 2011-12, together with pressures on staffing due to setting up the new county referral team, totalling £5.3m. Within this position, the activity levels for Fostering and Residential Services are a particular cause for concern as they are very high compared to the affordable level despite additional funding being provided in the 2012-15 MTP. However, there are a number of control measures and early intervention services which have been put in place that should mean costs will begin to reduce.
- The Asylum budget is forecast to breakeven following positive discussions with the UKBA and other councils. Under the grant rules we are unable to claim for the first 13 weeks after a young person is made All Rights Exhausted (ARE) unless we carry out a Human Rights Assessment. We have now agreed to undertake these assessments and staff have been trained accordingly, so this forecast position now assumes that the UKBA will fund the costs of supporting these young people until the point of their removal. Our current assumption is that all of our costs will be reimbursed, but if that is not the case this will add to our forecast pressure on Specialist Children's Services.
- Within Adult Social Care an underspend of £3.5m is forecast reflecting a continuation of the trends experienced in 2011-12 with lower than budgeted demand for direct payments, domiciliary care and day care. In addition, there is also reduced demand for nursing and residential care compared to the budgeted level. This is partially offset by increased demand for Supported Accommodation for clients with learning disabilities.
- Schools reserves are forecast to reduce by £1.9m this year as a result of 34 more schools converting to new style academy status, which allows them to take their reserves with them.
- A small pressure of £0.3m is forecast within the ELS portfolio on the non-delegated budgets mainly due to savings not being achieved as anticipated on an Attendance & Behaviour contract. Management action is expected to be delivered to offset this.
- The savings on the waste budgets experienced last year, mainly due to lower than budgeted waste tonnage, look set to continue in 2012-13, with a £1.9m saving forecast.
- Within the C&C portfolio a £0.5m underspend is forecast which is largely due to vacancy management and delays in the opening of Gateways.
- Savings are being made on the debt charges budget largely as a result of the re-phasing of the capital programme in 2011-12 and no new borrowing being taken in the first quarter of 2012-13.
- Within the BSP&HR portfolio, pressures are currently forecast within Property & Infrastructure (+£0.7m), where savings from vacating lease hold properties have not happened as quickly as anticipated due to service transformations and restructures throughout the Council together with a more cautious approach to capitalising expenditure. Also, there is a pressure within Human Resources (+£0.3m) due to under-delivery of challenging income targets within the Schools Personnel Service and pressures on staffing due to increased demand to support

many divisional restructures and service transformations. Management action is expected to be delivered to offset these pressures.

- We have recovered a further £3.298m to date during 2012-13 from our principal investments in the collapsed Icelandic Banks, bringing our total recovery so far to £32.516m, of which £13.682m relates to our investment with the UK registered Heritable Bank, £6.983m relates to our £17m investment with Landsbanki and £11.851m relates to our £15m investment with Glitnir.

1.4.2 Capital:

- The latest forecast capital position is a variance of -£6.290m. This is made up of an unfunded variance of +£3.076m, re-phasing to later years of -£15.248m, funded variances of £7.482m and project underspends of -£1.600m.

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

2.1 Revenue

The net projected variance against the combined portfolio revenue budgets is an underspend of £4.568m after management action. Section 3 of this report provides the detail, which is summarised in Table 1a below.

Table 1a – Portfolio position – net revenue position before and after management action

Portfolio	Budget	Gross Variance	Proposed Management Action	Net Variance
	£k	£k	£k	£k
Education, Learning & Skills	+61,641	+325	-325	0
Specialist Children's Services	+154,358	+5,295	0	+5,295
Adult Social Care & Public Health	+337,025	-3,474	0	-3,474
Environment, Highways & Waste	+155,294	-2,228	0	-2,228
Customer & Communities	+82,199	-462	0	-462
Regeneration & Economic Development	+3,670	0	0	0
Finance & Business Support	+63,567	-3,699	0	-3,699
Business Strategy, Performance & Health Reform	+56,262	+1,020	-946	+74
Democracy & Partnerships	+7,547	-74	0	-74
TOTAL (excl Schools)	+921,563	-3,297	-1,271	-4,568
<i>Schools (ELS portfolio)</i>	0	+1,902	0	+1,902
TOTAL	+921,563	-1,395	-1,271	-2,666

2.2 Capital

The Capital Programme 2012-15 has an approved budget of £621.156m. The forecast outturn against this budget is £614.866m, giving a variance of -£6.290m. This is made up of an unfunded variance of +£3.076m, rephasing to later years of -£15.248m, funded variances of +£7.482m and project underspends of -£1.600m.

3. REVENUE

3.1 Virements/changes to budgets

3.1.1 Directorate cash limits have been adjusted to include:

- the roll forward from 2011-12 of £17.242m, £3m for Big Society as approved by Cabinet on 14 May 2012, £6m for highways maintenance as approved by Cabinet on 14 June and £8.242m as approved by Cabinet on 9 July 2012 which includes the use of the uncommitted balance of £5.316m as a transfer to the economic downturn reserve.
- 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.

- 3.1.2 In addition, the budgets within the Education Learning & Skills directorate have been realigned to reflect the finalisation of the directorate restructure. Further details are provided in section 1.1 of annex 1. **Cabinet is asked to agree these changes.**
- 3.1.3 Also, a detailed exercise to realign budgets within the FSC directorate affecting the Adult Social Care & Public Health portfolio has been undertaken. This mainly affects the Mental Health budgets, where realignment is required in order to reflect the new agreement between KCC and Kent & Medway NHS & Social Care Partnership Trust and the difference between the projected 31 March 2012 activity levels and unit costs at the time the 2012-13 budget was set compared to the actual activity as at 31 March 2012, and the allocation of NHS Support for Social Care Grant, where further information regarding allocations and spending plans has become available since the budget setting process. Further details are provided in section 1.1 of annex 3. **Cabinet is asked to agree these changes.**
- 3.1.4 A similar exercise has been undertaken within the E&E directorate affecting the EH&W and R&ED portfolio budgets, which as well as reflecting changes as a result of the 2011-12 outturn also reflects changes required following revisions to waste contracts and external funding levels, as well as changes to highways budgets to reflect the agreed contract with Enterprise. Further details are provided in section 1.1 of annex 4. **Cabinet is asked to agree these changes.**
- 3.1.5 Within Business Strategy & Support directorate, budgets have been realigned to reflect the finalisation of the effects of restructuring and realignment of gross and income levels in light of the 2011-12 outturn and external funding levels. This affects the R&ED, F&BS, BSP&HR and D&P portfolios. Further details are provided in section 1.1 of annex 6. **Cabinet is asked to agree these changes.**
- 3.1.6 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.
- 3.1.7 Specialist Children’s Services is currently going through a restructure and cash limits will need to be realigned later in the year, once the new structure is finalised and in place. This will impact on the variances reflected within this report against the individual A-Z budget lines of the SCS portfolio, but not on the overall position for the portfolio.

3.2 Forecast Revenue Position before Management Action

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

Portfolio	Budget	Variance	Directorate					
			ELS	FSC	E&E	C&C	BSS	FI
	£k	£k	£k	£k	£k	£k	£k	£k
Education, Learning & Skills	+61,641	+325	+325					
Specialist Children's Services	+154,358	+5,295	0	+5,295				
Adult Social Care & Public Health	+337,025	-3,474		-3,474				
Environment, Highways & Waste	+155,294	-2,228			-2,228			
Customer & Communities	+82,199	-462				-462		
Regeneration & Economic Development	+3,670	0			0		0	
Finance & Business Support	+63,567	-3,699					-150	-3,549
Business Strategy, Performance & Health Reform	+56,262	+1,020		0			+1,020	0
Democracy & Partnerships	+7,547	-74					-74	0
SUB TOTAL (excl Schools)	+921,563	-3,297	+325	+1,821	-2,228	-462	+796	-3,549
<i>Schools (ELS portfolio)</i>	0	+1,902	+1,902					
TOTAL	+921,563	-1,395	+2,227	+1,821	-2,228	-462	+796	-3,549

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

Portfolio	CASH LIMIT			VARIANCE		
	Gross	Income	Net	Gross	Income	Net
	£k	£k	£k	£k	£k	£k
Education, Learning & Skills	+178,292	-116,651	+61,641	+906	-581	+325
Specialist Children's Services	+218,613	-64,255	+154,358	+5,372	-77	+5,295
Adult Social Care & Public Health	+451,345	-114,320	+337,025	-8,355	+4,881	-3,474
Environment, Highways & Waste	+179,811	-24,517	+155,294	-1,521	-707	-2,228
Customer & Communities	+136,873	-54,674	+82,199	-1,093	+631	-462
Regeneration & Economic Development	+5,660	-1,990	+3,670	0	0	0
Finance & Business Support	+170,708	-107,141	+63,567	-5,469	+1,770	-3,699
Business Strategy, Performance & Health Reform	+100,388	-44,126	+56,262	+305	+715	+1,020
Democracy & Partnerships	+7,807	-260	+7,547	-16	-58	-74
SUB TOTAL (excl Schools)	+1,449,497	-527,934	+921,563	-9,871	+6,574	-3,297
<i>Schools (ELS portfolio)</i>	+742,696	-742,696	0	+1,902	0	+1,902
TOTAL	+2,192,193	-1,270,630	+921,563	-7,969	+6,574	-1,395

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 – Children's Services**
incl. Specialist Children's Services portfolio
- Annex 3 Families & Social Care – Adult Services**
incl. Adult Social Care & Public Health portfolio and elements of Business Strategy, Performance & Health Reform portfolio
- Annex 4 Enterprise & Environment**
incl. Environment, Highways & Waste portfolio and elements of Regeneration & Economic Development portfolios
- Annex 5 Customer & Communities**
incl. Customer & Communities portfolio
- Annex 6 Business Strategy & Support**
incl. elements of Regeneration & Economic Development, Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios
- Annex 7 Financing Items**
incl. elements of the Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ELS	Schools delegated budgets (gross) - estimated drawdown of reserves following 34 schools converting to academies	+1,902	ELS	Education Psychology Service (income) - income from traded services with schools and other customers	-495
ELS	Attendance & Behaviour (gross) - unachievable contract saving	+550			
ELS	Education Psychology Service (gross) - additional costs of providing traded service	+274			
ELS	ELS Strategic Management & Directorate budgets (gross) - academy converter legal costs	+200			
	ELS PORTFOLIO TOTAL	+2,926		ELS PORTFOLIO TOTAL	-495
SCS	Fostering - Gross - Independent - forecast weeks higher than budgeted	+2,215	SCS	Fostering - Gross - Independent Fostering - forecast unit cost lower than budgeted	-531
SCS	Children's Social Care staffing - Gross - New County Referral Unit	+1,279	SCS	Preventative Children's Services - Gross - Costs re-classified as fostering	-530
SCS	Residential - Gross - Non Dis Independent Sector - forecast weeks higher than budgeted	+1,226	SCS	Leaving Care - Gross - decrease in demand as 16-18 yr olds remaining in foster care	-484
SCS	Fostering - Gross - Independent - fostering costs moved from S.17	+530	SCS	Fostering - Gross - Kinship Non LAC - move to related fostering	-374
SCS	Fostering - Gross - Related foster payments - increase in reward payments	+437	SCS	Residential - Gross - Non Dis Independent Sector - forecast unit cost lower than budgeted	-294
SCS	Residential - Gross - Dis Independent sector - Increase in high cost placements	+425	SCS	Preventative Children's Services - Gross - management action and more detailed guidance on Section 17 payments	-291
SCS	Fostering - Gross - County fostering team agency costs	+384	SCS	Children's social care staffing - Gross - staffing	-285
SCS	Fostering - Gross - Related foster payments - drive to move children from Kinship to Related fostering	+374	SCS	Virtual School Kent - Gross - Staffing	-278
SCS	Residential - Gross - KCC residential Dis - Staffing - permanent relief workers	+324	SCS	Preventative Children's Services - Gross - Costs re-classified as legal costs	-129
SCS	Safeguarding - Gross - Staffing	+202	SCS	Fostering - Gross - Kinship Non LAC - move to SGO	-112
SCS	Fostering - Gross - Non Related (in house) - enhanced payments for carers of disabled children	+186	SCS	Residential - Income -income for Non LAC placements	-104
SCS	Fostering - Gross - Non Related (in house) - forecast weeks higher than budgeted	+176			
SCS	Residential - Gross - Non LAC Placements	+174			
SCS	Legal Charges - Gross - increased	+156			
SCS	Legal Charges - Gross - costs moved from S.17	+129			
SCS	Adoption - Gross - Increase in Special Guardianship Orders	+112			
SCS	Children's Support Services - Gross - Staffing OOH Team	+102			
SCS	Leaving Care - Gross - staffing	+101			
	SCS PORTFOLIO TOTAL	+8,532		SCS PORTFOLIO TOTAL	-3,412

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Supported Accommodation - Learning Disability Gross: forecast number of weeks higher than affordable level	+1,536	ASCPH	Direct Payments - Learning Disability Gross: forecast number of weeks below affordable level	-1,444
ASCPH	Domiciliary Care - Older People Income: forecast charge lower than budgeted level	+1,255	ASCPH	Residential Care - Learning Disability Gross: preserved rights number of weeks is lower than the affordable level	-1,369
ASCPH	Residential Care - Older People Income: forecast unit charge lower than the budgeted level	+1,015	ASCPH	Residential Care - Older People Gross: forecast number of weeks lower than affordable level	-1,348
ASCPH	Domiciliary Care - Learning Disability Gross: forecast unit cost higher than affordable level	+1,010	ASCPH	Domiciliary Care - Older People Gross: forecast number of hours lower than affordable level	-1,175
ASCPH	Residential Care - Older People Income: lower income resulting from the placing of less permanent clients in in-house units	+961	ASCPH	Direct Payments - Older People Gross: forecast number of weeks below affordable level	-1,163
ASCPH	Supported Accommodation - Learning Disability Income: forecast unit charge is lower than budgeted level	+854	ASCPH	Residential Care - Learning Disability Gross: unit cost is lower than budgeted level	-989
ASCPH	Supported Accommodation - Learning Disability Gross: additions to the social care costs reserve	+767	ASCPH	Direct Payments - Physical Disability Gross: forecast number of weeks below affordable level	-827
ASCPH	Residential Care - Learning Disability Income: preserved rights lower forecast charge than budgeted level	+762	ASCPH	Nursing Care - Older People Income: forecast unit charge higher than the budgeted level	-818
ASCPH	Residential Care - Learning Disability Gross: forecast number of weeks higher than affordable level	+653	ASCPH	Residential Care - Physical Disability Gross: forecast number of weeks lower than affordable level	-795
ASCPH	Domiciliary Care - Physical Disability Gross: forecast unit cost higher than budgeted level	+507	ASCPH	Domiciliary Care - Learning Disability Gross: forecast number of hours lower than affordable level	-789
ASCPH	Residential Care - Older People Income: forecast number of weeks lower than affordable level	+461	ASCPH	Domiciliary Care - Physical Disability Gross: forecast no of hours lower than affordable level	-610
ASCPH	Nursing Care - Older People Gross: forecast unit cost higher than budgeted level	+380	ASCPH	Supported Accommodation - Learning Disability Gross: forecast unit cost is lower than the budgeted level	-597
ASCPH	Domiciliary Care - Older People Income: forecast number of hours lower than affordable level	+355	ASCPH	Domiciliary Care - Older People Gross: Savings from the Kent Enablement at Home service as a result of forecast activity below budgeted level	-552
ASCPH	Domiciliary Care - Learning Disability Income: changing client profile in the Independent Living Service leading to reduced levels of support for those clients in receipt of external funding	+306	ASCPH	Domiciliary Care - Learning Disability Income: forecast unit charge greater than budgeted level	-469
ASCPH	Residential Care - Learning Disability Gross: delay in the review of in-house units	+289	ASCPH	Day Care - Older People Gross: savings from re-commissioning strategies in both in-house & external services	-436
ASCPH	Residential Care - Older People Gross: forecast unit cost higher than budgeted level	+252	ASCPH	Residential Care - Learning Disability Income: forecast unit charge is higher than the budgeted level	-392
ASCPH	Direct Payments - Learning Disability Income: forecast unit charge below the affordable level	+244	ASCPH	Residential Care - Older People Gross: preserved rights number of weeks forecast to be lower than affordable level	-392
ASCPH	Direct Payments - Physical Disability Gross: one-off direct payments	+216	ASCPH	Domiciliary Care - Older People Gross: savings on the provision of domi care to clients within sheltered accommodation	-327

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Direct Payments - Older People Income: forecast number of weeks below affordable level	+169	ASCPH	Domiciliary Care - Older People Gross: savings on block contracts	-318
ASCPH	Residential Care - Physical Disability Gross: forecast unit cost is higher than the budgeted level	+157	ASCPH	Direct Payments - Physical Disability Gross: forecast unit cost lower than affordable level	-310
ASCPH	Contributions to Voluntary Organisations Gross: review and commissioning of new services to support transformation agenda	+157	ASCPH	Residential Care - Older People Gross: savings on in-house service & Integrated Care Centres due to OP modernisation strategy	-255
ASCPH	Residential Care: Physical Disability Income: forecast unit charge lower than budgeted level	+139	ASCPH	Direct Payments - Older People Income: forecast unit charge higher than affordable level	-236
ASCPH	Domiciliary Care - Learning Disability Income: forecast number of hours lower than affordable level	+139	ASCPH	Day Care - Learning Disability Gross: staffing savings on in-house service from modernisation strategy & reduced client numbers	-204
ASCPH	Residential Care - Learning Disability Income: preserved rights number of weeks is lower than affordable level	+131	ASCPH	Day Care - Learning Disability Gross: savings on the commissioning of external day care services	-185
ASCPH	Direct Payments - Older People Gross: forecast unit cost is above budgeted level	+129	ASCPH	Domiciliary Care - Older People Gross: forecast unit cost lower than budgeted level	-166
ASCPH	Residential Care: Physical Disability Gross: pressure on preserved rights	+125	ASCPH	Direct Payments - Learning Disability Gross: forecast unit cost below affordable level	-150
ASCPH	Domiciliary Care - Learning Disability Gross: pressure on provision of domi care to clients within extra care sheltered housing	+115	ASCPH	Adult Social Care Staffing: Staff Savings	-137
			ASCPH	Direct Payments - Physical Disability Income: forecast unit charge greater than budgeted level	-136
			ASCPH	Supported Accommodation - Physical Disability/Mental Health - Income: forecast unit charge is higher than budgeted level	-112
	ASC&PH PORTFOLIO TOTAL	+13,084		ASC&PH PORTFOLIO TOTAL	-16,701
EHW	Highways:General maintenance and emergency response - dual carriageway maintenance	+232	EHW	Disposal Contracts - reduced level of residual waste being processed	-440
EHW	Highways:Traffic Management - Lane rental scheme development costs	+145	EHW	Payments to Waste Collection Authorities (District Councils) - reduced tonnage	-350
EHW	Highways:Tree Maintenance, grass cutting and weed control - Additional weed control activity	+100	EHW	Highways:Traffic Management - Permit Scheme income	-326
			EHW	Household Waste Recycling Centres - additional income from textiles contract	-313
			EHW	Landfill Tax - level of waste below affordable level	-241
			EHW	Strategic Management & Directorate support budgets - pensions	-227
			EHW	Recycling Contracts and Composting - reduced level of waste	-211
			EHW	Household Waste Recycling Centres - income from lead acid batteries	-120
	EH&W PORTFOLIO TOTAL	+477		EH&W PORTFOLIO TOTAL	-2,228

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
C&C	Consumer Direct: Reduction in income linked to lower call volumes	+438	C&C	Consumer Direct: Reduced staff numbers in line with reduced call volumes	-412
			C&C	Trading Standards & KSS: Staff Vacancies	-197
			C&C	Gateways: rephasing of Gateway programme/ opening dates of Herne Bay & Swanley	-139
			C&C	Community Wardens: Staff vacancies	-137
	C&C PORTFOLIO TOTAL	+438		C&C PORTFOLIO TOTAL	-885
F&BS	Contribution to economic downturn reserve of 2012-13 write down of discount saving from 2008-09 debt restructuring	+159	F&BS	savings on debt charges & MRP due to re-phasing of capital programme in 11-12, together with no new borrowing in 12-13	-3,149
			F&BS	underspend on leases	-400
			F&BS	2012-13 write down of discount saving from 2008-09 debt restructuring	-159
			F&BS	Finance & Procurement Gross - staffing underspend	-150
	F&BS PORTFOLIO TOTAL	+159		F&BS PORTFOLIO TOTAL	-3,858
BSPHR	Property & Infrastructure Gross - extension to leasehold payments; more cautious approach to capitalising expenditure	+1,351	BSPHR	Governance & Law Gross - revised business objectives	-1,025
BSPHR	Governance & Law Income - revised business objectives	+1,025	BSPHR	Property and Infrastructure Income - Use of Local Authority Capital Maintenance Grant to fund revenue expenditure previously categorised as capital	-700
BSPHR	Human Resources Income - under-recovery of income target by Schools Personnel Service	+515	BSPHR	Human Resources Gross - under-spend on Schools Personnel Service mainly on salaries, partially off-setting under delivery of income target	-360
BSPHR	Human Resources Gross - pressure on Employee Services budget mainly on staffing	+151			
	BSP&HR PORTFOLIO TOTAL	+3,042		BSP&HR PORTFOLIO TOTAL	-2,085
		+28,658			-29,664

3.4 Key issues and risks

3.4.1.1 Education, Learning & Skills portfolio: Forecast (excl. schools) +£0.325m

It has not been possible to generate the anticipated savings on an Attendance & Behaviour contract. This has implications for the 2013-14 budget and alternative savings will need to be found. This pressure is partially offset in the current year by a net surplus on traded activity within the Education Psychology Service. Further details are provided in Annex 1.

3.4.1.2 Education, Learning & Skills portfolio – Schools Delegated: Forecast +£1.902m

The first monitoring returns from schools are not due until October. Therefore this forecast relates entirely to the reduction in schools reserves resulting from an anticipated 34 schools converting to academy status and taking their reserves with them.

3.4.2 **Specialist Children's Services portfolio: Forecast +£5.295m**

There has been a continuation of the pressures experienced during 2011-12 mainly on Fostering, and Residential Children's Services. In addition, there is a pressure on Children's Social Care staffing, as a result of the new county referral unit which has been set up in advance of the main SCS restructure. Further details are provided in Annex 2.

3.4.3 **Adult Social Care & Public Health portfolio: Forecast -£3.474m**

There is a continuation of the trends experienced in 2011-12 with lower than budgeted demand for direct payments, domiciliary care and day care. In addition, there is also reduced demand for nursing and residential care compared to the budgeted level. These underspends are partially offset by increased demand for Supported Accommodation for clients with learning disabilities. Further details are provided in Annex 3.

3.4.4 **Environment, Highways & Waste portfolio: Forecast -£2.228m**

This underspend largely relates to the waste budgets, reflecting a continuation of the savings experienced in 2011-12 as a result of lower than budgeted waste tonnage and new income streams from recyclates. Within Highways and Transportation, additional costs of dual carriageway maintenance, additional weed control as a result of the particularly rainy weather and development costs for a lane rental scheme are offset by additional income from the Permit Scheme. In addition there is underspending against the directorate pensions budget. Further details are provided in Annex 4.

3.4.5 **Customer & Communities portfolio: Forecast -£0.462m**

This underspend is largely due to vacancy management within Trading Standards (including Kent Scientific Services) and Community Wardens, together with a delay in the opening of the Herne Bay and Swanley Gateways providing a saving on running costs in this financial year. In addition, there is a reduction in the call volumes being experienced within Consumer Direct resulting in a loss of income, as income is calculated on a price per call, however this is offset by reduced staffing costs in line with the reduction in call volumes. Further details are detailed in Annex 5.

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

3.4.6.1 **Finance & Business Support portfolio: Forecast -£0.150m**

This underspend is as a result of many appointments being made to the new structure at the bottom of the grade, whereas the budget is set at the mid-point of grade.

3.4.6.2 **Business Strategy, Performance & Health Reform portfolio: Forecast +£1.020m**

Pressures are forecast within Property & Infrastructure where savings from vacating lease hold properties have not happened as quickly as anticipated due to changes in requirements as a result of service transformations and restructures throughout the Council, together with a more cautious approach to capitalising expenditure in response to changes in accounting requirements. A pressure is also forecast within Human Resources due to the under-delivery of challenging income targets within the Schools Personnel Service and pressures on staffing due to increased demand to support many divisional restructures and service transformations. In addition, there is a shortfall in income within Governance & Law and a compensating underspend on staffing and related costs, which reflects the impact of the Evolution, Efficiency & Enterprise project, which is seeking to reduce the cost of legal services to the council. Management action is expected to be delivered to offset these pressures.

Further details are provided in Annex 6.

3.4.7 The key issues within the Financing Items budgets are:

3.4.7.1 **Finance & Business Support portfolio: Forecast -£3.549m.**

There are savings on the net debt charges budget as a result of deferring borrowing in 2011-12 due to the re-phasing of the capital programme, cash balances have been relatively high and no new borrowing has been taken in the first quarter of 2012-13. Also, due to the re-phasing of the capital programme in 2011-12, it is likely that fewer assets became operational than expected and therefore we are anticipating a saving on Minimum Revenue Provision (MRP). 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 there are savings on the leases budget reflecting a continuation of the trend in recent years. Further details are provided in Annex 7.

3.4.8 By the end of the financial year, management action is expected to be delivered to achieve a balanced budget within the Education, Learning & Skills and Business Strategy, Performance & Health Reform portfolios, with an overall underspend of £4.568m forecast at this stage. In the context of a savings requirement of £100m and on the back of delivering a £95m saving target last year, this is a very promising position at this stage of the year. The forecasts show that the vast majority of the £100m savings are on track to be delivered. The intention remains that where delivery proves to be unlikely, that equivalent savings elsewhere within the relevant portfolio will be made as appropriate. The position will be closely monitored throughout the remainder of the financial year and every effort will be made to ensure that we remain within a balanced position.

3.5 Implications for future years/MTFP

3.5.1 The key issues and risks identified above will need to be addressed in directorate medium term plans (MTFP) for 2013-16. Although most pressures, excluding those within Specialist Children's Services (SCS), are forecast to be largely offset by management action this year, some of the management action is likely to be one-off or not sustainable for the longer term. There are other pressures which, although not hugely significant this year, will also need addressing in the MTFP. These are detailed in the Annex reports. With regard to the pressures within SCS, controls and early intervention services have been put in place, which are expected to reduce the financial pressure on these services over the medium term.

4. CAPITAL

4.1 The Capital Programme 2012-15 has an approved budget of £621.156m. The forecast outturn against this budget is £614.866m, giving a variance of -£6.290m. This is made up of an unfunded variance of +£3.076m, rephasing to later years of -£15.248m, funded variances of +£7.482m and project underspends of -£1.600m.

4.2 Table 1 – Revised approved budget

	Portfolios							
	Total	Adults Social Care & Public Health	Business Strategy, Performance & Health Reform	Customer & Communities	Education, Learning & Skills	Environment, Highways & Waste	Regeneration & Economic Development	Specialist Childrens Services
	£m	£m	£m	£m	£m	£m	£m	£m
Approved budget last reported to Cabinet	619.936	21.201	28.088	18.815	273.935	173.654	103.493	0.750
Approvals made since last reported to Cabinet	1.220	0.267	5.997	-5.570	0.161	0.346	0.025	-0.006
Revised approved budget excl PFI	621.156	21.468	34.085	13.245	274.096	174.000	103.518	0.744

4.3 Table 2 – Further approvals to budget for Cabinet to approve

	Total	Adults Social Care & Public Health	Business Strategy, Performance & Health Reform	Customer & Communities	Education, Learning & Skills	Environment, Highways & Waste	Regeneration & Economic Development	Specialist Childrens Services
Scheme	£m	£m	£m	£m	£m	£m	£m	£m
Public Rights of Way	0.070			0.070				
Public Rights of Way	0.120			0.120				
Public Rights of Way	0.035			0.035				
Tunbridge Wells Library	0.025			0.025				
Community Facilities - Edenbridge	0.006			0.006				
MASH	0.025							0.025
Integrated Transport Schemes	0.130					0.130		
Integrated Transport Schemes	0.118					0.118		
Integrated Transport Schemes	0.287					0.287		
Coldharbour Gypsy Site	0.240					0.240		
Sittingbourne Northern Relief Rd	0.037					0.037		
Energy Water Investment Fund	0.296					0.296		
Energy Efficiency - solar panels			-0.193					
Energy efficiency in the KCC estate			0.193					
Various	-0.030	-0.031			0.001			
Total	1.359	-0.031	0.000	0.256	0.001	1.108	0.000	0.025

4.4 Table 3 – Summary of variance

	Portfolios							
	Total	Adults Social Care & Public Health	Business Strategy, Performance & Health Reform	Customer & Communities	Education, Learning & Skills	Environment, Highways & Waste	Regeneration & Economic Development	Specialist Childrens Services
	£m	£m	£m	£m	£m	£m	£m	£m
Unfunded variance	3.076	0.000	0.000	0.000	0.000	1.203	0.000	1.873
Funded variance (from table 2)	1.359	-0.031	0.000	0.256	0.001	1.108	0.000	0.025
Variance to be funded from revenue	6.123	0.000	0.000	0.063	0.000	6.000	0.000	0.060
Project Underspend	-1.600	0.000	-0.700	0.000	0.000	-0.900	0.000	0.000
Rephasing (beyond 2012-15)	-15.248	-1.418	0.000	0.000	0.000	-4.120	-9.710	0.000
Total variance	-6.290	-1.449	-0.700	0.319	0.001	3.291	-9.710	1.958

4.5 Summary of schemes with real variance over £0.100m and proposed actions to mitigate:

4.5.1 The following schemes have been identified which show a real unfunded variance in excess of £0.100m:

- Drovers Roundabout-M20 /J9 (+£1.203m) – E&E

Construction of the scheme was completed in October 2011 with the opening of the feature bridge over the M20. Several significant claims remain to be agreed with the contractor. The forecast overspend of £1.203m is based on the current estimated cost of the final settlement and is expected to be funded by additional grant.

- MASH – (+£1.898m) - SCS

Latest MASH estimates show a forecast variance of £1.898m in 2012-13. This reflects a continuing pressure. There is anticipated funding of £0.825m external funding - £0.800m of which is awaiting confirmation from the NHS. If this is forthcoming there remains an unfunded variance of £1.073m, the funding of which is yet to be resolved.

4.6 Summary of schemes whereby completion is delayed and impact on delivery:

- Sittingbourne Northern Relief Road: (Re-phased to later years) – E&E

Construction of the Relief Road was completed in December 2011. Landscaping, operational and remedial works are to be completed during this financial year. The remainder of the forecast spend relates to Land Compensation Act Part 1 claims. This expenditure has been re-phased because of the inherent uncertainty in the timing and settlement of claims. Claims can be made at anytime up to 7 years after scheme opening although most are received within the first 2 years. Progress on settling claims is dependent on the attitude of claimants' agents and past experience has shown that full closure of all claims can take several years.

- East Kent Access Road Phase 2 : (Re-phased to later years) – E&E

Construction of the scheme was completed in May 2012. Good progress is being made on the commercial aspects and it is expected that the final contract cost will be agreed in this financial year. Initial traffic management works on bypassed roads are underway and it is expected that full completion of such measures will also be completed during this financial year. However, it is likely that settlement of Land Compensation Act Part 1 claims will take longer than originally envisaged and so this expenditure has been re-phased.

- HWRC – Tonbridge & Malling (re-phased to later years) – E&E

This project is in the early planning stages and is now expected to be completed in future years.

- Kent Thameside Strategic Transport Programme (re-phasing brought forward into 12-15) – E&E

Some projects within the programme have been accelerated and funding for these has been brought forward from future years.

- Regional Growth Fund – Regeneration & Economic Development

The rephasing of -£9.710m into 2016-17 is due to the re-profiling of the programme based on the best estimates of applications expected for the Expansion East Kent Fund.

- Community Care Centre – Thameside Eastern Quarry/Ebbsfleet

Rephasing of £1.418m to 2015/16. This is dependent on the housing development which is not progressing at the expected rate. This scheme is to be funded from developer contributions.

- Edenbridge Community Centre

The contractor has submitted an extension of time request in relation to the construction of the Edenbridge Centre and the associated housing development. This has had the impact of a delay to the opening of the centre from October 2012 to January 2013. The fixed price Design and Build contract means that there are no financial risks to KCC but the estimated completion date has been elongated.

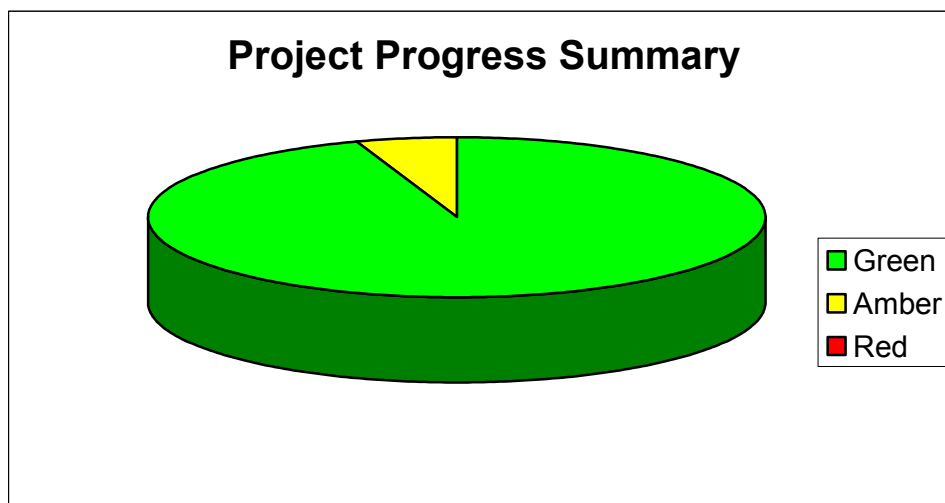
4.7 Summary of projects by Status

4.7.1 All projects within the capital programme have been assigned a Red, Amber or Green status using the following assessments:

- 4.7.2 Green – Projects on time and budget
- Amber – Projects either delayed, or over ¹budget
- Red – Projects both delayed and over budget

4.7.3 Table 5 – Project Progress summary by Directorate

	Green - number of schemes	Amber - number of schemes	Red - number of schemes	Total Number of Schemes
ELS	57	0	0	57
FSC	23	2	0	25
E&E	31	5	0	36
C&C	20	1	0	21
BSS	30	1	0	31
	161	9	0	170



¹ Only show as over budget if unfunded and above £100k or 10% of project budget. Any considered amendments to projects, for which additional funding is available would not be deemed as over budget.

4.8 Good News Stories

- The Kent History and Library Centre

The Kent History and Library Centre opened ahead of schedule on 23rd April 2012. The new centre provides 14 linear metres of specialist archive shelving, with a Community History area and Archives searchroom where customers can look at original documents. This replaces the old archive centres at Centre for Kentish Studies and Whitfield.

The building also houses a new public library for Maidstone to replace Springfield and Maidstone St Faiths libraries, thereby combining four buildings into one with integrated front of house staffing.

The building also has many 'green' features including a green wall, sedum roof and biodiesel boilers.

- East Kent Access Phase 2

East Kent Access Phase 2 was successfully completed and opened to traffic on 23 May 2012 at an opening event attended by Norman Baker MP Under Secretary of State for Transport. The construction contract involving a complex box tunnel thrust under a railway and road has been achieved on time and budget. CPO land negotiations and particularly Land Compensation Act Part 1 claims will continue for several years but there is confidence that the overall project will be delivered within the budget.

- A2 Cyclopark

A charitable trust was established in May of this year and took on the operation of Cyclopark. It was formally launched to the public on Sunday 27 May by Hugh Robertson MP, Minister for Sport. On the day over 1,000 people took part in the Skyride event, whilst others enjoyed the BMX tracks, mountain bike track, skateboard park, extensive children's play area and 100 seat cafe.

The park has remained open to the public since that date whilst other work has been ongoing to complete further facilities and increase the offer in terms of retail and workshop space. The trust is actively seeking tenants for these spaces but in the meantime is offering cycle hire facilities. CCTV and parking payment facilities are now in the process of being installed.

Having operated the cycle track for events in advance of the formal opening, Cyclopark has already secured bookings for over 170 specific events and the Trust received over 400 applications for membership during its first week of opening to the public.

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 A work plan has been established to address the findings of the recently published Internal Audit report on risk management, which gave a 'limited' opinion on the Council's formal risk management arrangements, while acknowledging that Cabinet and the Corporate Management Team continued to manage risks throughout the year.

- 6.2 A small dedicated Risk Management team is now in place to take this agenda forward. A Corporate Risk Manager was appointed in May (on secondment to April 13) and both Risk Monitoring Officers have been in post since mid-June. Four of the ten audit report recommendations have been completed, with the rest due to be completed, or systems in place by end of Quarter 3 2012-13.
- 6.3 Since the audit, the Risk Management team has completed the following work:
- Corporate Risk Register updated following the CMT / Cabinet risk workshop in spring 2012, and circulated to CMT, Cabinet members and Governance & Audit Committee members.
 - KCC's Risk Management Policy reviewed and updated to reflect the new governance arrangements;
 - Risk Management guidance reviewed and updated, including production of a management guide to Risk Management, replacing the previous Statement of Required Practice. A series of quick reference guides for managers now feature on a revamped KNet site, to complement a new risk management toolkit.
 - Risk Management training has been re-established for Members and Officers. Officer training is now part of the Kent Manager programme and e-Induction.
 - A Risk Management database has been procured and is being configured for roll-out, with piloting to begin in September.
 - Risk reporting arrangements have been re-established, to fit with the new governance arrangements;
 - The team has been giving support and advice to Directorate & Divisional Management Teams to facilitate the re-establishment / refresh of divisional & directorate risk registers.
 - A risk management session with Cabinet and Corporate Management Team is scheduled for the autumn, to facilitate review and refresh of the current Corporate Risk Register.
 - The team has been liaising with other Local Authorities and public as well as private sector bodies to look for best practice.

7. REVENUE RESERVES

- 7.1 The table below reflects the projected impact of the current forecast spend and activity for 2012-13 on our revenue reserves:

Account	Actual Balance at 31/3/12 £m	Projected Balance at 31/3/13 £m	Movement £m
Earmarked Reserves	141.3	117.4	-23.9
General Fund balance	31.7	31.7	-
Schools Reserves *	59.1	57.2	-1.9

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

- 7.2 The reduction of £23.9m in earmarked reserves includes the contribution to a new council tax equalisation reserve of £7.5m, and a £2m contribution to the Invest to Save reserve, together with the £5m drawdown from reserves, which were all approved as part of the 2012-13 budget, as well as other planned movements in reserves such as IT Asset Maintenance, earmarked reserve to support the 2012-13 budget, Kingshill Smoothing, prudential equalisation, economic downturn reserve, revenue reserve to support projects previously classified as capital eg Member Highway Fund, Elections, repairs and renewals funds and PFI equalisation reserves, together with the anticipated movements in the Insurance Reserve, Regeneration Fund, dilapidations, NHS support for social care, rolling budget and Restructure reserves.
- 7.3 The reduction of £1.9m in the schools reserves is due to an anticipated 34 schools converting to academy status and therefore taking their reserves with them. The value of school reserves is very difficult to predict at this early stage in the year and further updates will be provided in future monitoring reports once the first monitoring returns have been received from schools.

8. STAFFING LEVELS

8.1 The following table provides a snapshot of the staffing levels by directorate as at 30 June 2012 compared to the numbers as at 31 March 2012, based on active assignments. Between 31 March 12 and 30 June 12, there has been a reduction of 875.28 FTEs of which 659.66 were in schools and 215.62 were non-schools.

		Mar-12	Jun-12	Difference	
				Number	%
KCC	Assignment count	44,226	42,875	-1,351	-3.05%
	Headcount (inc. CRSS)	37,399	36,226	-1,173	-3.14%
	Headcount (exc. CRSS)	33,274	32,061	-1,213	-3.65%
	FTE	24,389.61	23,514.33	-875.28	-3.59%
KCC - Non Schools	Assignment count	13,901	13,671	-230	-1.65%
	Headcount (inc. CRSS)	12,652	12,430	-222	-1.75%
	Headcount (exc. CRSS)	10,865	10,613	-252	-2.32%
	FTE	9,186.64	8,971.02	-215.62	-2.35%
BSS	Assignment count	1,673	1,559	-114	-6.81%
	Headcount (inc. CRSS)	1,665	1,555	-110	-6.61%
	Headcount (exc. CRSS)	1,646	1,540	-106	-6.44%
	FTE	1,523.86	1,427.96	-95.90	-6.29%
ELS	Assignment count	1,646	1,589	-57	-3.46%
	Headcount (inc. CRSS)	1,585	1,526	-59	-3.72%
	Headcount (exc. CRSS)	1,295	1,237	-58	-4.48%
	FTE	990.93	947.65	-43.28	-4.37%
C&C	Assignment count	3,971	3,941	-30	-0.76%
	Headcount (inc. CRSS)	3,415	3,398	-17	-0.50%
	Headcount (exc. CRSS)	2,274	2,239	-35	-1.54%
	FTE	1,730.35	1,706.67	-23.68	-1.37%
E&E	Assignment count	1,205	1,198	-7	-0.58%
	Headcount (inc. CRSS)	1,190	1,184	-6	-0.50%
	Headcount (exc. CRSS)	1,079	1,072	-7	-0.65%
	FTE	1,028.29	1,026.00	-2.29	-0.22%
FSC	Assignment count	5,406	5,384	-22	-0.41%
	Headcount (inc. CRSS)	4,897	4,865	-32	-0.65%
	Headcount (exc. CRSS)	4,611	4,560	-51	-1.11%
	FTE	3,913.21	3,862.74	-50.47	-1.29%
Schools	Assignment count	30,325	29,204	-1,121	-3.70%
	Headcount (inc. CRSS)	24,932	23,960	-972	-3.90%
	Headcount (exc. CRSS)	22,487	21,517	-970	-4.31%
	FTE	15,202.97	14,543.31	-659.66	-4.34%

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 **Agree** the changes to revenue cash limits within the ELS portfolio as detailed in section 1.1.1 and 1.1.2 of annex 1.
- 9.3 **Agree** the realignment of revenue budgets within the ASC&PH portfolio as detailed in section 1.1.1 and 1.1.2 of annex 3.
- 9.4 **Agree** the realignment of revenue budgets within E&E directorate affecting the EH&W and R&E portfolios as detailed in section 1.1.1 and 1.1.2 of annex 4.
- 9.5 **Agree** the changes to revenue cash limits within the BSS directorate affecting the R&E, BSP&HR, F&BS & D&P portfolios as detailed in section 1.1.1 and 1.1.2 of annex 6.
- 9.6 **Note** that residual pressures are currently forecast within the SCS portfolio and that management action is expected to be delivered within the ELS & BSP&HR portfolios.
- 9.7 **Note** and **agree** the changes to the capital programme, as detailed in section 4.3.
- 9.8 **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 2 and appendix 3 respectively.
- 9.9 **Note** the directorate staffing levels as at the end of June 2012 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 Schools	753,962	-753,962	0	
ELS	166,200	-106,680	59,520	
SCS	217,877	-64,526	153,351	
ASC&PH	452,204	-116,200	336,004	
EH&W	176,834	-27,299	149,535	
C&C	131,246	-51,320	79,926	
R&ED	5,174	-1,502	3,672	
F&BS	176,260	-113,897	62,363	
BSP&HR	89,961	-37,223	52,738	
D&P	7,472	-260	7,212	
Per Budget Book	2,177,190	-1,272,869	904,321	
Subsequent changes:				
ELS	2,000	0	2,000	Roll Forwards as agreed at 14 May Cabinet (Big Society Youth Employment Programme)
C&C	1,000	0	1,000	Roll Forwards as agreed at 14 May Cabinet (Big Society)
EHW	6,000	0	6,000	Roll Forwards as agreed at 11 June Cabinet (Highways Maintenance)
	7,992	250	8,242	Roll Forwards as agreed at 9 July Cabinet
Changes to grant/income allocations:				
ELS	48	-48	0	Golden Hellos funding from DfE Teaching Agency
ELS	-61	61	0	DCLG PFI grant adjustment for Swan Valley
ELS	279	-279	0	Summer Schools funding paid via the DfE Pupil Premium Grant
ELS	-1,879	1,879	0	Realignment of DfE Pupil Premium Grant to match school budgets as at April 2012
ASC&PH / F&BS	79	-79	0	Uplift in Learning Disability & Health Reform grant
ASC&PH	1,045	-1,045	0	Reablement funding from Health
C&C	200	-200	0	Gateways: DCLG Gurkha settlement fund
C&C	3,086	-3,086	0	C&C Strategic Management & Directorate support: DCLG grant for Tackling Troubled Families
C&C	-99	99	0	YOS: reduction in Youth Justice Board funding
C&C	-103	103	0	reduced Work Programme Funding within Supporting Independence & Employment due to reduction in intakes to the scheme
C&C	92	-92	0	YOS: contribution from Kent Police Authority of Youth Justice Board funding
C&C	118	-118	0	Youth: 2010-11 RIA for Youth Opportunities Fund
C&C	80	-80	0	Gateways: MOD funding for Dover tattoo - receipt in advance from 2011-12
C&C	313	-313	0	Gateways: Improvement & Efficiency South East funding for multichannel partnership working - receipt in advance from 2011-12
F&BS	27	-27	0	DCLG contribution to develop New Burdens Council Tax Benefit scheme
F&BS	9	-9	0	DCLG grant for Community Rights to Challenge New Burdens

Portfolio	CASH LIMIT			Technical Adjustments:
	Gross £k	Income £k	Net £k	
ELS	-150	150	0	correction to budget of treatment of wrong pension scheme payments - should be credit to gross and not income
ELS	-169	169	0	removal of recharging for school conferences
ELS	20	-20	0	special schools joining the school meals contract from August 2012
SCS	-25	25	0	SCS Management & Support: gross and income correction to budget build
ASC&PH	25	-25	0	ASC&PH Management & Support: gross and income correction to budget build
ASC&PH	-20	20	0	Other Adult Services: gross and income correction to budget build
ASC&PH	-93	93	0	ASC&PH Management & Support: removal of prior year one-off health funding budgets
ASC&PH	-8	8	0	LD Day Care: removal of income budget as day care moved from in-house provision to
ASC&PH	-657	657	0	realignment in light of 11/12 outturn, new partnership agreement between KCC & KMPT & reallocation of divisional budgets to services
ASC&PH	-131	131	0	Adult Social Care Staffing: removal of unachievable historic income target
ASC&PH	-1,189	1,189	0	Correction to budget: use of OP strategy funding to compensate for loss of income following the closure of in-house provision
ASC&PH	-602	602	0	Other Adult Services: gross and income realignment due to decline in OP meals service
EHW	-1,304	1,304	0	Environment Management - gross and income budget realignment not included in the budget build iro Kent Downs AONB
EHW	42	-42	0	Waste gross & income budget realignment
EHW	-605	605	0	Highways gross and income budget realignment
EHW	-915	915	0	Public Transport gross and income budget realignment
C&C	13	-13	0	Country Parks: gross and income budget realignment
C&C	-50	50	0	Trading Standards: removal of unachievable income target for KSS
C&C	-61	61	0	C&C Strategic Management & Directorate Support: gross and income budget realignment
C&C	-139	139	0	removal of internal recharging between CLS & Strategic Management & Directorate Support
C&C	-76	76	0	removal of internal recharging between KDAAT and YOS/Supporting People
C&C	-20	20	0	reduction in income from ELS for YOS
R&ED	487	-487	0	Regeneration gross and income budget realignment
F&BS	-1,029	1,029	0	Net Debt Charges (incl Investment Income) - gross and income realignment in respect of PEF2
F&BS/D&P	201	-201	0	Finance & Procurement gross and income budget realignment

Portfolio	CASH LIMIT			
	Gross	Income	Net	
	£k	£k	£k	
BSP&HR	1,200	-1,200	0	Property & Infrastructure gross and income adjustments to reflect recharging of costs to Community Learning Service
BSP&HR	-18	18	0	removal of internal recharging for historic hosting arrangements now property budgets are managed by Corporate Landlord
BSP&HR	40	-40	0	reinstate recharge of Business Strategy Risk post to Insurance Fund
BSP&HR	10	-10	0	Gross and income budget realignment within Performance Management
Revised Budget	2,192,193	-1,270,630	921,563	

FINANCIAL HEALTH INDICATORS

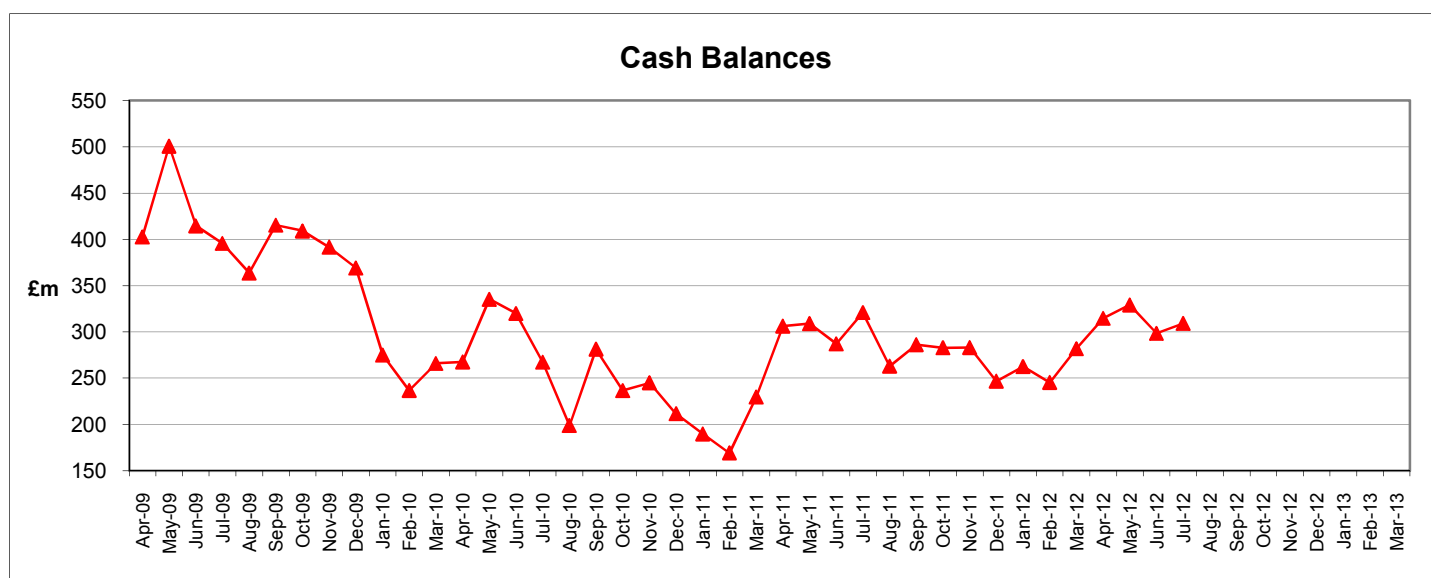
1. CASH BALANCES

The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently at risk in Icelandic bank deposits (£17.83m), balances of schools in the corporate scheme (£44m), 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 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	245.3	281.7
2012-13	314.6	329.2	298.4	309.1								



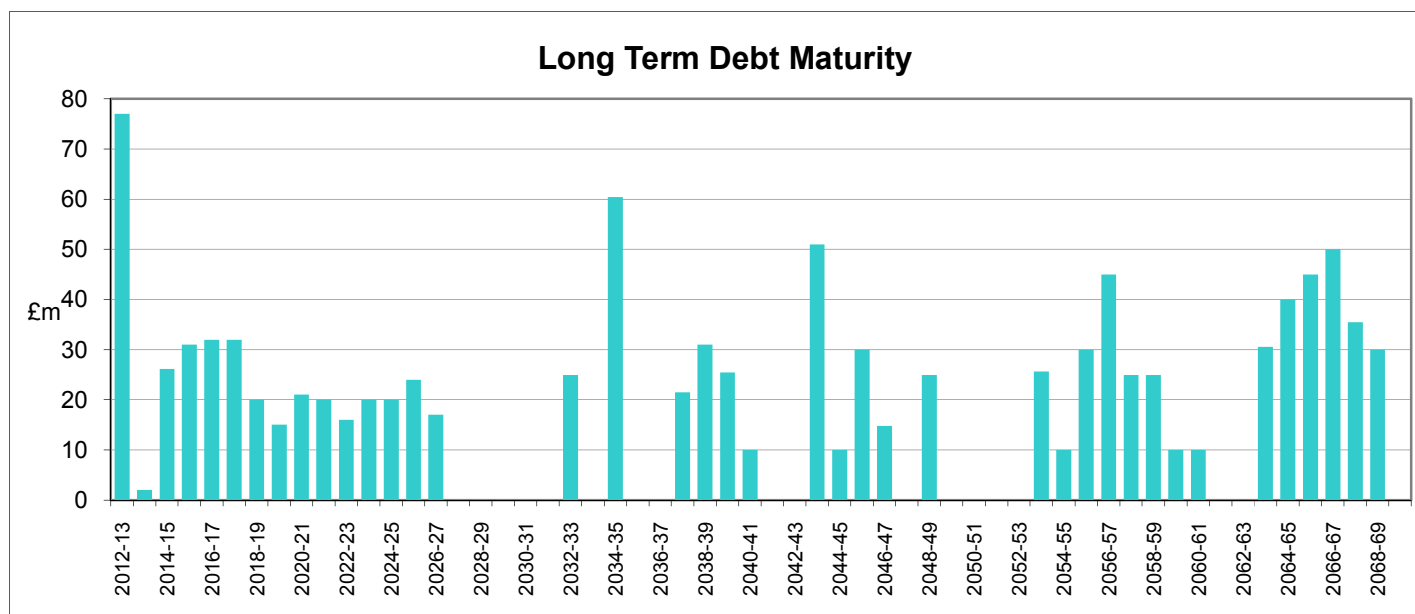
2. LONG TERM DEBT MATURITY

The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £44.81m 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 (£1.76m), Magistrates Courts (£0.827m) and the Probation Service (£0.131m). 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 2012-13 is £77.021m, £75m maturity loan and £2.021m relating to small annuity and equal instalment of principal loans.

Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2012-13	77.021	2024-25	20.001	2036-37	0.000	2048-49	25.000	2060-61	10.000
2013-14	2.015	2025-26	24.001	2037-38	21.500	2049-50	0.000	2061-62	0.000
2014-15	26.193	2026-27	17.001	2038-39	31.000	2050-51	0.000	2062-63	0.000
2015-16	31.001	2027-28	0.001	2039-40	25.500	2051-52	0.000	2063-64	30.600
2016-17	32.001	2028-29	0.001	2040-41	10.000	2052-53	0.000	2064-65	40.000
2017-18	32.001	2029-30	0.001	2041-42	0.000	2053-54	25.700	2065-66	45.000
2018-19	20.001	2030-31	0.001	2042-43	0.000	2054-55	10.000	2066-67	50.000
2019-20	15.001	2031-32	0.000	2043-44	51.000	2055-56	30.000	2067-68	35.500
2020-21	21.001	2032-33	25.000	2044-45	10.000	2056-57	45.000	2068-69	30.000
2021-22	20.001	2033-34	0.000	2045-46	30.000	2057-58	25.000	2069-70	0.000
2022-23	16.001	2034-35	60.470	2046-47	14.800	2058-59	25.000		
2023-24	20.001	2035-36	0.000	2047-48	0.000	2059-60	10.000	TOTAL	1,089.309



3. OUTSTANDING DEBT OWED TO KCC

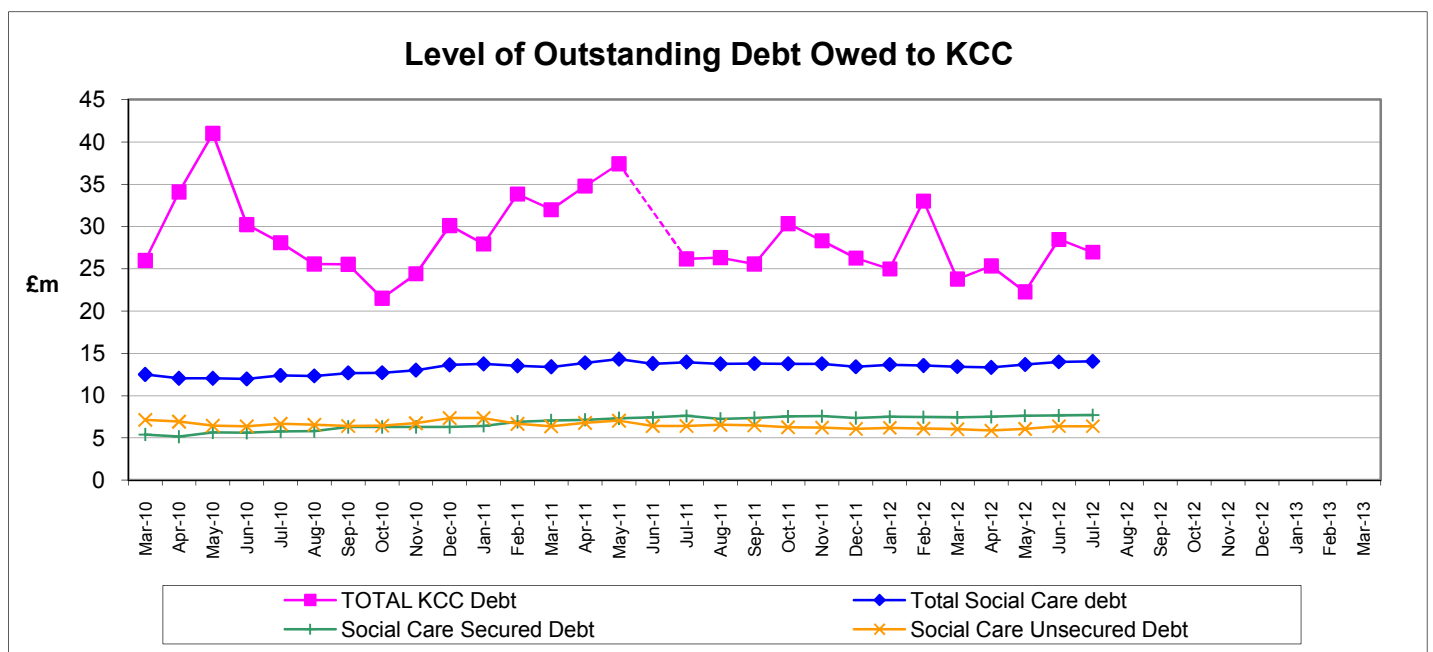
The following graph represents the level of outstanding debt due to the authority, which has exceeded its payment term of 30 days. The main element of this relates to Adult Social Services and this is also identified separately, together with a split of how much of the Social Care debt is secured (i.e. by a legal charge on the clients' property) and how much is unsecured.

	Social Care Secured Debt £m	Social Care Unsecured Debt £m	Total Social Care debt £m	FSC Sundry debt £m	TOTAL FSC debt £m	All Other Directorates Debt £m	TOTAL KCC Debt £m
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

	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
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	10.276	30.354
Nov 11	7.555	6.215	13.770	5.886	19.656	8.671	28.327
Dec 11	7.345	6.063	13.408	5.380	18.788	7.469	26.257
Jan 12	7.477	6.185	13.662	5.518	19.180	5.792	24.972
Feb 12 #	7.455	6.102	13.557	12.661	26.218	6.800	33.018
Mar 12 #	7.411	6.018	13.429	2.881	16.310	7.476	23.786
April 12	7.500	5.845	13.345	6.530	19.875	5.445	25.320
May 12	7.620	6.063	13.683	4.445	18.128	4.146	22.274
June 12	7.630	6.369	13.999	4.133	18.132	10.353	28.485
July 12	7.693	6.373	14.066	4.750	18.816	8.145	26.961
Aug 12							
Sept 12							
Oct 12							
Nov 12							
Dec 12							
Jan 13							
Feb 13							
March 13							

* The June 2011 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.

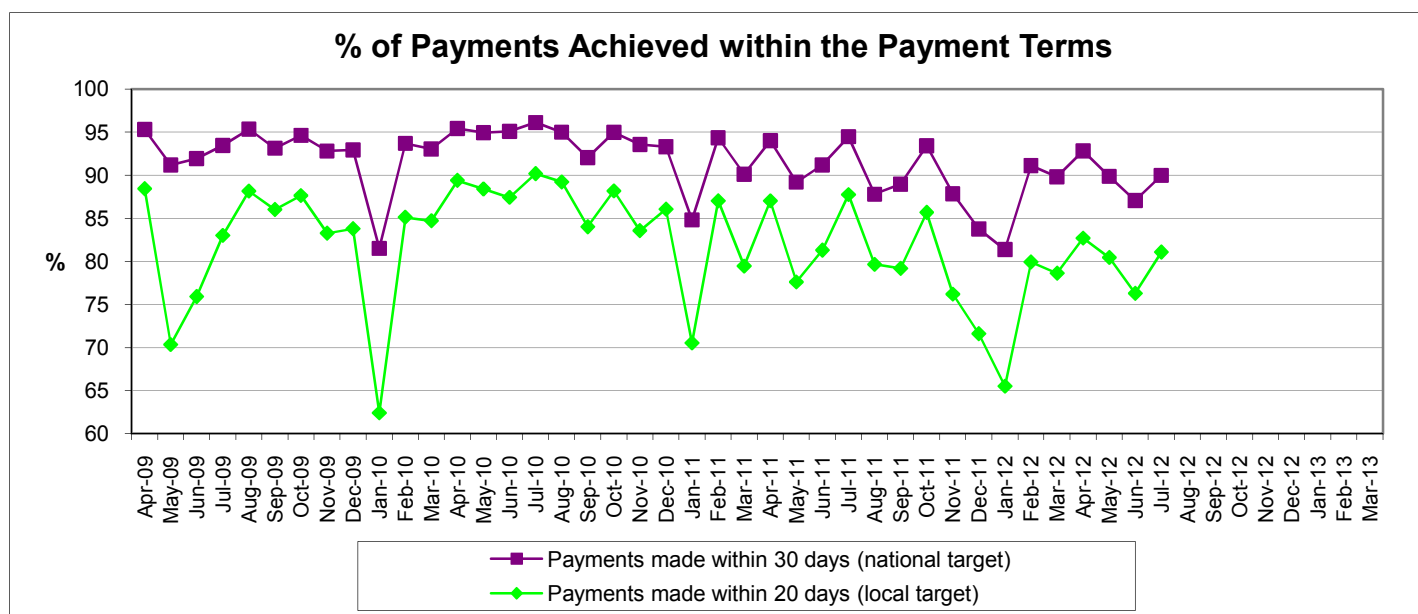
The previously reported social care debt figures for February and March 2012 included in error some debt that was not yet due i.e it was within the 4 week payment term. These figures have now been revised.



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. We focus on paying local and small firms as a priority.

	2009-10		2010-11		2010-11		2012-13	
	Paid within 30 days %	Paid within 20 days %	Paid within 30 days %	Paid within 20 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	92.8	82.7
May	91.2	70.4	95.0	88.4	89.2	77.6	89.9	80.4
June	91.9	75.9	95.1	87.4	91.2	81.3	87.1	76.3
July	93.5	83.0	96.1	90.2	94.5	87.7	90.0	81.1
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	83.8	71.6		
January	81.5	62.4	84.8	70.6	81.4	65.5		
February	93.7	85.1	94.3	87.0	91.1	79.9		
March	93.0	84.7	90.1	79.5	89.8	78.6		



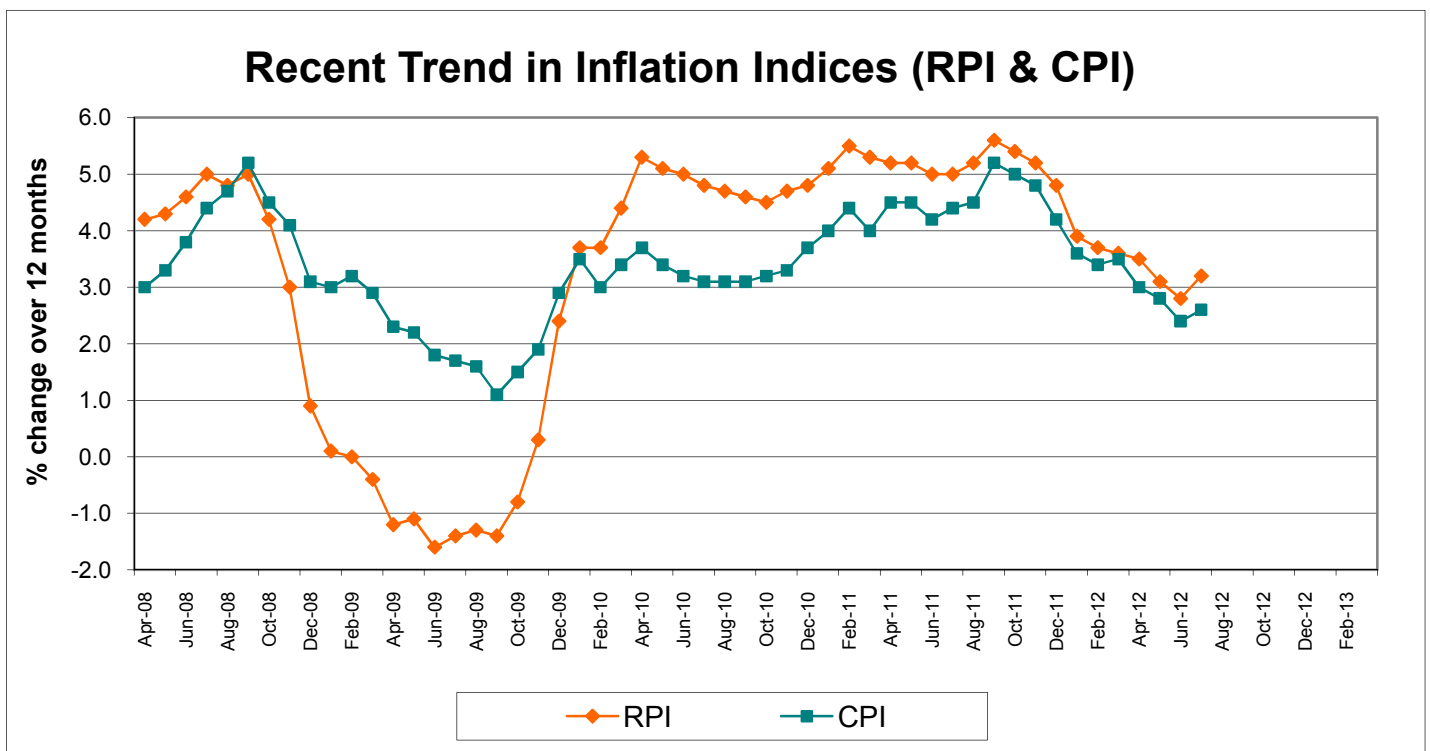
The percentages achieved for January were lower than other months due to the Christmas break. This is evident in both 2009-10, 2010-11 and 2011-12. This position was exacerbated in 2009-10 due to snow. The 2012-13 year to date figure for invoices paid within 20 days is 80.3%, and within 30 days is 90.1%. This compares to overall performance in previous years as follows:

	20 days	30 days
2009-10	81.9%	92.6%
2010-11	85.4%	93.4%
2011-12	79.2%	89.4%
2012-13 to date	80.3%	90.1%

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		2012-13	
	Percentage Change over 12 months									
	RPI %	CPI %	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	3.5	3.0
May	4.3	3.3	-1.1	2.2	5.1	3.4	5.2	4.5	3.1	2.8
June	4.6	3.8	-1.6	1.8	5.0	3.2	5.0	4.2	2.8	2.4
July	5.0	4.4	-1.4	1.7	4.8	3.1	5.0	4.4	3.2	2.6
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	3.7	3.4		
March	-0.4	2.9	4.4	3.4	5.3	4.0	3.6	3.5		



2012-13 Qtr 1 Monitoring of Prudential Indicators

1. Estimate of capital expenditure (excluding PFI)

Actual 2011-12	£265.761m	
Original estimate 2012-13	£278.885m	
Revised estimate 2012-13	£312.008m	(this includes the rolled forward re-phasing from 2011-12)

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

	2011-12 Actual	2012-13 Original Estimate	2012-13 Forecast as at 31-07-12
	£m	£m	£m
Capital Financing Requirement	1,495.873	1,538.083	1,538.083
Annual increase in underlying need to borrow	22.273	21.939	21.939

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 2011-12	12.85%
Original estimate 2012-13	11.77%
Revised estimate 2012-13	14.03%

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 2012-13

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

	Prudential Indicator 2012-13 £m	Position as at 31.07.12 £m
Borrowing	1,154	1,045
Other Long Term Liabilities	0	0
	1,154	1,045

- (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
	2012-13	31.07.12
	£m	£m
Borrowing	1,198	1,089
Other Long Term Liabilities	0	0
	1,198	1,089

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 2012-13 are:

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

	£m
Borrowing	1,195
Other long term liabilities	0
	1,195
	1,195

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

	£m
Borrowing	1,238
Other long term liabilities	0
	1,238
	1,238

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 2012-13

Fixed interest rate exposure	100%
Variable rate exposure	50%

These limits have been complied with in 2012-13.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31.07.12
	%	%	%
Under 12 months	10	0	7.1
12 months and within 24 months	25	0	0.2
24 months and within 5 years	40	0	8.2
5 years and within 10 years	30	0	9.9
10 years and within 20 years	30	10	8.9
20 years and within 30 years	30	5	15.9
30 years and within 40 years	30	5	12
40 years and within 50 years	40	10	16.6
50 years and within 60 years	40	10	21.2

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

Indicator	Actual
£50m	£10m

EDUCATION, LEARNING & SKILLS DIRECTORATE SUMMARY JUNE 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

- 1.1.1 The cash limits which the directorate is working to, and **upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The directorate would like to request formal virement through this report to reflect adjustments to cash limits required as a result of the finalisation of the directorate restructure which took effect from 1 April 2012, as changes are required to the position assumed when the budget was set in February 2012. This involves movements between A-Z budget lines but overall this has no effect on the gross and income budgets.

Cash limits have also been adjusted to reflect a number of technical adjustments to budget ie where there is no change in policy. These include:

- allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process together with the transfer of responsibilities between units where the effects of the Council restructure are still being refined. Overall these adjustments have increased the gross budget by £359k and increased income by £318k;
- changes to grant allocations, which have a net nil effect but a £1,613k reduction in both gross and income. These adjustments are all detailed in appendix 1 to the executive summary, "Reconciliation of gross and income cash limits in table 1c to the Budget Book" and includes changes to the Pupil Premium allocation;
- the addition of £2,000k roll forward from 2011-12 in respect of the Big Society Youth Employment Programme as approved by Cabinet in May and a further £80k of roll forward from 2011-12 as approved by Cabinet on 9 July 2012.

These changes have resulted in an overall increase in the gross budget of +£826k (+£359k – £1,613k + £80k + £2,000k) and a reduction in the income budget of +£1,295k (-£318k + £1,613k), giving a net +£2,121k impact overall.

Table 1a shows:

- the published budget,
- the proposed budget following adjustments for both formal virement and technical adjustments, together with roll forward from 2011-12 as approved by Cabinet in May and July and the inclusion 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,
- the total value of the adjustments applied to each A-Z budget line.

Cabinet is asked to approve these revised cash limits.

Table 1b shows the latest monitoring position against these revised cash limits.

1.1.2.1 **Table 1a** below details the change in cash limits by A-Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Education, Learning & Skills portfolio									
Delegated Budget:									
Schools Delegated Budgets	753,962	-753,962	0	742,696	-742,696	0	-11,266	11,266	0
TOTAL DELEGATED	753,962	-753,962	0	742,696	-742,696	0	-11,266	11,266	0
Non Delegated Budget:									
ELS Strategic Management & directorate support budgets	12,758	-9,342	3,416	12,824	-9,365	3,459	66	-23	43
Services for Schools:									
- PFI Schools Schemes	23,871	-23,871	0	23,810	-23,810	0	-61	61	0
- Schools' Meals	463	-463	0	566	-566	0	103	-103	0
- Schools' Non Delegated Staff Costs	2,644	-2,541	103	2,692	-2,589	103	48	-48	0
- Schools' Other Services	7,113	-6,646	467	7,113	-6,646	467	0	0	0
- Schools' Redundancy Costs	1,232	-1,232	0	1,232	-1,232	0	0	0	0
- School Improvement Services	5,581	-1,078	4,503	15,324	-10,821	4,503	9,743	-9,743	0
- Special School & Hospital Recoupment	1,660	-2,460	-800	1,660	-2,460	-800	0	0	0
- Schools' Teachers Pension Costs	7,829	-2,684	5,145	7,829	-2,684	5,145	0	0	0
	50,393	-40,975	9,418	60,226	-50,808	9,418	9,833	-9,833	0
Children's Services									
- Education & Personal									
- 14 - 19 year olds	3,080	-1,540	1,540	5,250	-1,630	3,620	2,170	-90	2,080
- Attendance & Behaviour	18,852	-18,038	814	18,771	-17,957	814	-81	81	0
- Connexions	6,787	0	6,787	6,787	0	6,787	0	0	0
- Early Years & Childcare	5,448	-5,043	405	5,288	-4,883	405	-160	160	0
- Education Psychology Service	2,915	-13	2,902	2,915	-13	2,902	0	0	0
- Free School Meals	1,288	-1,288	0	1,288	-1,288	0	0	0	0
- Individual Learner Support	10,181	-8,983	1,198	10,378	-9,182	1,196	197	-199	-2
- Statemented Pupils	7,444	-7,444	0	7,444	-7,444	0	0	0	0
- Independent Special School Placements	12,549	-12,549	0	12,549	-12,549	0	0	0	0
	68,544	-54,898	13,646	70,670	-54,946	15,724	2,126	-48	2,078
Transport Services									
- Home to College Transport	1,973	-367	1,606	1,973	-367	1,606	0	0	0
- Mainstream HTST	13,600	-584	13,016	13,600	-584	13,016	0	0	0
- SEN HTST	17,272	0	17,272	17,272	0	17,272	0	0	0
	32,845	-951	31,894	32,845	-951	31,894	0	0	0
Assessment Services									
- Assessment of Children's Educational Needs	1,660	-514	1,146	1,727	-581	1,146	67	-67	0
TOTAL NON DELEGATED	166,200	-106,680	59,520	178,292	-116,651	61,641	12,092	-9,971	2,121
Total ELS portfolio	920,162	-860,642	59,520	920,988	-859,347	61,641	826	1,295	2,121
Specialist Children's Services portfolio									
Early Years Education	41,276	-39,500	1,776	41,276	-39,500	1,776	0	0	0
Total SCS portfolio	41,276	-39,500	1,776	41,276	-39,500	1,776	0	0	0
Total ELS directorate controllable	961,438	-900,142	61,296	962,264	-898,847	63,417	826	1,295	2,121

1.1.2.2 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a:

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	742,696	-742,696	0	1,902		1,902	Estimated drawdown of reserves following 34 schools converting to academies
TOTAL DELEGATED	742,696	-742,696	0	1,902	0	1,902	
Non Delegated Budget:							
ELS Strategic Management & directorate support budgets	12,824	-9,365	3,459	-11	48	37	Legal costs +£200k
<u>Services for Schools:</u>							
- PFI Schools Schemes	23,810	-23,810	0	0	0	0	
- Schools' Meals	566	-566	0	0	0	0	
- Schools' Non Delegated Staff Costs	2,692	-2,589	103	0	0	0	
- Schools' Other Services	7,113	-6,646	467	57	-98	-41	
- Schools' Redundancy Costs	1,232	-1,232	0	0	0	0	
- School Improvement Services	15,324	-10,821	4,503	1	-1	0	
- Special School & Hospital Recoupment	1,660	-2,460	-800	0	0	0	
- Schools' Teachers Pension Costs	7,829	-2,684	5,145	0	0	0	
	60,226	-50,808	9,418	58	-99	-41	
<u>Children's Services</u>							
<u>- Education & Personal</u>							
- 14 - 19 year olds	5,250	-1,630	3,620	0	0	0	
- Attendance & Behaviour	18,771	-17,957	814	585	-35	550	unachievable contract saving
- Connexions	6,787	0	6,787	0	0	0	
- Early Years & Childcare	5,288	-4,883	405	0	0	0	
- Education Psychology Service	2,915	-13	2,902	274	-495	-221	Traded service with schools
- Free School Meals	1,288	-1,288	0	0	0	0	
- Individual Learner Support	10,378	-9,182	1,196	0	0	0	
- Statemented Pupils	7,444	-7,444	0	0	0	0	
- Independent Special School Placements	12,549	-12,549	0	0	0	0	
	70,670	-54,946	15,724	859	-530	329	
<u>Transport Services</u>							
- Home to College Transport	1,973	-367	1,606	0	0	0	
- Mainstream HTST	13,600	-584	13,016	0	0	0	
- SEN HTST	17,272	0	17,272	0	0	0	
	32,845	-951	31,894	0	0	0	
<u>Assessment Services</u>							
- Assessment of Children's Educational Needs	1,727	-581	1,146	0	0	0	
TOTAL NON DELEGATED	178,292	-116,651	61,641	906	-581	325	
Total ELS portfolio	920,988	-859,347	61,641	2,808	-581	2,227	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Specialist Children's Services portfolio							
Early Years Education	41,276	-39,500	1,776	0	0	0	
Total SCS portfolio	41,276	-39,500	1,776	0	0	0	
Total ELS directorate controllable	962,264	-898,847	63,417	2,808	-581	2,227	
Assumed Mgmt Action							
- ELS portfolio				-325		-325	
- SCS portfolio						0	
Total ELS <u>after</u> mgmt action	962,264	-898,847	63,417	2,483	-581	1,902	

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: Gross +£1,902k

The forecast £1.902m drawdown of schools reserves shown in table 1b represents the estimated reduction in reserves resulting from 34 schools converting to academies, including 14 schools converting to academies by the end of July 2012 and a further 20 expected to convert before the end of March 2013

Non Delegated Budgets

1.1.3.2 ELS Strategic Management & Directorate Support Budgets: Gross -£11k, Income +£48k, Net +£37k

The ELS Strategic Management & Directorate Support Budget is reporting a gross underspend of £11k. However within this there is a pressure of £200k for Legal Services due to the legal costs incurred when schools convert to academies. It had been anticipated that academy legal costs would reduce significantly in 2012-13 as approximately 2/3rds of secondary schools had already converted or were in the process of converting during 2011-12. However there is an increase in the number of primary schools converting which contribute towards the overall pressure. The remaining gross variance is due to a number of underspends all under £100k in value.

1.1.3.3 **Children's Services – Education & Personal:**

a. Attendance & Behaviour: Gross +£585k, Income -£35k, Net +£550k

As part of the overall ELS savings target for 2012-13, a savings target was assigned to an Attendance & Behaviour contract which it has subsequently not been possible to generate, leading to a £550k pressure on this budget line. There are other minor gross variances of +£35k and income variances of -£35k.

b. Education Psychology Service: Gross +£274k, Income -£495k, Net -£221k

During 2012-13 the Kent Educational Psychology Service has begun to offer a range of traded services – as part of EduKent - that schools and other customers can purchase whilst continuing to provide statutory services to schools which are not chargeable. The income variance reflects the current level of buy back for the traded services and the gross expenditure variance largely reflects the additional expenditure but the overall position on the traded activity is a net surplus of some £221k.

Specialist Children's Services portfolio:

1.1.3.4 The latest forecast suggests an overspend of around £0.3m on payments to PVI providers for 3 and 4 year olds as the actual hours provided exceeds the budgeted number of hours for the summer term as per section 2.3. As this budget is funded entirely from DSG, any deficit will be carried forward to the next financial year in accordance with the 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 delegated budgets (gross) - estimated drawdown of reserves following 34 schools converting to academies	+1,902	ELS	Education Psychology Service (income) - income from traded services with schools and other customers	-495
ELS	Attendance & Behaviour (gross) - unachievable contract saving	+550	ELS		
ELS	Education Psychology Service (gross) - additional costs of providing traded service	+274	ELS		
ELS	ELS Strategic Management & Directorate budgets (gross) - academy converter legal costs	+200			
		+2,926			-495

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:

The failure to achieve savings against the Attendance & Behaviour contract in 2012-13 has an implication for the 2013-14 MTFP of £583k and therefore alternative savings will need to be identified.

1.1.6 Details of re-phasing of revenue projects:

None

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

The Directorate is facing an overall pressure of £325k, excluding schools, but will balance its budget by the end of the year. This will be done through a combination of holding some specific vacancies, increasing income from schools through expanding the trading activity and reviewing the running costs of all service units. The detailed options to ensure that savings of £325k can be identified by year end are currently being developed and proposals will go to ELS DMT in September.

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.
- 1.2.2 The Education Learning & Skills Directorate has an approved budget for 2012-15 of £274.096m excluding schools (see table 1 below). The forecast outturn against this budget is £274.097m, giving a variance of +£0.001m. After adjustments for funded variances and reductions in funding, the revised variance comes to nil (see table 3).
- 1.2.3 Tables 1 to 3 summaries the Directorate's approved budget and forecast.
- 1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet	273.935	
Approvals made since last reported to Cabinet	0.161	
Revised approved budget	274.096	

- 1.2.5 Table 2 – Further changes to budget for Cabinet to approve
None

- 1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	0.000
Funded variance (from table 2)	0.001
Variance to be funded from revenue	0.000
Rephasing (beyond 2012-15)	0.000
Total variance	0.001

Main reasons for variance

- 1.2.7 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

Scheme Name	Total approved budget	Previous Years Spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast Spend	Later Years Forecast Spend	2012-15 Variance	Total Project Variance	Status
	£m	£m	£m	£m	£m	£m	£m	£m	
Annual Planned Enhancement Programme	26.496	0.000	26.496	0.000	26.496	0.000	0.000	0.000	
Non Delegated Devolved Capital (PRU's)	0.653	0.000	0.653	0.000	0.653	0.000	0.000	0.000	
Ryarsh Primary School	0.169	0.000	0.169	0.000	0.169	0.000	0.000	0.000	
Archbishop Courteney (Site Purchase)	5.001	4.854	0.147	0.000	0.147	0.000	0.000	0.000	
Modernisation Programme 2008/09/10	0.500	0.000	0.500	0.000	0.500	0.000	0.000	0.000	
Specialist Schools Programme 2009/10	0.350	0.013	0.337	0.000	0.337	0.000	0.000	0.000	
Other Residual Projects :	-0.001	-0.001	0.000	0.000	0.000	0.000	0.000	0.000	
Special Schools Review - Phase 1	47.556	46.836	0.720	0.000	0.688	0.000	-0.032	-0.032	
Special Schools Review - Phase 2	3.000	1.677	1.323	0.000	1.355	0.000	0.032	0.032	
Vocational Education Programme	1.542	1.393	0.149	0.000	0.149	0.000	0.000	0.000	
Primary Improvement Programme	31.606	30.020	1.586	0.000	1.573	0.000	-0.013	-0.013	
Unit Review	3.500	0.816	2.684	0.000	2.684	0.000	0.000	0.000	
Dev Opps - Whitstable Community College	0.681	0.673	0.008	0.000	0.008	0.000	0.000	0.000	
Dev Opps - Swadelands	0.400	0.385	0.015	0.000	0.015	0.000	0.000	0.000	
Self Funded Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Building Schools for the Future - Wave 3	138.438	133.154	5.284	0.000	5.284	0.000	0.000	0.000	
BSF Unit Costs	0.693	0.000	0.693	0.000	0.693	0.000	0.000	0.000	
Practical Cooking Spaces	3.695	3.693	0.002	0.000	0.002	0.000	0.000	0.000	
Academy Unit Costs	4.680	2.862	1.818	0.000	1.818	0.000	0.000	0.000	
Academy - New Line Learning	28.599	28.309	0.290	0.000	0.290	0.000	0.000	0.000	
Academy - Cornwallis Academy	35.328	33.460	1.868	0.000	1.868	0.000	0.000	0.000	
Academy - Longfield Academy	24.597	24.578	0.019	0.000	0.019	0.000	0.000	0.000	
Academy - Spires	13.694	10.440	3.254	0.000	3.254	0.000	0.000	0.000	
Academy - Sheppey	49.578	25.683	23.895	0.000	23.895	0.000	0.000	0.000	
Academy - Marsh	16.627	13.905	2.722	0.000	2.722	0.000	0.000	0.000	
Academy - Skinners	20.399	5.963	14.436	0.000	14.436	0.000	0.000	0.000	
Goat Lees Primary School	2.685	0.246	2.439	0.000	2.439	0.000	0.000	0.000	
Repton Park (Templar Barracks)	6.100	1.789	4.311	0.000	4.311	0.000	0.000	0.000	
Dunton Green Primary School	0.800	0.000	0.800	0.000	0.800	0.000	0.000	0.000	
Lansdowne Primary School	2.500	0.000	0.000	2.500	0.000	2.500	0.000	0.000	

Scheme Name	Total approved budget	Previous Years Spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast Spend	Later Years Forecast Spend	2012-15 Variance	Total Project Variance	Status
	£m	£m	£m	£m	£m	£m	£m	£m	
Cheesemans Green PS	4.300	0.000	0.000	4.300	0.000	4.300	0.000	0.000	
Rushenden Primary School	3.000	0.000	0.000	3.000	0.000	3.000	0.000	0.000	
Leybourne Primary School	2.000	0.000	0.000	2.000	0.000	2.000	0.000	0.000	
John Wesley, Ashford	2.500	0.000	0.000	2.500	0.000	2.500	0.000	0.000	
Aylesham Primary School	1.000	0.000	0.000	1.000	0.000	1.000	0.000	0.000	
Ebbsfleet	5.100	0.000	0.000	5.100	0.000	5.100	0.000	0.000	
BN Other	31.987	0.000	31.987	0.000	31.987	0.000	0.000	0.000	
Modernisation Programme 2008/09/10	3.000	0.389	2.611	0.000	2.611	0.000	0.000	0.000	
Modernisation Programme 2011/12	6.512	3.590	2.922	0.000	2.936	0.000	0.014	0.014	
Modernisation Programme Future Years	19.873	0.076	19.797	0.000	19.797	0.000	0.000	0.000	
Dev Opps - St Johns PS/Kingsmead	2.017	0.030	1.987	0.000	1.987	0.000	0.000	0.000	
Dev Opps - Platt CEPS	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Academy - John Wallis	7.615	0.032	7.583	0.000	7.583	0.000	0.000	0.000	
Academy -- Wilmington Enterprise	13.056	0.200	12.856	0.000	12.856	0.000	0.000	0.000	
Academy - The Knole	16.947	0.000	16.947	0.000	16.947	0.000	0.000	0.000	
Academy - Dover Christchurch	10.252	0.134	10.118	0.000	10.118	0.000	0.000	0.000	
Academy - Astor of Hever	11.545	0.000	11.545	0.000	11.545	0.000	0.000	0.000	
Academy - Duke of York	24.240	0.000	24.240	0.000	24.240	0.000	0.000	0.000	
Special Schools Review - Phase 2	30.000	0.065	29.935	0.000	29.935	0.000	0.000	0.000	
Folkestone Academy Playing Fields	2.256	2.256	0.000	0.000	0.000	0.000	0.000	0.000	
Dev Opps - Headcorn Primary School	1.184	0.000	0.000	1.184	0.000	1.184	0.000	0.000	
Dev Opps - Bromstone Primary	3.088	0.000	0.000	3.088	0.000	3.088	0.000	0.000	
Dev Opps - Highworth Grammar	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Dev Opps - Istead Rise	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Dev Opps - Paddock Wood	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Dev Opps - Sevenoaks Primary	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Dev Opps - Whitehill Primary	0.950	0.000	0.000	0.950	0.000	0.950	0.000	0.000	
ELS Capital Programme Total	677.288	377.570	274.096	25.622	274.097	25.622	0.001	0.001	

- 1.2.8 **Status:**
 Green – Projects on time and budget
 Amber – Projects either delayed or over budget
 Red – Projects both delayed and over budget
- 1.2.9 Assignment of Green/Amber/Red Status
- 1.2.10 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.
- 1.2.11 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.
- 1.2.12 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why.

- 1.2.13 No projects currently have been assigned the red or amber status.

Key issues and Risks

- 1.2.14 **Key Issues:** There are a number of large programmes of work within the approval to plan section of the monitoring where we continue to forecast at cash limit until individual projects have been submitted for approval to spend & have individual cash limits. These major programmes of work are Basic Need for Future years (£31.987m), Special Schools Review Phase 2 (£29.935m) & Modernisation Programme for Future Years (£19.972m).
- 1.2.15 **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 2012-13 year. Future years are dependent upon government funding announcements later in the years.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

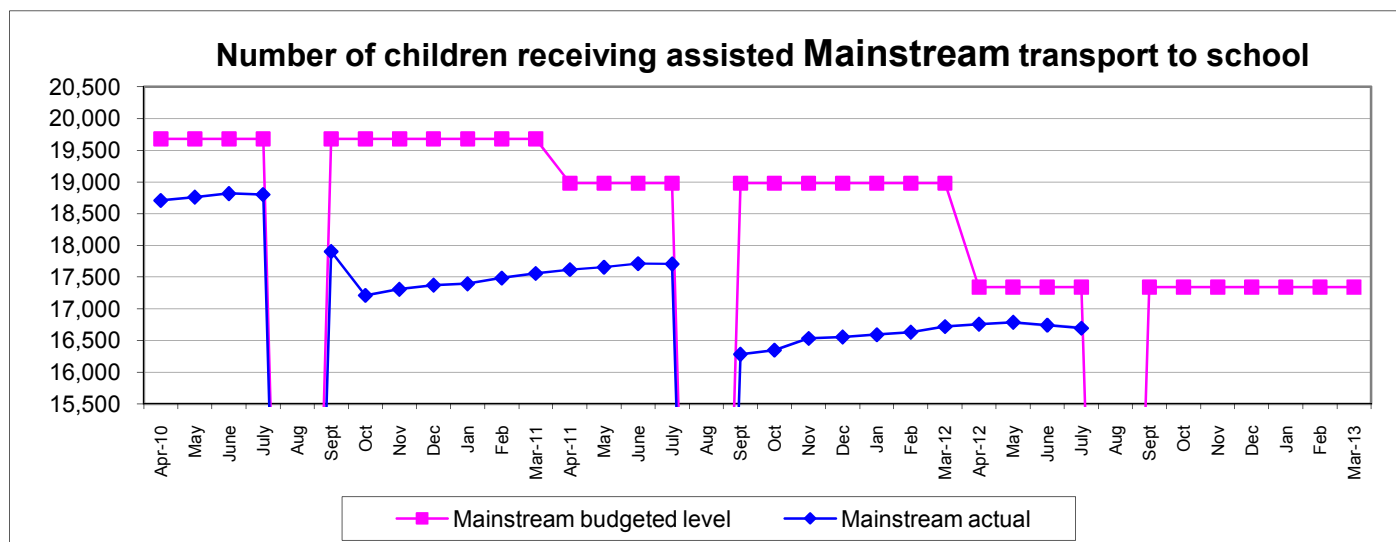
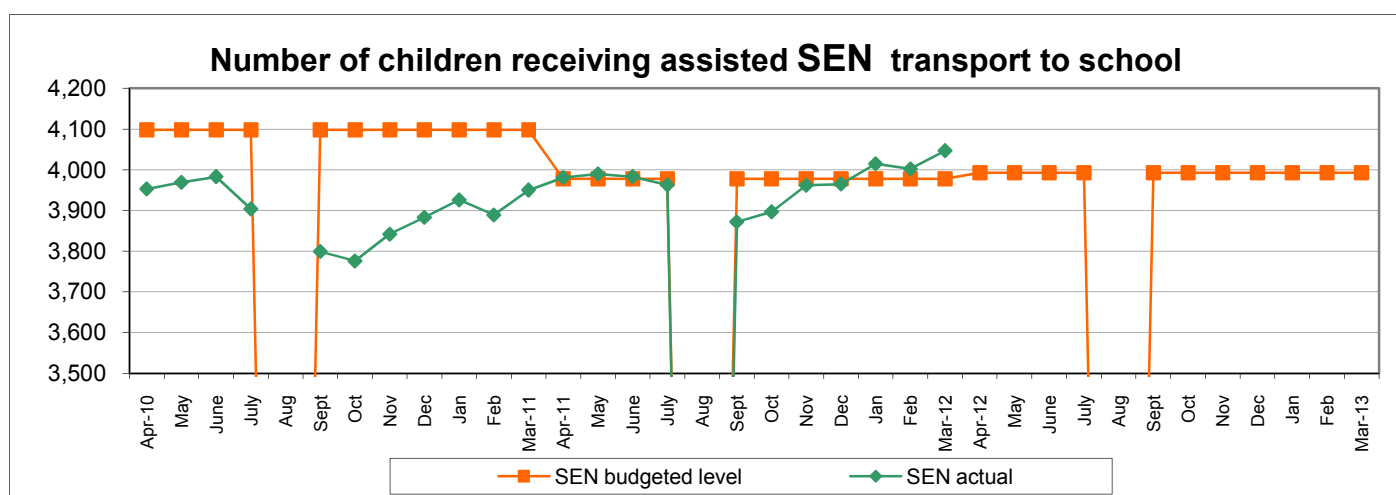
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	as at 31-3-07	as at 31-3-08	as at 31-3-09	as at 31-3-10	as at 31-3-11	as at 31-3-12	projection
Total number of schools	596	575	570	564	538	497	463
Total value of school reserves	£74,376k	£79,360k	£63,184k	£51,753k	£55,190k	£59,088k	£57,186k
Number of deficit schools	15	15	13	23	17	7	2
Total value of deficits	£1,426k	£1,068k	£1,775k	£2,409k	£2,002k	£833k	£51k

Comments:

- The information on deficit schools for 2012-13 has been obtained from the schools budget submissions. The Local Authority 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 has a “no deficit” policy for schools, which means that schools cannot plan for a deficit budget at the start of the year. Unplanned deficits will need to be addressed in the following year’s budget plan, and schools that incur unplanned deficits in successive years will be subject to intervention by the Local Authority. School’s Financial Services 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 total number of schools is based on the assumption that 34 schools (including 6 secondary schools and 28 primary schools) will convert to academies before the 31st March 2013 in line with the government’s decision to fast track outstanding schools to academy status.
- The estimated drawdown from schools reserves of £1,902k represents the estimated reduction in reserves resulting from 34 schools converting to academy status, however the value of school reserves and deficits are very difficult to predict at this early stage in the year and further updates will be provided in future monitoring reports once we have collated the first monitoring returns from schools.

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

	2010-11				2011-12				2012-13			
	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	4,098	3,953	19,679	18,711	3,978	3,981	18,982	17,620	3,993	4,055	17,342	16,757
May	4,098	3,969	19,679	18,763	3,978	3,990	18,982	17,658	3,993	4,064	17,342	16,788
June	4,098	3,983	19,679	18,821	3,978	3,983	18,982	17,715	3,993	4,099	17,342	16,741
July	4,098	3,904	19,679	18,804	3,978	3,963	18,982	17,708	3,993	4,106	17,342	16,695
Aug	0	0	0	0	0	0	0	0	0		0	
Sept	4,098	3,799	19,679	17,906	3,978	3,872	18,982	16,282	3,993		17,342	
Oct	4,098	3,776	19,679	17,211	3,978	3,897	18,982	16,348	3,993		17,342	
Nov	4,098	3,842	19,679	17,309	3,978	3,962	18,982	16,533	3,993		17,342	
Dec	4,098	3,883	19,679	17,373	3,978	3,965	18,982	16,556	3,993		17,342	
Jan	4,098	3,926	19,679	17,396	3,978	4,015	18,982	16,593	3,993		17,342	
Feb	4,098	3,889	19,679	17,485	3,978	4,002	18,982	16,632	3,993		17,342	
Mar	4,098	3,950	19,679	17,559	3,978	4,047	18,982	16,720	3,993		17,342	

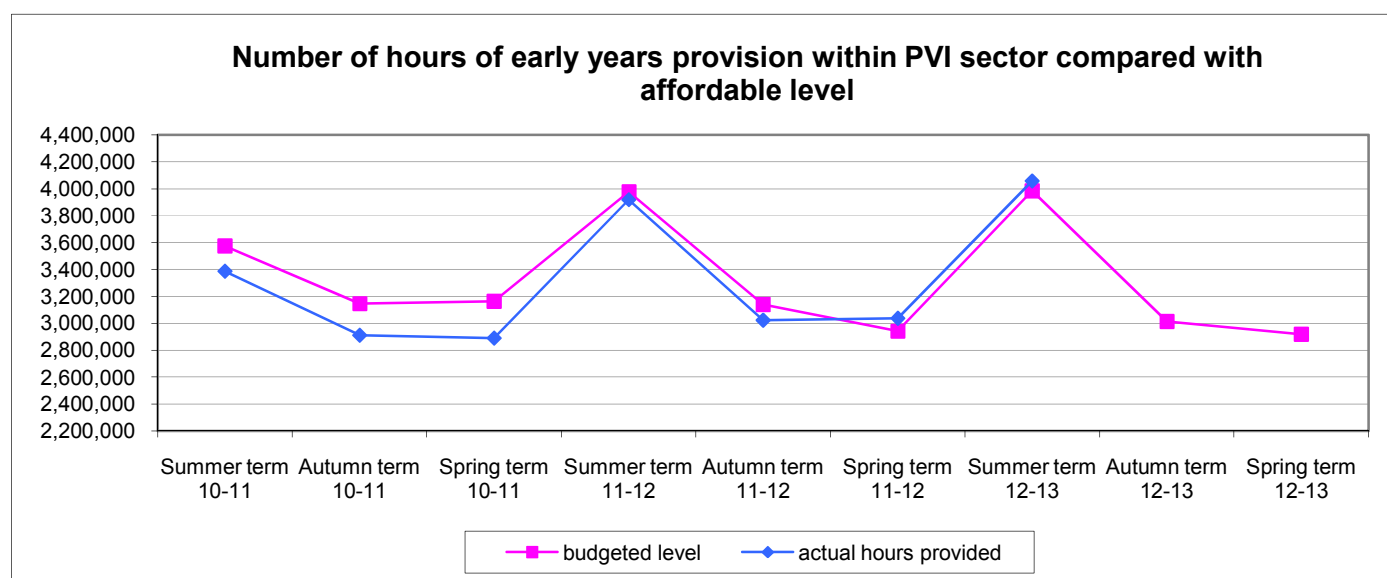


Comments:

- **SEN HTST** – Although the number of children travelling is higher than the budgeted level, there are a number of other factors which contribute to the overall cost of the provision of transport such as distance travelled and type of travel. As the numbers requiring transport for the 2012-13 academic year are still to be confirmed, no variance is being declared on this budget at this stage.
- **Mainstream HTST** - The number of children receiving transport is lower than the budgeted level but as the numbers requiring transport for the 2012-13 academic year are still to be confirmed, no variance is being declared at this stage.

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:

	2010-11		2011-12		2012-13	
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided
Summer term	3,572,444	3,385,199	3,976,344	3,917,710	3,982,605	4,056,425
Autumn term	3,147,387	2,910,935	3,138,583	3,022,381	3,012,602	
Spring term	3,161,965	2,890,423	2,943,439	3,037,408	2,917,560	
	9,881,796	9,186,557	10,058,366	9,977,499	9,912,767	4,056,425



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 current activity suggests an overspend of £0.295m on this budget which has been mentioned in section 1.1.3.4 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 overspend will be transferred to the schools unallocated 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 figures for actual hours provided are constantly reviewed and updated, so will always be subject to change.

**FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY
CHILDREN'S SERVICES SUMMARY
JUNE 2012-13 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 for the A-Z service analysis have been adjusted since the budget was set to reflect the addition of £0.300m of roll forward from 2011-12 as approved by Cabinet on 9 July 2012, and a number of other 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.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Specialist Children's Services portfolio							
Strategic Management & Directorate Support Budgets	4,570	-320	4,250	-51	-25	-76	
<u>Children's Services:</u>							
- Education & Personal							
- Children's Centres	17,670	0	17,670	0	0	0	
- Early Years & Childcare	3,899	-107	3,792	0	0	0	
- Virtual School Kent	2,641	-704	1,937	-278	0	-278	Staffing vacancies
	24,210	-811	23,399	-278	0	-278	
- Social Services							
- Adoption	8,320	-49	8,271	280	0	280	SGO, Staffing, increase in placements
- Asylum Seekers	14,901	-14,621	280	0	0	0	
- Children's Support Services	2,480	-1,043	1,437	102	0	102	OOH team
- Fostering	34,320	-237	34,083	3,235	0	3,235	Increase in weeks/lower unit cost, related reward increase, enhanced payments, agency staff
- Leaving Care (formerly 16+)	5,127	0	5,127	-383	0	-383	Section 24 saving, Staffing pressure
- Legal Charges	6,315	0	6,315	285	0	285	Increased demand
- Preventative Children's Services	19,537	-4,329	15,208	-950	0	-950	reduction in S17 payments
- Residential Children's Services	13,750	-2,144	11,606	1,936	-52	1,884	increase in weeks, reduction in unit cost, high cost placements, staffing
- Safeguarding	4,635	-316	4,319	202		202	Staffing
	109,385	-22,739	86,646	4,707	-52	4,655	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Assessment Services</u>							
- Children's Social Care Staffing	39,172	-885	38,287	994	0	994	County Referral Unit, Staffing
Total SCS portfolio	177,337	-24,755	152,582	5,372	-77	5,295	
Assumed Management Action							
- SCS portfolio						0	
Forecast after Mgmt Action				5,372	-77	5,295	

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:

Specialist Children's Services is currently going through a restructure and cash limits will need to be realigned later in the year once the new structure is finalised and in place. This will impact on the variances reflected within this report against the individual budget lines of the SCS Portfolio, but not on the overall position for the portfolio.

1.1.3.1 Virtual School Kent: Gross -£278k

The forecast underspend of -£278k is due to staffing vacancies and will be resolved as part of the SCS restructure.

1.1.3.2 Adoption: Gross +£280k

The current forecast variance of +£280k includes an £79k gross pressure as a result of an increase in the cost of staffing in the Adoption team and a pressure of £89k for an increase in the cost of placements. In addition, there is a pressure of £112k relating to special guardianship orders (SGO), this is due to the need to secure a permanent placement for a child where adoption is not suitable or required.

1.1.3.3 Asylum Seekers

The current forecast for Asylum is a breakeven position. This forecast has been made following positive discussions with UKBA and other councils. We have assumed that we will be reimbursed fully for our costs and will endeavour to maintain our unit cost within the agreed levels. If we are unable to reclaim all costs this position will change. In 2011-12 UKBA changed their grant rules and will now only fund the costs of an individual for up to three months after ARE (All Rights of appeal Exhausted) process, if the LA carries out Human Rights assessments. KCC have now agreed to undertake these assessments and staff have been trained accordingly.

1.1.3.4 Children's Support Services: Gross +£102k

There is a projected pressure on staffing of £102k which is for the Out of Hours team.

1.1.3.5 Fostering: Gross +£3,235k

Non-Related Fostering (in-house) is forecasting a gross pressure of £871k, as a result of the forecast number of weeks of service being 464 higher than the affordable level of 54,872, this generates £176k of current pressure. Additionally the unit cost being £1.14 lower than previously estimated when setting the cash limit has reduced the pressure by -£63k. There are also provisions within this forecast of £186k for the potential implications of enhanced payments for carers of disabled children and £530k of costs which were originally included within the Section 17 budget, but have been re-classified as fostering costs (see section 1.1.3.8), and other small variances totalling +£42k.

Independent fostering is forecasting a gross pressure of £1,684k. Again this is as a result of an increase in weeks support, which is 2,410 higher than the affordable level of 6,152 and results in a pressure of £2,215k. However, the average weekly cost is £86.28 lower than budgeted, and this reduces the total pressure by -£531k.

An underspend of -£515k is forecast on Kinship Non LAC which is due to reduced demand. This reduction in spend has resulted in an increase in the SGO forecast of £112k (in section 1.1.3.2 above) and £374k on related foster payments (see below), and other small variances of -£29k

There is a forecast pressure on Related Foster payments of £811k, of which +£437k is due to new legislation that came into effect on the 1st April 2011 which requires Local Authorities to pay reward payments to related foster carers. Kent's policy was that related carers only receive the maintenance element, whereas non-related carers receive both a maintenance and a fee element. At the time of calculating pressures for the 2012-13 budget Kent felt that this legislation was ambiguous, and sought legal advice to clarify our position. We have since had confirmation that we must apply this. The remaining +£374k is due to an increase in demand resulting from the drive to move children from Kinship to Related foster payments (and SGO see 1.1.3.2).

The county fostering team is forecasting an over spend of £384k, this is due to increased agency costs and will be resolved as part of the SCS restructure

1.1.3.6 Leaving Care (formerly 16+): Gross -£383k

An underspend of -£484k is forecast on leaving care/Section 24. This is partly due to fewer than anticipated 16-18 year olds using this service as they are remaining in foster care, and also stricter controls around S24 payments.

A pressure of £101k is forecast against staffing.

1.1.3.7 Legal Charges: Gross +£285k

There is a pressure forecast on the legal budget of +£285k, of which +£156k is due to increased demand and +£129k is spend which has moved from the Section 17 budget (see section 1.1.3.8).

1.1.3.8 Preventative Children's Services: Gross -£950k

There is a forecast underspend of -£950k on the Section 17 (*Provision of services for children in need, their families and others*) budget. £530k of this is due to spend being re-classified as fostering costs and a further £129k has been re-classified as legal costs, both of which had previously been classified as Section 17. These costs are now included in sections 1.1.3.5 and 1.1.3.7 respectively. Please note that budgets will be realigned as part of the SCS restructure. A further underspend has been forecast of £291k due to management action and more detailed guidance being issued to district teams on when they can make Section 17 payments.

1.1.3.9 Residential Children's Services: +£1,884k (+£1,936k Gross, -£52k Income)

Of the pressure within residential services, £994k (+£932k Gross, +£62k Income) relates to non disabled Independent sector residential provision. The forecast number of weeks of service is 397 higher than the affordable level of 1,892, which generates £1,226k of current pressure. Additionally the unit cost being -£155.4 lower than previously estimated when setting the cash limit has reduced this pressure by -£294k. The income variance of +£62k is due to a small reduction in income for placements from health.

The budget for independent residential care for disabled children is showing a pressure of £489k (£499k Gross, -£10k Income). This is due to an increase in high cost placements of £425k, and a pressure of £74k due to a small increase in the number of placements. There is also a small income variance of -£10k.

KCC residential care for disabled children shows a forecast pressure of £324k on staffing, partly due to an increase in permanent relief workers due to an increase in respite care, this variance will be resolved as part of the SCS restructure.

There is a further forecast variance on Residential care for Non-LAC of £174k due to an increase in placements and an income variance of -£104k due to an increase in income resulting from the additional placements.

There is also a small pressure forecast on secure accommodation of +£7k

1.1.3.10 Safeguarding: Gross +£202k

The safeguarding service is projecting a pressure of £202k on staffing, this will be resolved as part of the SCS restructure.

1.1.3.11 Assessment Services – Children’s Social Care Staffing: Gross +£994k

There is currently a forecast pressure on this budget of £1,279k for the new county referral unit which has been set up in advance of the main restructure. There is also a forecast underspend of -£285k on staffing, which will be resolved as part of the SCS restructure.

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
SCS	Fostering - Gross - Independent - forecast weeks higher than budgeted	+2,215	SCS	Fostering - Gross - Independent Fostering - forecast unit cost lower than budgeted	-531
SCS	Children's social care staffing - Gross - New County Referral Unit	+1,279	SCS	Preventative Children's Services - Gross - Costs re-classified as fostering	-530
SCS	Residential - Gross - Non Dis Independent Sector - forecast weeks higher than budgeted	+1,226	SCS	Leaving Care - Gross - decrease in demand as 16-18 yr olds remaining in foster care	-484
SCS	Fostering - Gross - Independent - fostering costs moved from S.17	+530	SCS	Fostering - Gross - Kinship Non LAC - move to related fostering	-374
SCS	Fostering - Gross - Related foster payments - increase in reward payments	+437	SCS	Residential - Gross - Non Dis Independent Sector - forecast unit cost lower than budgeted	-294
SCS	Residential - Gross - Dis Independent sector - Increase in high cost placements	+425	SCS	Preventative Children's Services - Gross - management action and more detailed guidance on Section 17 payments	-291
SCS	Fostering - Gross - County fostering team agency costs	+384	SCS	Children's social care staffing - Gross - staffing	-285
SCS	Fostering - Gross - Related foster payments - drive to move children from Kinship to Related fostering	+374	SCS	Virtual School Kent - Gross - Staffing	-278
SCS	Residential - Gross - KCC residential Dis - Staffing - permanent relief workers	+324	SCS	Preventative Children's Services - Gross - Costs re-classified as legal costs	-129
SCS	Safeguarding - Gross - Staffing	+202	SCS	Fostering - Gross - Kinship Non LAC - move to SGO	-112
SCS	Fostering - Gross - Non Related (in house) - enhanced payments for carers of disabled children	+186	SCS	Residential - Income -income for Non LAC placements	-104
SCS	Fostering - Gross - Non Related (in house) - forecast weeks higher than budgeted	+176			
SCS	Residential - Gross - Non LAC Placements	+174			
SCS	Legal Charges - Gross - increased demand	+156			
SCS	Legal Charges - Gross - costs moved from S.17	+129			
SCS	Adoption - Gross - Increase in Special Guardianship Orders	+112			
SCS	Children's Support Services - Gross - Staffing OOH Team	+102			
SCS	Leaving Care - Gross - staffing	+101			
		+8,532			-3,412

1.1.4 Actions required to achieve this position:

Although there has been a continued increase of looked after children between April and June, it is anticipated that a number of control measures and early intervention services which have been put in place should mean that costs overall will begin to reduce, as well as a new staffing structure. There is also evidence that the looked after children numbers of children in care have reduced in July, however it is too early to confirm whether this trend will continue.

1.1.5 Implications for MTFP:

The 2013-14 budget proposals that have gone out for consultation have significant savings targets associated with the Looked After Children Strategy and a fundamental transformation of procedures in Children's Services. Those targets assume that the 2012-13 budget for Specialist Children's Services does not overspend.

1.1.6 Details of re-phasing of revenue projects:

None

1.1.7 Details of proposals for residual variance:

Controls have been put in place which we believe will help to reduce some of this financial pressure during the year, these include:

- *Access to Resource Panels chaired by Assistant Directors, to ensure that there is consistent decision making with regard to new placements for children in care.*
- *Placement Panels to review the status and placement of current children in care.*
- *New guidance and expenditure limits applied to Section 17 expenditure and transport costs.*
- *New commissioning framework being drawn up to reduce the costs of Independent Fostering placements.*
- *Recruitment of more in-house foster carers and potential adopters.*
- *Better contract management.*
- *Improved joint working with Legal through a Service Level Agreement.*

Structural changes are being implemented which will ensure that there are smaller teams with better management oversight, and clearer delineated accountability for case work decisions. New Access to Resources Team is being established, which will help maximise commissioning potential, and ensure best value.

In addition to the above, new commissioning frameworks have been developed for Early Intervention Services and Disabled Children's Services which will enhance early intervention, and therefore reduce the need for ongoing higher costs.

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.

1.2.2 The Specialist Childrens Services portfolio has an approved budget for 2012-15 of £0.744m (see table 1 below). The forecast outturn against this budget is £2.702m, giving a variance of £1.958m. After adjustments for funded variances and reductions in funding, the revised variance comes to £1.873m (see table 3).

1.2.3 Tables 1 to 3 summaries the portfolio's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m
Approved budget last reported to Cabinet	0.750
Approvals made since last reported to Cabinet	-0.006
Revised approved budget	0.744

1.2.5 Table 2 – Further changes to budget for Cabinet to approve

Scheme	Portfolio	Amount £m	Reason
MASH		0.025	Additional funding agreed from Wooden Spoon
Total		0.025	

1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	1.873
Funded variance (from table 2)	0.025
Variance to be funded from revenue	0.060
Rephasing (beyond 2012-15)	0.000
Total variance	1.958

Main reasons for variance

1.2.7 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.8 Table 4 – Scheme Progress

Scheme Name	Total approved budget	Previous Years Spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast Spend	Later Years Forecast Spend	2012-15 Variance	Total Project Variance	Status
	£m	£m	£m	£m	£m	£m	£m	£m	
Approval to Spend									
Ashford, Thanet & Swale MASH	15.801	15.843	-0.042	0.000	1.856	0.000	1.898	1.898	Overspend
TSB2 Short Breaks Pathfinder Programme	0.532	0.117	0.415	0.000	0.415	0.000	0.000	0.000	
Early Years & Childrens Centres	41.955	41.901	0.054	0.000	0.054	0.000	0.000	0.000	
Self Funded Projects (Quarryfields)	0.264	0.198	0.066	0.000	0.126	0.000	0.060	0.060	
Service Redesign	0.251	0.000	0.251	0.000	0.251	0.000	0.000	0.000	
	58.803	58.059	0.744	0.000	2.702	0.000	1.958	1.958	

- 1.2.9 Status:
Green – Projects on time and budget
Amber – Projects either delayed or over budget
Red – Projects both delayed and over budget

1.2.10 Assignment of Green/Amber/Red Status

- 1.2.11 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.
- 1.2.12 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.
- 1.2.13 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why

1.2.14 MASH - Latest MASH estimates show a forecast variance of £1.898m in 2012-13. This reflects a continuing pressure. There is anticipated funding of £0.825m external funding - £0.800m of which is awaiting confirmation from the NHS. If this is forthcoming there remains an unfunded variance of £1.073m, the funding of which is yet to be resolved.

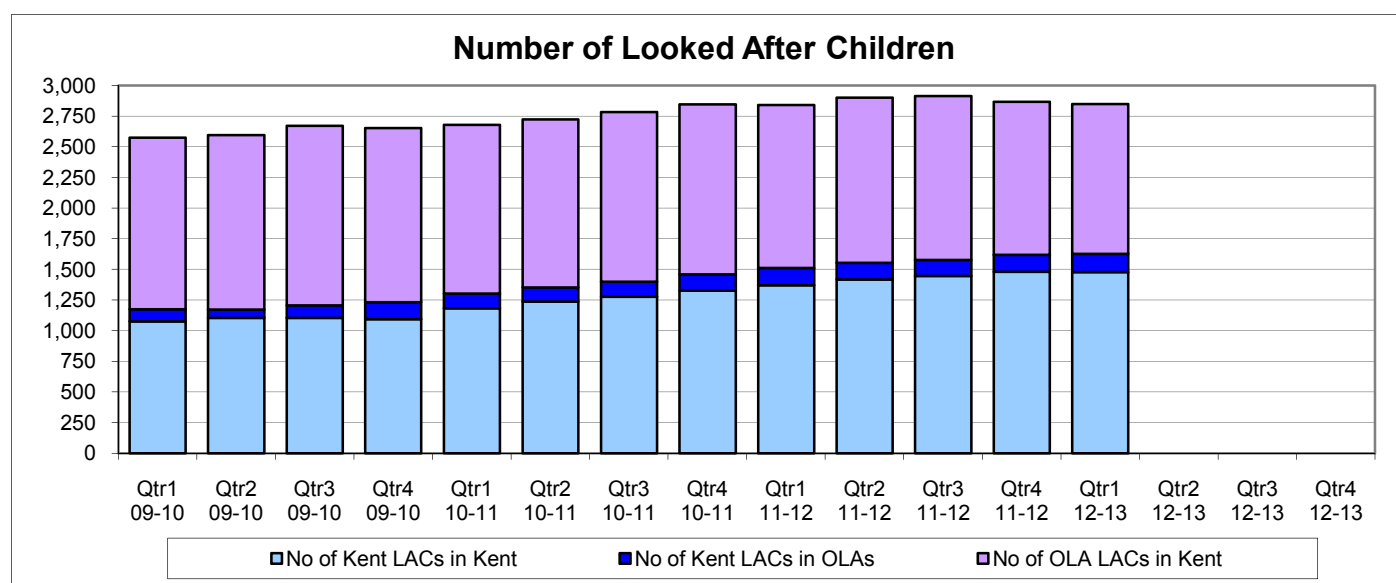
Key issues and Risks

1.2.15 MASH – until the funding of £0.800m is confirmed from the NHS there is a risk around this.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Numbers of Looked After Children (LAC) (Excluding 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
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	1,480	138	1,618	1,248	2,866
2012-13					
Apr – Jun	1,478	149	1,627	1,221	2,848
Jul – Sep					
Oct – Dec					
Jan – Mar					



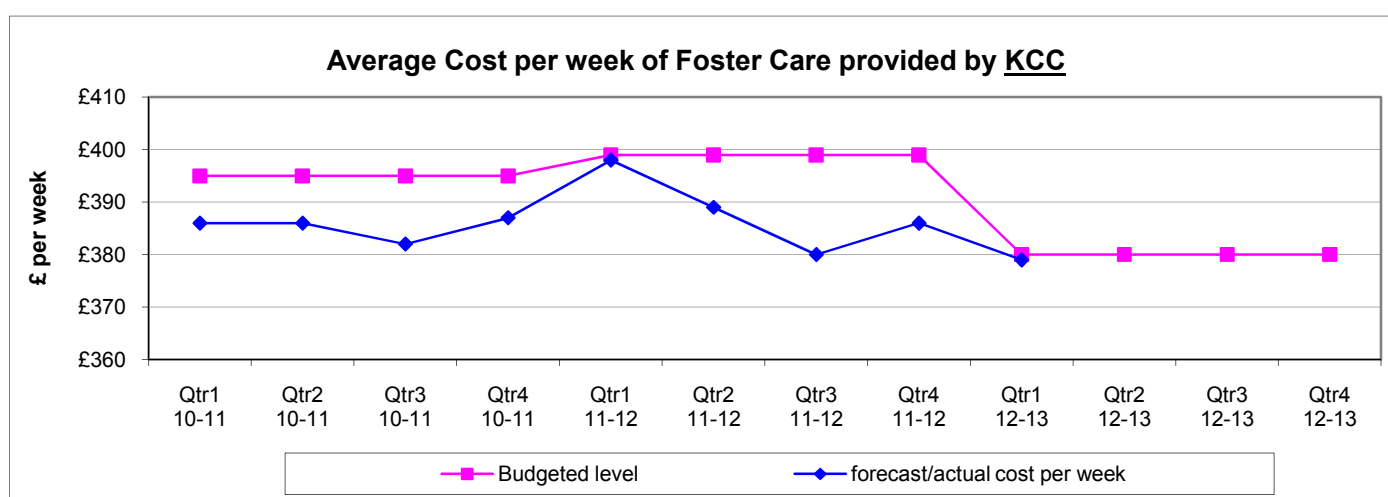
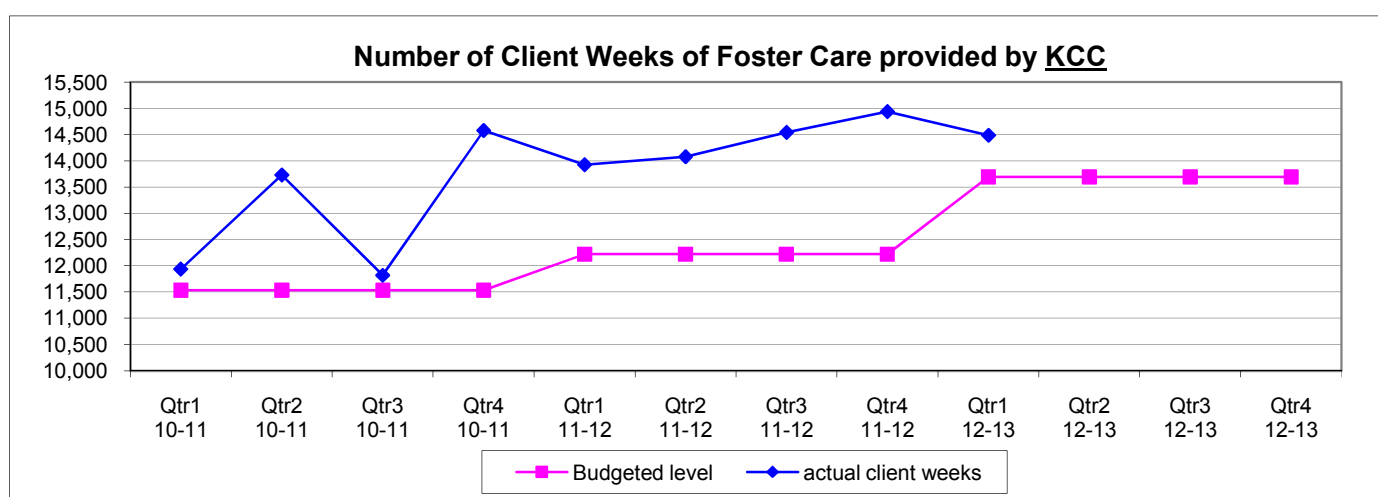
Comments:

- 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. Therefore although the number of Kent looked after children has increased by 9 this quarter, there could have been more during the period.
- The increase in the number of looked after children since the 12-13 budget was set has placed additional pressure on the services for looked after children, including fostering and residential care.

- The OLA LAC information has a confidence rating of 50% and is completely reliant on Other Local Authorities keeping KCC informed of which children are placed within Kent. The Management Information Unit (MIU) regularly contact these OLAs for up to date information, but replies are not always forthcoming. This confidence rating is based upon the percentage of children in this current cohort where the OLA has satisfactorily responded to recent MIU requests.

2.2.1 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC:

	2010-11				2011-12				2012-13			
	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	11,532	11,937	£395	£386	12,219	13,926	£399	£398	13,718	14,487	£380	£379
July - Sep	11,532	13,732	£395	£386	12,219	14,078	£399	£389	13,718		£380	
Oct - Dec	11,532	11,818	£395	£382	12,219	14,542	£399	£380	13,718		£380	
Jan - Mar	11,532	14,580	£395	£387	12,219	14,938	£399	£386	13,718		£380	
	46,128	52,067	£395	£387	48,876	57,484	£399	£386	54,872	14,487	£380	£379



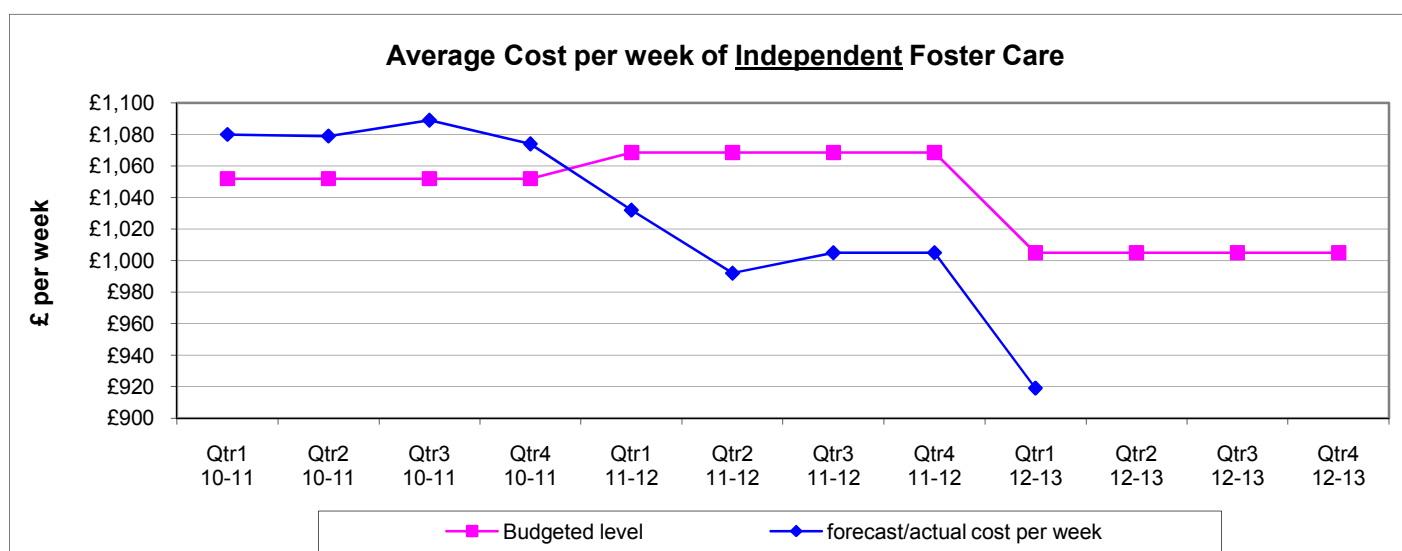
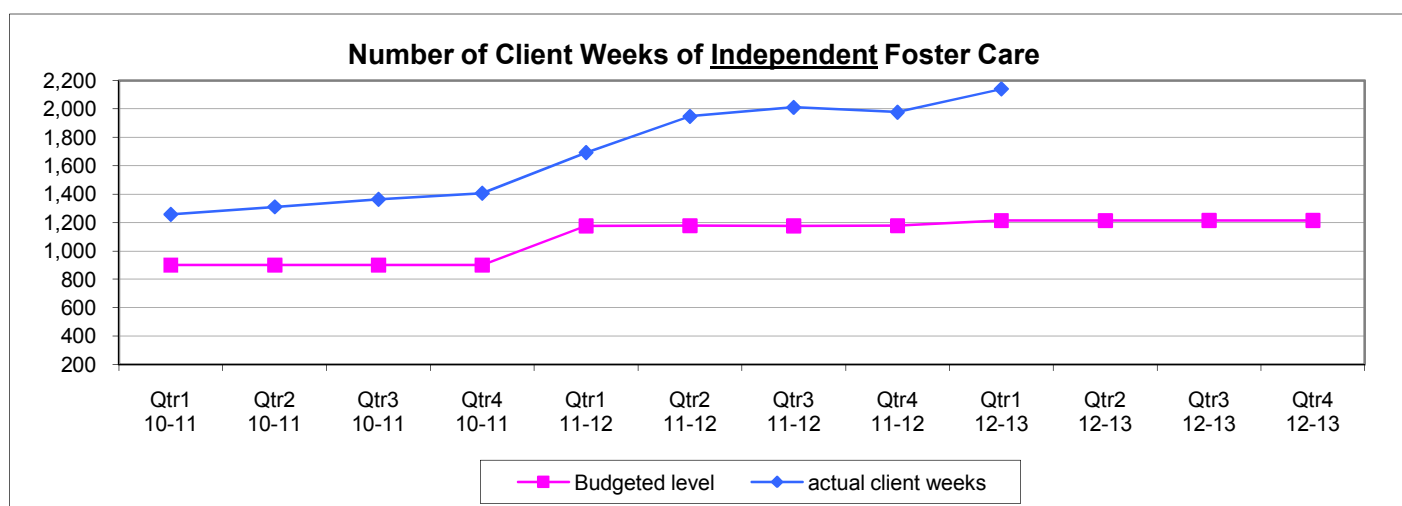
Comments:

- The actual number of client weeks is based on the numbers of known children 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 2012-13 budgeted level represents the level of demand as at the 3rd quarter's full monitoring report, which is the time at which the 2012-13 budget was set and approved. However, since that time, the service has experienced continued demand on this service.
- The forecast number of weeks is 55,336 (excluding asylum), which is 464 weeks above the affordable level. This forecast number of weeks is lower than the YTD activity would suggest due to a reduction in the number of children in in-house fostering from July onwards. At the forecast unit cost of £378.86 per week, this increase in activity gives a pressure of £176k.
- The forecast unit cost of £378.86 is £1.14 below the budgeted level and when multiplied by the budgeted number of weeks, gives a saving of -£63k.
- Overall therefore, the combined gross pressure on this service for both under and over 16's (and those with a disability) was +£113k (£176k - £63k), as reported in sections 1.1.3.5.

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

	2010-11				2011-12				2012-13			
	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	900	1,257	£1,052	£1,080	1,177	1,693	£1,068.60	£1,032	1,538	2,141	£1,005	£919
July - Sep	900	1,310	£1,052	£1,079	1,178	1,948	£1,068.60	£992	1,538		£1,005	
Oct - Dec	900	1,363	£1,052	£1,089	1,177	2,011	£1,068.60	£1,005	1,538		£1,005	
Jan - Mar	900	1,406	£1,052	£1,074	1,178	1,977	£1,068.60	£1,005	1,538		£1,005	
	3,600	5,336	£1,052	£1,074	4,710	7,629	£1,068.60	£1,005	6,152	2,141	£1,005	£919

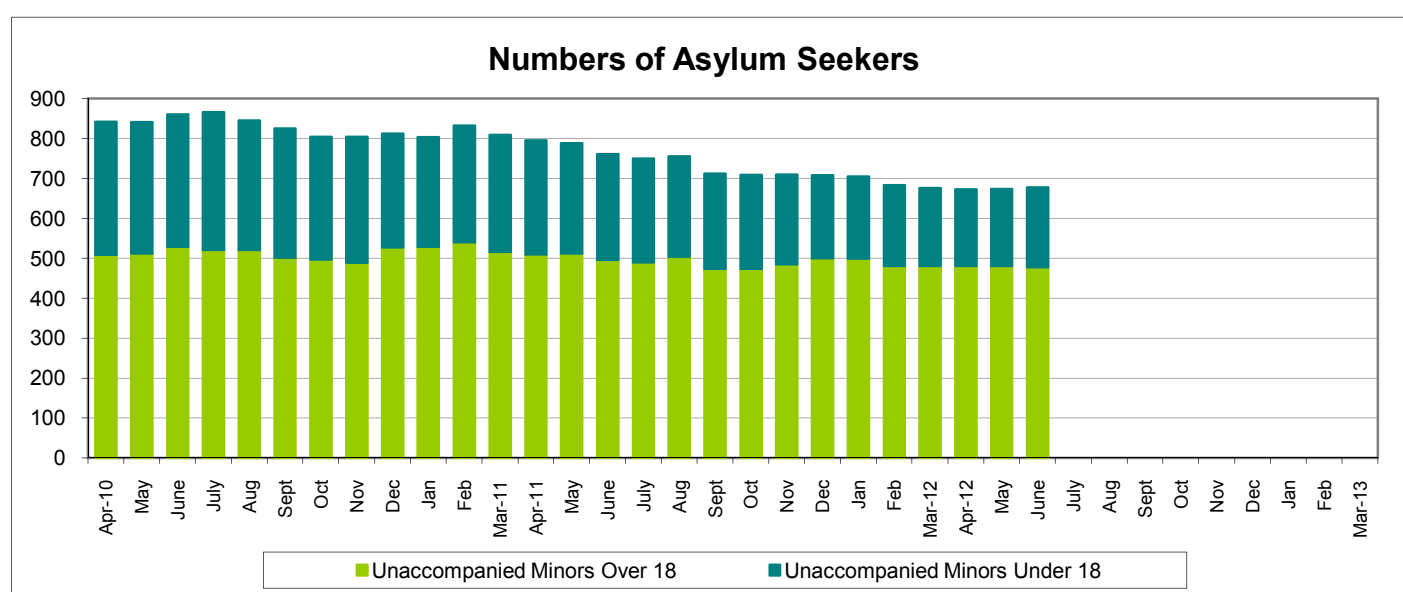


Comments:

- The actual number of client weeks is based on the numbers of known children 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.
- For the 2012-13 budget further significant funding has been made available based on the actual level of demand at the 3rd quarter's monitoring position for 2011-12, the time at which the 2012-13 budget was set and approved. However, since that date the service has experienced continued demand on this service.
- The forecast number of weeks is 8,562 (excluding asylum), which is 2,410 weeks above the affordable level. At the forecast unit cost of £918.72, this increase in activity give a pressure of £2,215k
- The forecast unit cost of £918.72 is an average and is £86.28 below the budgeted level and when multiplied by the budgeted number of weeks gives a saving of -£531k
- Overall therefore, the combined forecast gross pressure on this service and is +£1,684k (+£2,215k increased demand and -£531k lower unit cost), as reported in sections 1.1.3.5.

2.3 Numbers of Unaccompanied Asylum Seeking Children (UASC):

	2010-11			2011-12			2012-13		
	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients	Under 18	Over 18	Total Clients
April	333	509	842	285	510	795	192	481	673
May	329	512	841	276	512	788	193	481	674
June	331	529	860	265	496	761	200	478	678
July	345	521	866	260	490	750			
August	324	521	845	251	504	755			
September	323	502	825	238	474	712			
October	307	497	804	235	474	709			
November	315	489	804	225	485	710			
December	285	527	812	208	500	708			
January	274	529	803	206	499	705			
February	292	540	932	202	481	683			
March	293	516	809	195	481	676			

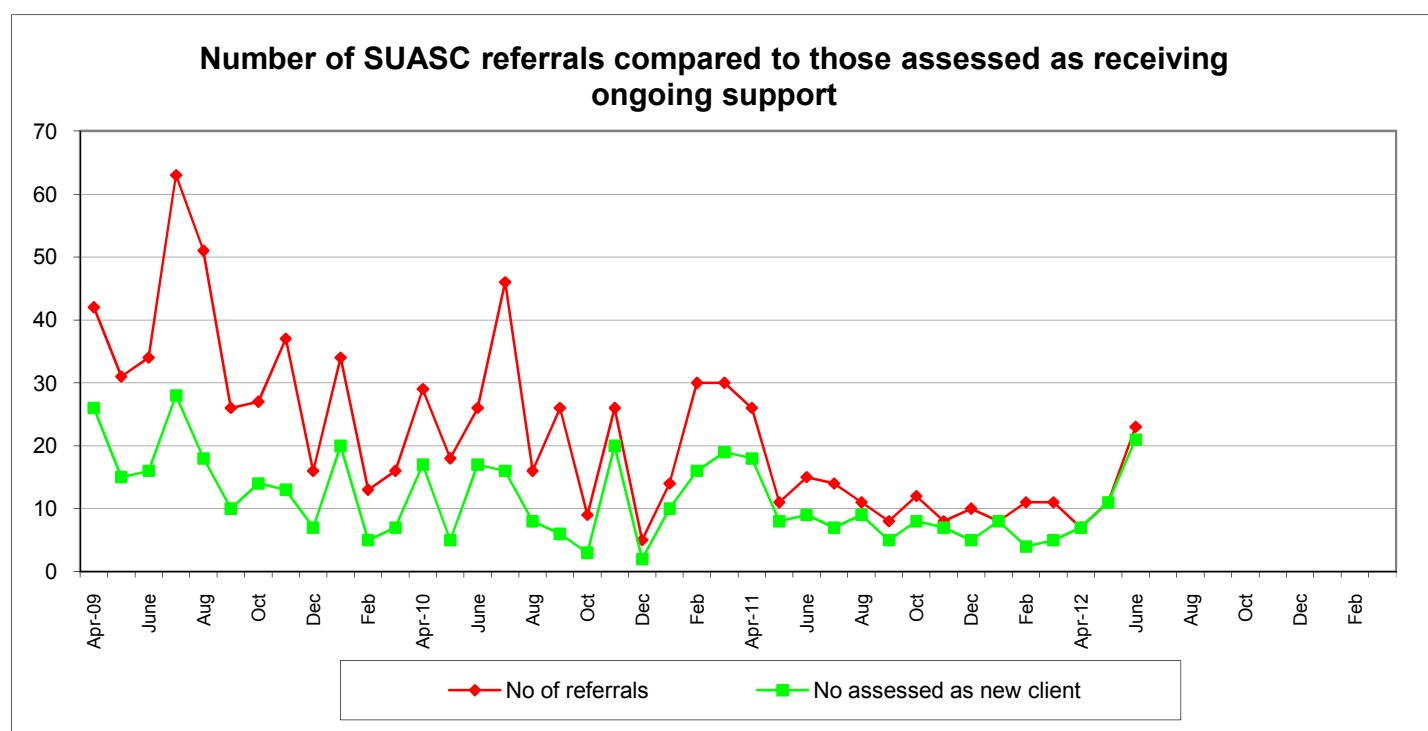


Comment:

- The overall number of children has remained fairly static so far this year. The current number of clients supported is below the budgeted level of 690.
- The budgeted number of referrals for 2012-13 is 15 per month, with 9 (60%) being assessed as under 18.
- 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 decreasing slightly and, in addition the age profile of the under 18 children has increased
- 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:

	2009-10			2010-11			2011-12			2012-13		
	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	42	26	62%	29	17	59%	26	18	69%	7	7	100%
May	31	15	48%	18	5	28%	11	8	73%	11	11	100%
Jun	34	16	47%	26	17	65%	15	9	60%	23	21	91%
July	63	28	44%	46	16	35%	14	7	50%			
Aug	51	18	35%	16	8	50%	11	9	82%			
Sept	26	10	38%	26	6	23%	8	5	62%			
Oct	27	14	52%	9	3	33%	12	8	67%			
Nov	37	13	35%	26	20	77%	8	7	88%			
Dec	16	7	44%	5	2	40%	10	5	50%			
Jan	34	20	59%	14	10	71%	8	8	100%			
Feb	13	5	38%	30	16	53%	11	4	36%			
Mar	16	7	44%	30	19	63%	11	5	45%			
	390	179	46%	275	139	51%	145	93	64%	41	39	95%

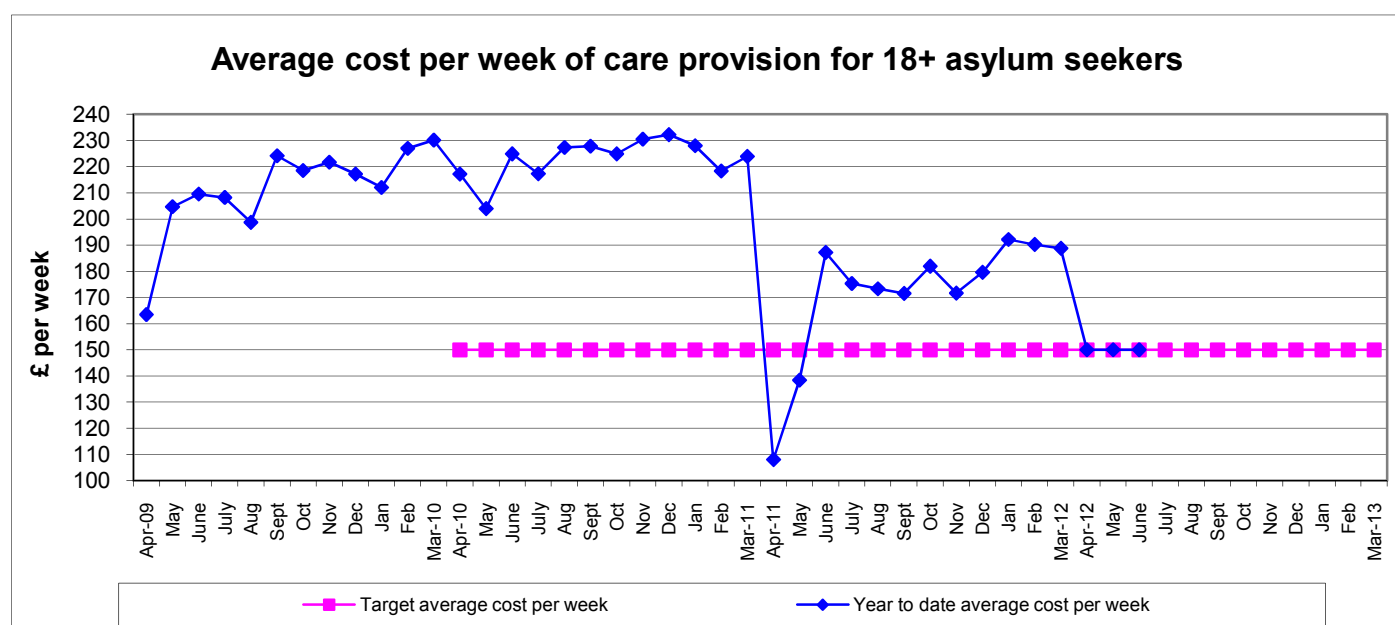


Comments:

- 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 13.7, which is below the budgeted number of 15 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 60% of the referrals will be assessed as a new client. The average number assessed as new clients is now 95%.
- The budget assumed 9 new clients per month (60% of 15 referrals) but the average number of new clients per month is currently 13 i.e a 44% increase.

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

	2009-10		2010-11		2011-12		2012-13	
	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	Target average weekly cost £p	Forecast average weekly cost £p
April		163.50	150.00	217.14	150.00	108.10	150.00	150.00
May		204.63	150.00	203.90	150.00	138.42	150.00	150.00
June		209.50	150.00	224.86	150.00	187.17	150.00	150.00
July		208.17	150.00	217.22	150.00	175.33	150.00	
August		198.69	150.00	227.24	150.00	173.32	150.00	
September		224.06	150.00	227.79	150.00	171.58	150.00	
October		218.53	150.00	224.83	150.00	181.94	150.00	
November		221.64	150.00	230.47	150.00	171.64	150.00	
December		217.10	150.00	232.17	150.00	179.58	150.00	
January		211.99	150.00	227.96	150.00	192.14	150.00	
February		226.96	150.00	218.30	150.00	190.25	150.00	
March		230.11	150.00	223.87	150.00	188.78	150.00	



Comments:

- The local authority has agreed that the funding levels for the unaccompanied Asylum Seeking childrens Service 18+ grant 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 changed their grant rules and 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. The LA has continued to meet the cost of the care leavers in order that it can meet its statutory obligations to those young people under the Leaving Care Act until the point of removal.
- As part of our partnership working with UKBA, most 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 Essential living allowance discontinued. As yet this has not resulted in an increase in the number of AREs being removed. The number of AREs supported has continued to remain steady, but high. 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. Many of these placements, particularly those linked to education, will end in the 2nd quarter.
 - 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.
- In order to reduce our net unit cost to below £150, we will be insisting on take-up of state benefits for those entitled.

FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY

ADULTS SERVICES SUMMARY

JUNE 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 The cash limits that the Directorate is working to, **and upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The Directorate would like to request formal virement through this report to reflect adjustments to cash limits required for the following changes:

- The allocation of NHS Support for Social Care Grant where further information regarding allocations and spending plans has become available since the budget setting process. This includes the alignment of grant income to the contributions to voluntary organisations budget line to match the current gross budget supported from the grant (previously the grant income was held within the Other Adult Services budget). This has no impact on the overall gross and income budgets but involves an adjustment between A-Z budget lines.
- The realignment of all Mental Health budgets based on the new agreement between KCC and Kent and Medway NHS and Social Care Partnership Trust, and adjusted in light of the 2011-12 outturn expenditure and activity, whereas the budget was set based on forecasts from several months earlier (-£605k Gross and £605k Income).

These changes are expected to continue, but since the full extent is currently unknown, further variances will be reported in future cabinet reports.

Cash limits have also been adjusted to reflect a number of technical adjustments to budget, including realignment of gross and income to more accurately reflect current levels of services and income to be received, totalling -£946k gross and +£1,025k income. Significant changes included within this are:

- a gross and income uplift of £1,045k, in relation to PCT Reablement funding;
- a gross uplift of £79k for an overall increase in Learning Disability and Health Reform Grant (the income uplift is held within the unringfenced government grant budget line within the F&BS portfolio, within annex 7).
- Realignment of older people meals service gross and income budgets, (a reduction of £602k)
- The realignment of in-house income targets following the closure of in-house units and the placing of more respite clients and fewer permanent clients in the remaining in-house units, who contribute less income (gross -£1,189k, income £1,189k)
- the transfer of day care client contribution budgets to domiciliary income budgets to more accurately reflect the contribution by clients to their overall care package rather than towards specific individual community services; this does not impact either the gross and income budgets but does involve an adjustment between day care and domiciliary A-Z lines. This is in preparation for a new A-Z budget line called "Non-Residential Income" from 2013-14.
- The transfer of expenditure between A-Z lines to more accurately reflect the nature of spend being incurred. This does not have an impact on the level of either the gross or income budgets involved.
- The balance of -£279k gross and +£279k income largely relates to the removal of gross and income budgets relating to one-off monies in 2011-12 and the removal of one-off historic income targets which were not removed in the budget build.

In addition to this is the roll forward of underspend from 2011-12 as approved at 9 July 2012 Cabinet which total £453k gross and £250k income. There are also a number of other corporate adjustments which total £997k gross and -£60k income (+£937k net), which is predominantly related to the restructure of KCC, where responsibilities between the directorates are still being refined.

The overall movements are therefore a reduction in gross of -£101k (-605-946+453+997) and income of +£1,820k (+605+1,025+250-60). This is detailed in table 1a.

Some of the adjustments have impacted upon affordable levels of activity reported in section 2 of this annex, which have been amended from the levels reported to Cabinet on 9 July within the outturn report.

Table 1a shows:

- the published budget,
- the proposed budget following adjustments for both formal virement and technical adjustments, together with roll forward from 2011-12 as approved by Cabinet in July and the inclusion 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,
- the total value of the adjustments applied to each A-Z budget line.

Cabinet is asked to approve these revised cash limits.

Table 1b shows the latest monitoring position against these revised cash limits.

1.1.2.1 **Table 1a** below details the change in cash limits by A-Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Adult Social Care & Public Health portfolio									
Strategic Management & Directorate Support Budgets	8,688	-485	8,203	9,830	-955	8,875	1,142	-470	672
Adults & Older People:									
- Direct Payments									
- Learning Disability	11,573	-547	11,026	11,573	-547	11,026	0	0	0
- Mental Health	995		995	710	0	710	-285	0	-285
- Older People	7,008	-787	6,221	6,924	-787	6,137	-84	0	-84
- Physical Disability	9,561	-374	9,187	9,580	-374	9,206	19	0	19
Total Direct Payments	29,137	-1,708	27,429	28,787	-1,708	27,079	-350	0	-350
- Domiciliary Care									
- Learning Disability	6,269	-1,187	5,082	6,269	-1,532	4,737	0	-345	-345
- Mental Health	532	-80	452	532	-114	418	0	-34	-34
- Older People	43,836	-12,033	31,803	44,360	-12,255	32,105	524	-222	302
- Physical Disability	7,560	-576	6,984	7,586	-595	6,991	26	-19	7
Total Domiciliary Care	58,197	-13,876	44,321	58,747	-14,496	44,251	550	-620	-70
- Nursing & Residential Care									
- Learning Disability	76,164	-6,459	69,705	76,184	-6,456	69,728	20	3	23
- Mental Health	6,929	-875	6,054	7,243	-692	6,551	314	183	497
- Older People - Nursing	44,812	-22,674	22,138	46,473	-24,335	22,138	1,661	-1,661	0
- Older People - Residential	85,349	-36,494	48,855	84,604	-35,644	48,960	-745	850	105
- Physical Disability	13,813	-1,969	11,844	13,813	-1,969	11,844	0	0	0
Total Nursing & Residential Care	227,067	-68,471	158,596	228,317	-69,096	159,221	1,250	-625	625
- Supported Accommodation									
- Learning Disability	33,098	-3,694	29,404	33,049	-3,645	29,404	-49	49	0
- Physical Disability/Mental Health	2,552	-274	2,278	2,619	-279	2,340	67	-5	62
Total Supported Accommodation	35,650	-3,968	31,682	35,668	-3,924	31,744	18	44	62
- Other Services for Adults & Older People									
- Contributions to Vol Orgs	16,044	-902	15,142	16,217	-2,302	13,915	173	-1,400	-1,227
- Day Care									
- Learning Disability	13,111	-503	12,608	13,187	-237	12,950	76	266	342
- Older People	3,453	-195	3,258	3,453	-111	3,342	0	84	84
- Physical Disability/Mental Health	1,565	-38	1,527	1,320	-5	1,315	-245	33	-212
Total Day Care	18,129	-736	17,393	17,960	-353	17,607	-169	383	214
- Other Adult Services	17,935	-23,780	-5,845	13,145	-17,519	-4,374	-4,790	6,261	1,471
- Safeguarding	809	-236	573	1,076	-236	840	267	0	267
Total Other Services for A&OP	52,917	-25,654	27,263	48,398	-20,410	27,988	-4,519	5,244	725

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
- Assessment Services									
- Adult's Social Care Staffing	40,088	-1,981	38,107	41,116	-3,674	37,442	1,028	-1,693	-665
<u>Community Services:</u>									
- Public Health Management & Support	376		376	376	0	376	0	0	0
- Public Health	84	-57	27	106	-57	49	22	0	22
Total ASC&PH portfolio	452,204	-116,200	336,004	451,345	-114,320	337,025	-859	1,880	1,021
Business Strategy, Performance & Health Reform portfolio									
- Public Health (LINK, Local Healthwatch & Health Reform)			0	758	-60	698	758	-60	698
Total FSC ADULTS controllable	452,204	-116,200	336,004	452,103	-114,380	337,723	-101	1,820	1,719

1.1.2.2 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a:

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							
Strategic Management & Directorate Support Budgets	9,830	-955	8,875	-50	6	-44	
<u>Adults & Older People:</u>							
- Direct Payments							
- Learning Disability	11,573	-547	11,026	-1,655	282	-1,373	Activity below budget level; income unit charge lower than budget
- Mental Health	710	0	710	-25	0	-25	
- Older People	6,924	-787	6,137	-947	-67	-1,014	Activity below budget level; income unit charge higher than budget
- Physical Disability	9,580	-374	9,206	-920	-90	-1,010	Activity & unit cost below budget level
Total Direct Payments	28,787	-1,708	27,079	-3,547	125	-3,422	
- Domiciliary Care							
- Learning Disability	6,269	-1,532	4,737	431	-68	363	Unit cost above budget level & additional pressure on extra care housing clients; activity below budget level
- Mental Health	532	-114	418	66	-13	53	
- Older People	44,360	-12,255	32,105	-2,438	1,551	-887	Activity for P&V & in-house below budget level; saving on block contracts; income charge lower than budget level
- Physical Disability	7,586	-595	6,991	-66	-35	-101	
Total Domiciliary Care	58,747	-14,496	44,251	-2,007	1,435	-572	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Nursing & Residential Care							
- Learning Disability	76,184	-6,456	69,728	-1,388	460	-928	Activity above affordable level & Unit cost below budget level for IS; activity below budget level for preserved rights. Income charge lower than budget level for preserved rights
- Mental Health	7,243	-692	6,551	54	19	73	
- Older People - Nursing	46,473	-24,335	22,138	262	-745	-483	Unit cost above budget level; income charge higher than budget level
- Older People - Residential	84,604	-35,644	48,960	-1,690	2,515	825	Activity lower than budget level; higher unit cost; in-house savings from modernisation strategy & reduction in income due to lower activity & unit charge
- Physical Disability	13,813	-1,969	11,844	-483	197	-286	Activity lower than budget level; higher unit cost; Income charge lower than budget level
Total Nursing & Residential Care	228,317	-69,096	159,221	-3,245	2,446	-799	
- Supported Accommodation							
- Learning Disability	33,049	-3,645	29,404	1,524	765	2,289	Activity higher than budget level; lower unit cost. Income charge lower than budget level.
- Physical Disability/Mental Health	2,619	-279	2,340	-67	-112	-179	Income charge higher than budget level
Total Supported Accommodation	35,668	-3,924	31,744	1,457	653	2,110	
- Other Services for Adults & Older People							
- Contributions to Vol Orgs	16,217	-2,302	13,915	157	71	228	Investment in new services
- Day Care							
- Learning Disability	13,187	-237	12,950	-388	46	-342	Staffing savings due to In-house modernisation strategy & reduction in activity; Independent sector saving
- Older People	3,453	-111	3,342	-436	-1	-437	re-commissioning strategies
- Physical Disability/Mental Health	1,320	-5	1,315	-83	-3	-86	
Total Day Care	17,960	-353	17,607	-907	42	-865	
- Other Adult Services	13,145	-17,520	-4,375	-76	-5	-81	
- Safeguarding	1,076	-236	840	0	0	0	
Total Other Services for A&OP	48,398	-20,411	27,987	-826	108	-718	
- Assessment Services							
- Adult's Social Care Staffing	41,116	-3,673	37,443	-137	108	-29	vacancies: minor income savings

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Community Services:							
- Public Health Management & Support	376	0	376	0	0	0	
- Public Health	106	-57	49	0	0	0	
Total ASC&PH portfolio	451,345	-114,320	337,025	-8,355	4,881	-3,474	
Business Strategy, Performance & Health Reform portfolio							
- Public Health (LINK, Local Healthwatch & Health Reform)	758	-60	698	0	0	0	
Total FSC ADULTS controllable	452,103	-114,380	337,723	-8,355	4,881	-3,474	
Assumed Management Action							
- ASC&PH portfolio						0	
- BSP&HR portfolio						0	
Forecast after Mgmt Action						-3,474	

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:

Adult Social Care & Public Health portfolio:

Overall there is a forecast net underspend of £3.474m. This financial forecast is based on June's known client profile and does not take into account any future growth or decline in particular services, other than what is known in regards to existing clients. This is except Learning Disability services where the forecast includes known children or adults who are likely to be transferring to Adult services. Work is underway to analyse the client trend for individual services that will be used to inform the financial forecasts in future monitoring returns. The position by A-Z budget is shown below:

1.1.3.1 **Direct Payments -£3,422k (-£3,547k Gross, +£125k Income):**

The significant under spend on this service primarily relates to a slower than budgeted increase in activity funded through the 2012-15 MTP. As can be seen from the activity in section 2.1 the number of clients continues to grow at a lower rate than had been budgeted.

a. **Learning Disability -£1,373k (-£1,655k Gross, +£282k Income)**

The forecast under spend against the gross service line of £1,655k is generated as a result of the forecast activity weeks being 6,338 (-£1,444k) lower than the affordable level, coupled with the forecast unit cost being lower than the affordable by £3.01 (-£150k). The remaining variance of -£61k relates primarily to underspending on payments to carers

This service is forecasting an under recovery of income of £282k, as the actual average unit income being charged is £4.87 lower than the budgeted level resulting in a shortfall of £244k, plus a minor variance due to the reduced level of activity.

b. **Older People -£1,014k (-£947k Gross, -£67k Income)**

This budget is forecast to under spend by £947k on gross expenditure. The number of weeks is forecast to be 8,659 fewer than budgeted, generating a saving of -£1,163k, which is partially offset by the unit cost being higher than budgeted by £2.45 and therefore generating a pressure of +£129k. The balance of the variance relates to minor pressures on one-off payments and payments to carers.

The lower than budgeted number of weeks leads to a shortfall in income of +£169k, however this is more than offset by unit income being £4.49 higher than budgeted resulting in a saving of -£236k.

c. Physical Disability -£1,010k (-£920k Gross, -£90k Income)

The forecast number of weeks of care provided is 4,729 lower than anticipated generating a forecast under spend of -£827k, along with additional savings achieved through a lower than budgeted unit cost (-£310k). These savings are partially offset, predominately by the number of one-off payments being in excess of the budgeted level (+£216k) along with a minor pressure on payments to carers (+£1k).

The lower than budgeted number of weeks leads to a shortfall in income of +£46k however this is more than offset by a £2.56 higher than budgeted unit income resulting in a saving of -£136k.

1.1.3.2 **Domiciliary Care -£572k (-£2,007k Gross, +£1,435k Income):**

a. Learning Disability +£363k (+£431k Gross, -£68k Income)

The overall forecast is a pressure against the gross of £431k, coupled with an over recovery of income of £68k. The number of hours is forecast to be 62,488 lower than the affordable level, generating a -£789k forecast under spend. The actual unit cost is £3.12 higher than the affordable level, increasing the forecast by +£1,010k. The remaining variance of +£210k against gross, is comprised of a pressure on Extra Care Sheltered Housing of +£115k and other minor variance less than £100k each.

The income variance of -£68k reflects a +£139k under recovery of client income where hours are forecast to be lower than the affordable level, offset by -£469k over recovery of income from the actual unit income being £1.45 higher than the affordable level. In addition, the Independent Living Service is expecting to reduce the number of support hours for those clients where income is received from the supporting people service and Health, resulting in an under-recovery of income of +£306k. The balance of -£44k relates to other minor under spends.

b. Older People -£887k (-£2,438k Gross, +£1,551k Income)

The overall forecast is an under spend against gross of £2,438k, coupled with an under recovery of income of £1,551k. The number of hours is forecast to be 80,014 lower than the affordable hours generating a -£1,175k forecast under spend. The actual unit cost is £0.07 lower than the affordable level, increasing that initial underspend forecast by -£166k. This forecast assumes that £1,322k of savings will be delivered through the reduction in hours provided.

The Kent Enablement at Home (KEaH) in house service is forecasting a gross under spend of -£552k, which is the cumulative effect of less hours of service than budgeted being forecast, and resultant savings in staffing costs. A saving of -£318k 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 have been successful.

The remaining gross variance of -£227k relates predominately to a forecast under spend of -£327k for those clients in Sheltered Accommodation offset by other minor variances, each below £100k.

The reduction in activity is forecast to yield an under recovery of income of +£355k, coupled with a reduction in the average unit charge of £0.53 compared to the affordable level, which generates a +£1,255k income pressure. The balance of the income variance of -£59k relates to other minor variances each below £100k.

c. Physical Disability -£101k (-£66k Gross, -£35k Income)

The gross variance is caused by a forecast of 34,235 hours below the affordable level, creating a -£610k saving, which is offset by a unit cost variance of £0.95 greater than the affordable level, causing a pressure of +£507k. This forecast is based on current client activity and an assumed reduction of approximately 23,500 hours to deliver MTP savings of £306k. The remaining gross pressure, and income variance is due to variances on a number of other budgets within this heading, all below £100k.

1.1.3.3 **Nursing & Residential Care -£799k (-£3,245k Gross, +£2,446k Income):**

a. **Learning Disability -£928k (-£1,388k Gross, +£460k Income)**

A gross under spend of £1,388k, coupled with an under recovery of income of £460k generates the above net forecast variance. The forecast level of client weeks is 542 higher than the affordable levels generating a +£653k forecast pressure. The gross unit cost is currently forecast to be £25.02 lower than the affordable level, which generates a -£989k forecast under spend. The forecast activity for this service is based on known individual clients including provisional and transitional clients. Provisional clients are those whose personal circumstances are changing and therefore require a more intense care package or greater financial help. Transitional clients are children who are transferring to adult social services. There are also variances on the preserved rights budgets where activity is forecast to be 1,591 weeks lower than affordable creating a saving of -£1,369k offset by a unit cost variance totalling +£94k. In addition, a further saving of -£85k has been generated from a release of a provision no longer required. These under spends are partially offset by a +£289k pressure resulting from delays in the review of in-house units and a consequential delay in delivering the budgeted savings. The balance of the gross pressure relates to additional nursing care to be recharged to health (Registered Nursing Care Contribution - RNCC) (+£19k).

The additional forecast client weeks for residential care add -£48k of income, and the actual income per week is higher than the expected level by £9.92 which generates a further over-recovery in income of -£392k.

The reduction in client weeks compared to the affordable level for preserved rights residential care creates a loss of +£131k of income, coupled with a lower actual income per week than the expected level of £25.79 which generates an under-recovery in income of +£762k.

The remaining income variance of +£7k relates to in house provision and RNCC.

Within this budget line, it is currently assumed that this service will fully deliver the £2,445k budgeted procurement savings and further updates will be given in future monitoring returns.

b. **Older People- Nursing -£483k (+£262k Gross, -£745k Income)**

There is a forecast pressure of £262k on gross and an over recovery of income of -£745k, leaving a net under spend of -£483k. The unit cost is currently forecast to be £4.66 higher than budget, which gives a forecast pressure of +£380k, coupled with a minor variance on activity (-£71k). The remaining gross variance of -£47k relates to minor variances on preserved rights.

There is a forecast increase in the average unit income being charged resulting in an over recovery in income of -£818k, along with a minor activity variance (+£31k) and minor variances on preserved rights of +£42k.

c. **Older People- Residential +£825k (-£1,690k Gross, +£2,515k Income)**

This service is reporting a gross under spend of £1,690k, along with an under recovery of income of £2,515k. The forecast level of client weeks is 3,409 lower than the affordable levels, which generates a forecast under spend of -£1,348k. This under spend is partially offset by the unit cost being £1.67 higher than the affordable levels creating a +£252k pressure.

A gross underspend is also forecast for Preserved Rights of £339k mainly due to a lower than affordable level of activity of 903 weeks creating a -£392k under spend, offset by a +£53k minor pricing pressure. The remaining forecast gross variance of -£255k 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.

On the income side, the reduction in activity results in a +£461k shortfall in client income, along with a lower than budgeted average unit income being charged which has increased this shortfall by +£1,015k. In addition, there is a forecast under recovery of income of +£961k 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 (+£78k) comprises a number of smaller variances each 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.

d. Physical Disability -£286k (-£483k Gross, £197k Income)

A gross under spend of £483k, along with an under recovery of income of £197k, is reported for this budget. The forecast level of client weeks of service is 920 lower than the affordable level, giving a forecast under spend of -£795k. The forecast unit cost is currently £11.08 higher than the affordable level, which reduces that under spend by +£157k. The under spend is further offset by pressures relating the Preserved Rights service (+£125k) and RNCC clients (+£30k).

The reduced activity is forecast to lower income by +£96k, coupled with the forecast weekly income being £9.85 lower than budgeted resulting in an under recovery of +£139k. There are also minor income variances on preserved rights (-£8k) and RNCC (-30k).

1.1.3.4 **Supported Accommodation +£2,110k (+1,457k Gross, +£653k Income):**

a. Learning Disability +£2,289k (+£1,524k Gross, +£765k Income)

A gross pressure of £1,524k, offset with an under recovery of income of £765k generates the above net forecast variance. The forecast level of client weeks is 1,691 higher than the affordable levels generating a +£1,536k forecast pressure. The gross unit cost is currently forecast to be £17.63 lower than the affordable level, which generates a -£597k forecast under spend. The forecast also includes a +£767k addition to the Social Care costs reserve for potential liabilities relating to ordinary residence and the remaining gross variances, totalling -£182k, are each less than £100k, across other services including group homes, link placements and resource centres.

The increased activity creates an over recovery of income (-£82k); however the average unit income is lower than budgeted, so creates an under-recovery of income of +£854k. The reduction in unit income is partly due to a reduction in expected income for continuing health care i.e. those clients funded by health. The remaining income variance (-£7k) is on several service lines under this heading, each below £100k

Within this budget, it is currently assumed that this service will fully deliver the £854k budgeted pricing savings, and further updates will be given in future monitoring returns.

b. Physical Disability / Mental Health -£179k (-£67k Gross, -£112k Income)

There is a small over recovery of income of £112k forecast for both Physical Disability and Mental Health primarily due to a higher than budgeted weekly income per client.

1.1.3.5 **Other Services for Adults & Older People -£718k (-£826k Gross, +£108k Income):**

a. Contributions to Voluntary Organisations +£228k (+£157k Gross, +£71k Income)

Various contracts with voluntary organisations are currently being reviewed/re-negotiated or re-commissioned along with investment in new services to support the transformation agenda (including expansion of care navigators programme, a service to explore options with older people to enable them to live independently within their community). The current effect of this is an anticipated pressure of +£157k. The income variance of +£71k is because the profile of payments to voluntary organisations in the current year is more focused on social care rather than health, resulting in reduced contributions from PCTs.

b. Day Care -£865k (-£907k Gross, +£42k Income)

A reduction in staffing levels due to the continued non-recruitment and re-deployment to posts in preparation for modernisation and a reduction in client numbers results in an under spend of -£204k for Learning Disability in-house provision. This is coupled with further under spends on the commissioning of external learning disability day care services (-£185k). The balance of the gross under spend is mainly due to a number of re-commissioning strategies for in-house and independently provided services across the Older People client group (-£436k) and other minor variances across the other client groups (-£82k). The income pressure results from a reduction in health contributions based on the current client profile.

1.1.3.6 **Assessment Services – Adult’s Social Care staffing -£29k (-£137k Gross, +£108k Income):**

The gross under spend of -£137k reflects the overall current staffing forecast and assumes vacancies will be recruited to. The forecast reduction in income of +£108k is due to many minor variances including the reduction in supporting people funding (+£57k).

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	Supported Accommodation - Learning Disability Gross: forecast number of weeks higher than affordable level	+1,536	ASCPH	Direct Payments - Learning Disability Gross: forecast number of weeks below affordable level	-1,444
ASCPH	Domiciliary Care - Older People Income: forecast charge lower than budgeted level	+1,255	ASCPH	Residential Care - Learning Disability Gross: preserved rights number of weeks is lower than the affordable level	-1,369
ASCPH	Residential Care - Older People Income: forecast unit charge lower than the budgeted level	+1,015	ASCPH	Residential Care - Older People Gross: forecast number of weeks lower than affordable level	-1,348
ASCPH	Domiciliary Care - Learning Disability Gross: forecast unit cost higher than affordable level	+1,010	ASCPH	Domiciliary Care - Older People Gross: forecast number of hours lower than affordable level	-1,175
ASCPH	Residential Care - Older People Income: lower income resulting from the placing of less permanent clients in in-house units	+961	ASCPH	Direct Payments - Older People Gross: forecast number of weeks below affordable level	-1,163
ASCPH	Supported Accommodation - Learning Disability Income: forecast unit charge is lower than budgeted level	+854	ASCPH	Residential Care - Learning Disability Gross: unit cost is lower than budgeted level	-989
ASCPH	Supported Accommodation - Learning Disability Gross: additions to the social care costs reserve	+767	ASCPH	Direct Payments - Physical Disability Gross: forecast number of weeks below affordable level	-827
ASCPH	Residential Care - Learning Disability Income: preserved rights lower forecast charge than budgeted level	+762	ASCPH	Nursing Care - Older People Income: forecast unit charge higher than the budgeted level	-818
ASCPH	Residential Care - Learning Disability Gross: forecast number of weeks higher than affordable level	+653	ASCPH	Residential Care - Physical Disability Gross: forecast number of weeks lower than affordable level	-795
ASCPH	Domiciliary Care - Physical Disability Gross: forecast unit cost higher than budgeted level	+507	ASCPH	Domiciliary Care - Learning Disability Gross: forecast number of hours lower than affordable level	-789
ASCPH	Residential Care - Older People Income: forecast number of weeks lower than affordable level	+461	ASCPH	Domiciliary Care - Physical Disability Gross: forecast no of hours lower than affordable level	-610
ASCPH	Nursing Care - Older People Gross: forecast unit cost higher than budgeted level	+380	ASCPH	Supported Accommodation - Learning Disability Gross: forecast unit cost is lower than the budgeted level	-597

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Domiciliary Care - Older People Income: forecast number of hours lower than affordable level	+355	ASCPH	Domiciliary Care - Older People Gross: Savings from the Kent Enablement at Home service as a result of forecast activity below budgeted level	-552
ASCPH	Domiciliary Care - Learning Disability Income: changing client profile in the Independent Living Service leading to reduced levels of support for those clients in receipt of external funding	+306	ASCPH	Domiciliary Care - Learning Disability Income: forecast unit charge greater than budgeted level	-469
ASCPH	Residential Care - Learning Disability Gross: delay in the review of in-house units	+289	ASCPH	Day Care - Older People Gross: savings from re-commissioning strategies in both in-house & external services	-436
ASCPH	Residential Care - Older People Gross: forecast unit cost higher than budgeted level	+252	ASCPH	Residential Care - Learning Disability Income: forecast unit charge is higher than the budgeted level	-392
ASCPH	Direct Payments - Learning Disability Income: forecast unit charge below the affordable level	+244	ASCPH	Residential Care - Older People Gross: preserved rights number of weeks forecast to be lower than affordable level	-392
ASCPH	Direct Payments - Physical Disability Gross: one-off direct payments	+216	ASCPH	Domiciliary Care - Older People Gross: savings on the provision of domi care to clients within sheltered accommodation	-327
ASCPH	Direct Payments - Older People Income: forecast number of weeks below affordable level	+169	ASCPH	Domiciliary Care - Older People Gross: savings on block contracts	-318
ASCPH	Residential Care - Physical Disability Gross: forecast unit cost is higher than the budgeted level	+157	ASCPH	Direct Payments - Physical Disability Gross: forecast unit cost lower than affordable level	-310
ASCPH	Contributions to Voluntary Organisations Gross: review and commissioning of new services to support transformation agenda	+157	ASCPH	Residential Care - Older People Gross: savings on in-house service & Integrated Care Centres due to OP modernisation strategy	-255
ASCPH	Residential Care: Physical Disability Income: forecast unit charge lower than budgeted level	+139	ASCPH	Direct Payments - Older People Income: forecast unit charge higher than affordable level	-236
ASCPH	Domiciliary Care - Learning Disability Income: forecast number of hours lower than affordable level	+139	ASCPH	Day Care - Learning Disability Gross: staffing savings on in-house service from modernisation strategy & reduced client numbers	-204
ASCPH	Residential Care - Learning Disability Income: preserved rights number of weeks is lower than affordable level	+131	ASCPH	Day Care - Learning Disability Gross: savings on the commissioning of external day care services	-185
ASCPH	Direct Payments - Older People Gross: forecast unit cost is above budgeted level	+129	ASCPH	Domiciliary Care - Older People Gross: forecast unit cost lower than budgeted level	-166
ASCPH	Residential Care: Physical Disability Gross: pressure on preserved rights	+125	ASCPH	Direct Payments - Learning Disability Gross: forecast unit cost below affordable level	-150

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
ASCPH	Domiciliary Care - Learning Disability Gross: pressure on provision of domicare to clients within extra care sheltered housing	+115	ASCPH	Adult Social Care Staffing: Staff Savings	-137
			ASCPH	Direct Payments - Physical Disability Income: forecast unit charge greater than budgeted level	-136
			ASCPH	Supported Accommodation - Physical Disability/Mental Health - Income: forecast unit charge is higher than budgeted level	-112
		+13,084			-16,701

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTFP:

Work is currently underway to establish how the forecast £3.474m underspend contributes towards the delivery of the transformation programme savings already built into the MTFP.

1.1.6 Details of re-phasing of revenue projects:

None

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

None

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.

1.2.2 The Adult Social Care and Public Health portfolio has an approved budget for 2012-15 of £21.468m (see table 1 below). The forecast outturn against this budget is £20.019m, giving a variance of -£1.449m. After adjustments for funded variances and reductions in funding, the revised variance comes to -£1.418m (see table 3).

1.2.3 Tables 1 to 3 summaries the portfolio's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet excl PFI	21.201	
Approvals made since last reported to Cabinet	0.267	
Revised approved budget	21.468	

1.2.5 Table 2 – Further changes to budget for Cabinet to approve

Scheme	Portfolio	Amount £m	Reason
Various schemes		-0.031	Minor over/underspends on various project
Total		-0.031	

1.2.6 There are a number of minor over and underspends on various projects as set out in table 4 resulting in an overall underspend of £0.027m. Cabinet are asked to note that it is proposed to use the underspends to offset the projects with overspends, however cash limits will not be changed unless a virement is actioned.

1.2.7 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	0.000
Funded variance (from table 2)	-0.031
Variance to be funded from revenue	0.000
Rephasing (beyond 2012-15)	-1.418
Total variance	-1.445

Main reasons for variance

1.2.8 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.9 Table 4 – Scheme Progress

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red /amber /green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
Modernisation of Assets (Adults)	0.808	0.437	0.371	0.000	0.324	0.000	-0.047	-0.047	
Home Support Fund	9.456	4.312	3.532	1.612	3.532	1.612	0.000	0.000	
Tunbridge Wells Respite (formerly Rusthall Site)	0.217	0.167	0.050	0.000	0.000	0.000	-0.050	-0.050	
Bower Mount Project	60.815	60.803	0.012	0.000	0.004	0.000	-0.008	-0.008	
MH General Pot	0.479	0.283	0.196	0.000	0.196	0.000	0.000	0.000	
Public Access	0.412	0.118	0.294	0.000	0.296	0.000	0.002	0.002	
OP Strategy - Specialist Care Facilities - Approval to spend	0.171	0.000	0.171	0.000	0.171	0.000	0.000	0.000	
Beairsted Dementia Project	0.025	0.025	0.000	0.000	0.000	0.000	0.000	0.000	
Mental Health SCP	0.292	0.000	0.292	0.000	0.290	0.000	-0.002	-0.002	
Folkestone Activities, Respite & Rehabilitation Care Centre	0.031	0.001	0.030	0.000	0.036	0.000	0.006	0.006	
IT Infrastructure Grant - IT Related Projects	1.585	0.562	1.024	0.000	1.024	0.000	0.000	0.000	
Dartford TC - OP Strategy - Trinity Centre, Dartford	1.121	0.122	0.999	0.000	0.999	0.000	0.000	0.000	
Dorothy Lucy Centre - OP Strategy - Specialist Care Facilities	3.611	0.000	3.611	0.000	3.611	0.000	0.000	0.000	
IT Infrastructure - IT Related Projects	0.787	0.362	0.425	0.000	0.425	0.000	0.000	0.000	
Transformation in Adult Social Care - IT Related Projects	0.747	0.000	0.747	0.000	0.747	0.000	0.000	0.000	
OP Strategy - Specialist Care Facilities - Approval to plan	1.082	0.000	1.082	0.000	1.082	0.000	0.000	0.000	
LD Modernisation-Good Day Programme	6.748	0.427	6.321	0.000	6.393	0.000	0.073	0.073	
Community Care Centre - Thameside Eastern Quarry/Ebbsfleet	1.418	0.000	1.418	0.000	0.000	1.418	-1.418	0.000	Rephasing
Public Access Development	1.288	0.398	0.890	0.000	0.890	0.000	0.000	0.000	
TOTAL Adults Social Care and Public Health	91.093	68.017	21.464	1.612	20.019	3.030	-1.445	-0.027	

- 1.2.10 Status:
Green – Projects on time and budget
Amber – Projects either delayed or over budget
Red – Projects both delayed and over budget
- 1.2.11 Assignment of Green/Amber/Red Status
- 1.2.12 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.
- 1.2.13 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.
- 1.2.14 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why.

Community Care Centre – Thameside Eastern Quarry/Ebbsfleet

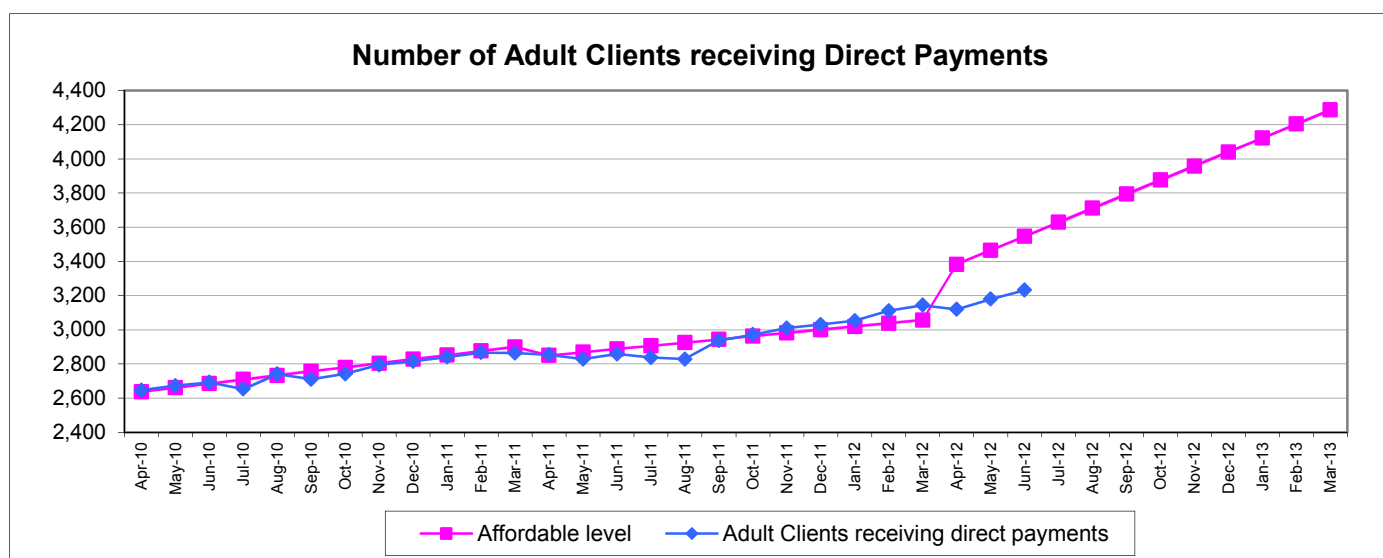
- 1.2.15 Rephasing of £1.418m to 2015/16. This is dependent on the housing development which is not progressing at the expected rate. This scheme is to be funded from developer contributions.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

The affordable levels of activity for 2012-13 have been amended from those included in the 2011-12 outturn report following the review of the budget across service groups in light of the 2011-12 outturn, the allocation of previously unallocated budgets and to reflect 2012-15 MTP pressures & savings as detailed in sections 1.1.1 and 1.1.2 of this annex.

2.1 Direct Payments – Number of Adult Social Services Clients receiving Direct Payments:

	2010-11		2011-12		2012-13	
	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments	Affordable Level	Adult Clients receiving Direct Payments
April	2,637	2,647	2,850	2,854	3,383	3,120
May	2,661	2,673	2,869	2,828	3,465	3,180
June	2,685	2,693	2,888	2,858	3,547	3,232
July	2,709	2,653	2,906	2,838	3,629	
August	2,733	2,741	2,925	2,828	3,711	
September	2,757	2,710	2,944	2,937	3,794	
October	2,780	2,742	2,963	2,972	3,876	
November	2,804	2,795	2,982	3,010	3,958	
December	2,828	2,815	3,001	3,031	4,040	
January	2,852	2,841	3,019	3,053	4,122	
February	2,876	2,867	3,038	3,111	4,204	
March	2,900	2,864	3,057	3,144	4,286	

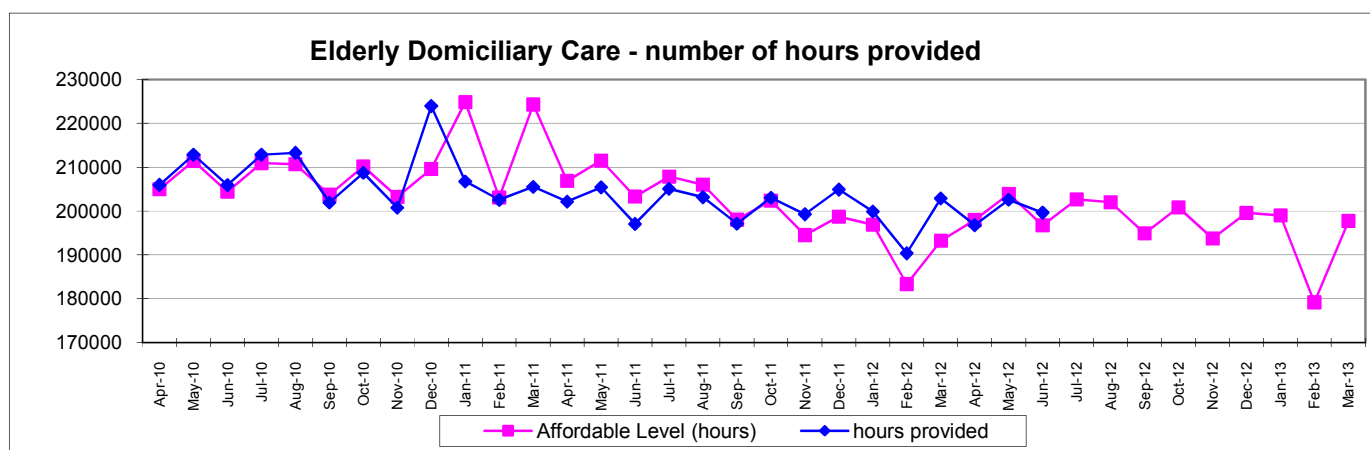
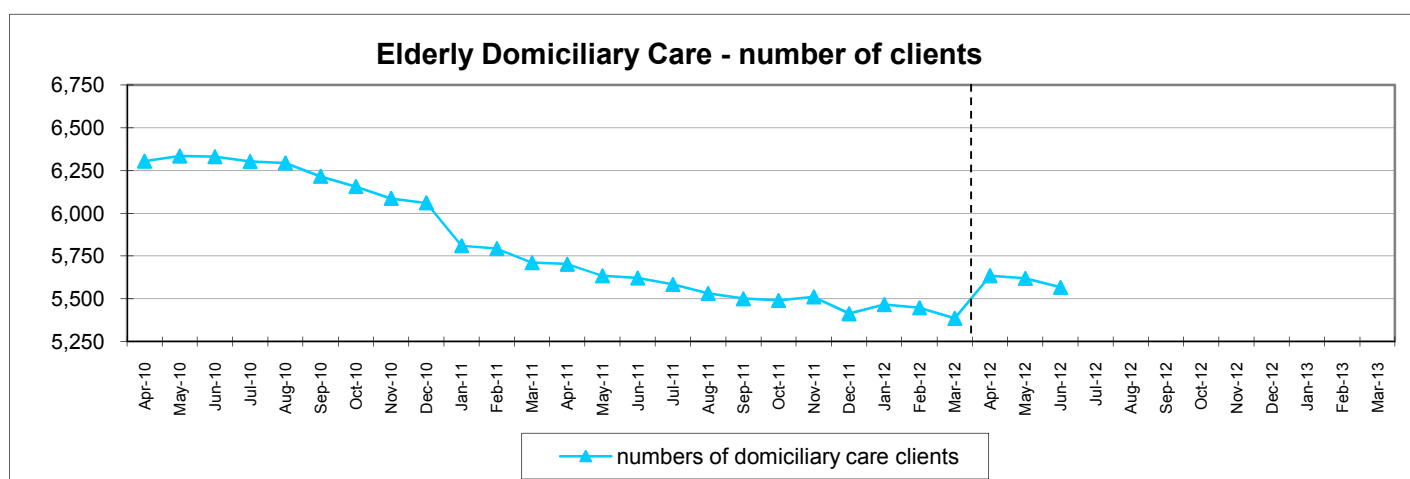


Comments:

- 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. Whilst the overall numbers of Direct Payments are increasing this is at a slower rate than the budget can afford, leading to a forecast gross under spend of £3.5m as shown in section 1.1.3.1. It is important to note, the current forecast is based on known clients only and does not factor in future growth in this service. This service received a significant amount of monies in the 2012-13 Budget (£3.5m) for the predicted growth in this service. A trend analysis is being completed to help predict the forecast growth in this service and future forecasts will include the outcome of this.
- Please note the affordable level of clients receiving direct payments has been updated from what was included in the 2011-12 outturn report to Cabinet on 9 July to reflect the latest budget position.

2.2.1 Elderly domiciliary care – numbers of clients and hours provided in the independent sector:

	2010-11			2011-12			2012-13		
	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	204,948	205,989	6,305	206,859	202,177	5,703	197,939	196,796	5,635
May	211,437	212,877	6,335	211,484	205,436	5,634	203,909	202,594	5,619
June	204,452	205,937	6,331	203,326	197,085	5,622	196,744	199,657	5,567
July	210,924	212,866	6,303	207,832	205,077	5,584	202,675		
August	210,668	213,294	6,294	206,007	203,173	5,532	202,057		
September	203,708	201,951	6,216	198,025	197,127	5,501	194,951		
October	210,155	208,735	6,156	202,356	203,055	5,490	200,823		
November	203,212	200,789	6,087	194,492	199,297	5,511	193,757		
December	209,643	223,961	6,061	198,704	204,915	5,413	199,588		
January	224,841	206,772	5,810	196,879	199,897	5,466	198,971		
February	203,103	202,568	5,794	183,330	190,394	5,447	179,186		
March	224,285	205,535	5,711	193,222	202,889	5,386	197,739		
TOTAL	2,521,376	2,501,274		2,402,516	2,410,522		2,368,339	599,047	



Comment:

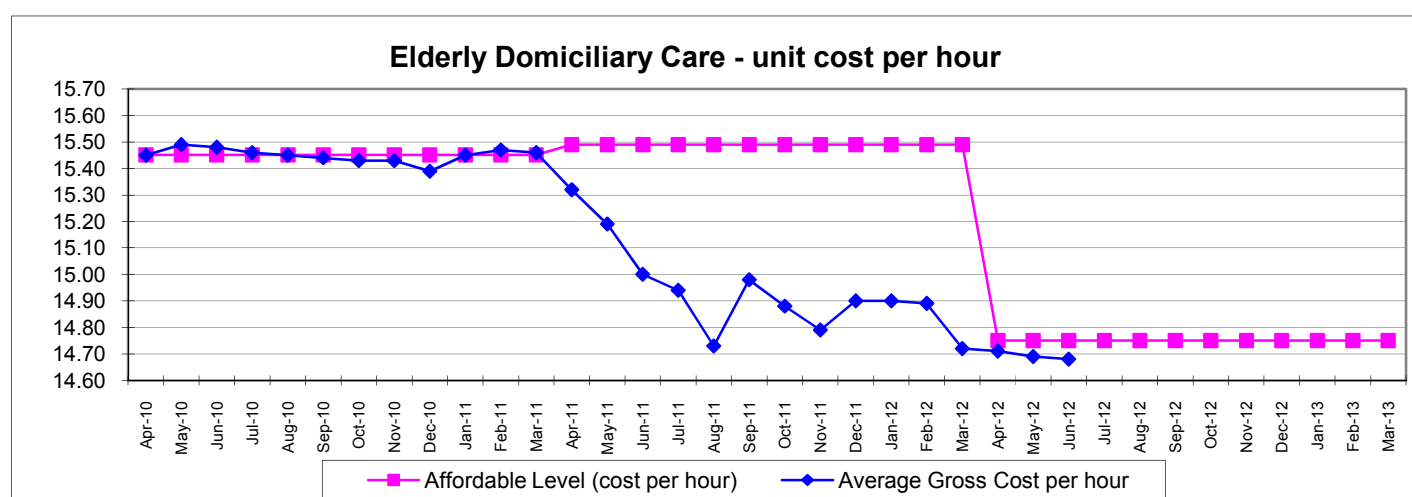
- Figures exclude services commissioned from the Kent Enablement At Home Service.
- The current forecast is 2,288,325 hours of care against an affordable level of 2,368,339, a difference of -80,014 hours. Using the forecast unit cost of £14.68 this reduction in activity reduces the forecast by £1,175k, as highlighted in section 1.1.3.2.b.
- To the end of June 599,047 hours of care have been delivered against an affordable level of 598,592, a difference of +455 hours. Current activity suggests that the forecast should be higher on this service, however the forecast assumes that payments of £1,322k included in the MTP as part of the

domiciliary procurement savings will be delivered through a reduction in hours provided throughout the remainder of the financial year, which is equivalent to approximately 89,600 hours based on the budgeted unit cost.

- Please note, from April 2012 there has been a change in the method of counting clients to align with current Department of Health guidance, which states that suspended clients e.g those who may be in hospital and not receiving a current service should still be counted. This has resulted in an increase in the number of clients being recorded. For comparison purposes, using the new counting methodology, the equivalent number of clients in March 2012 would have been 5,641. **A dotted line has been added to the graph to distinguish between the two different counting methodologies, as the data presented is not on a consistent basis and therefore is not directly comparable.**
- 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 was 8.3. The position for the first quarter of 2012-13 is an average of 8.3 hours per client week. This suggests a levelling out of the number of hours provided per client week, however updates will continue to be given in future monitoring reports.
- Please note, the affordable level of client weeks has been updated from 2,313,768 included in the Outturn report to Cabinet on 9 July 2012 to 2,368,339 to reflect the budget realignment detailed in table 1a (section 1.1.2.1) and the adjustment to the affordable unit cost per week (in section 2.2.2).

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

	2010-11		2011-12		2012-13	
	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	15.452	15.45	15.49	15.32	14.75	14.71
May	15.452	15.49	15.49	15.19	14.75	14.69
June	15.452	15.48	15.49	15.00	14.75	14.68
July	15.452	15.46	15.49	14.94	14.75	
August	15.452	15.45	15.49	14.73	14.75	
September	15.452	15.44	15.49	14.98	14.75	
October	15.452	15.43	15.49	14.88	14.75	
November	15.452	15.43	15.49	14.79	14.75	
December	15.452	15.39	15.49	14.90	14.75	
January	15.452	15.45	15.49	14.90	14.75	
February	15.452	15.47	15.49	14.89	14.75	
March	15.452	15.46	15.49	14.72	14.75	

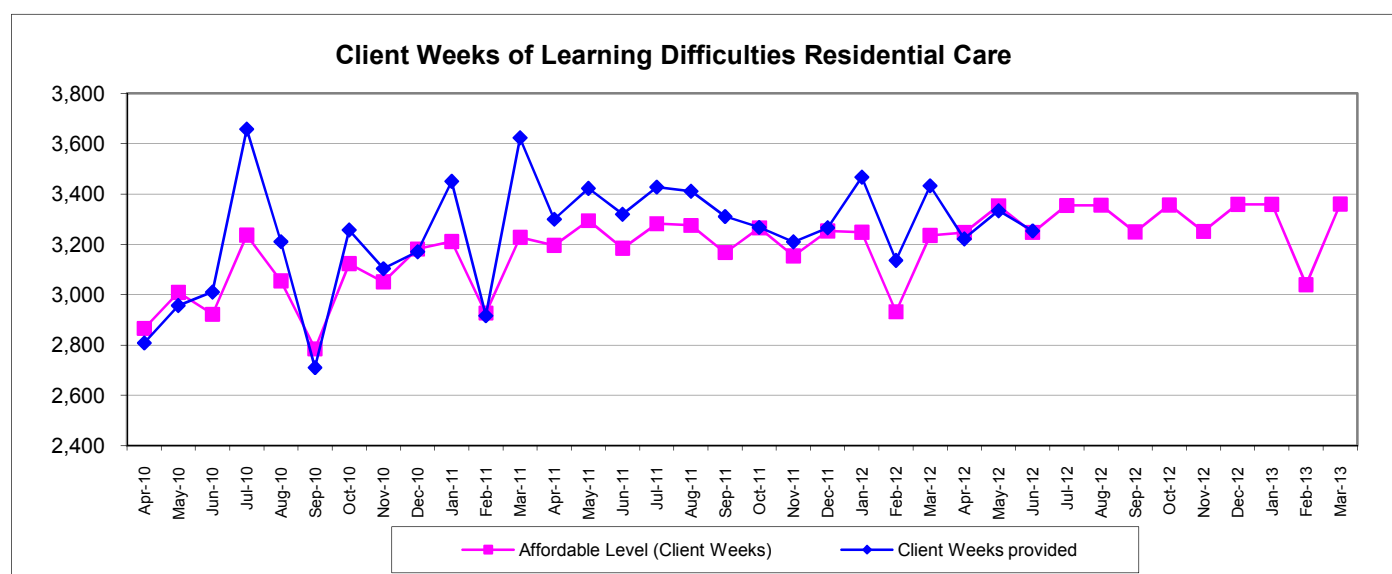


Comments:

- The unit cost shows an overall general reducing trend 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. 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
- The forecast unit cost of £14.68 is slightly lower than the affordable cost of £14.75 and this difference of -£0.07 reduces the forecast by £166k when multiplied by the affordable hours, as highlighted in section 1.1.3.2.b.
- Please note, the affordable unit cost has been updated from the £14.87 included in the Outturn report to Cabinet on 9 July 2012 to £14.75 to reflect part of the domiciliary procurement savings allocated in 2012-13 budget. The remainder of the domiciliary procurement saving was due to be achieved through the domiciliary re-let, however this is now not due to take place this financial year and so the saving is expected to be achieved through a general reduction in client numbers receiving this service (the equivalent reduction in hours provided is referenced in Section 2.2.1 above).

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

	2010-11		2011-12		2012-13	
	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	2,866	2,808	3,196	3,300	3,246	3,222
May	3,009	2,957	3,294	3,423	3,353	3,334
June	2,922	3,011	3,184	3,320	3,247	3,254
July	3,236	3,658	3,282	3,428	3,355	
August	3,055	3,211	3,275	3,411	3,356	
September	2,785	2,711	3,167	3,311	3,249	
October	3,123	3,257	3,265	3,268	3,357	
November	3,051	3,104	3,154	3,210	3,251	
December	3,181	3,171	3,253	3,266	3,359	
January	3,211	3,451	3,248	3,467	3,359	
February	2,927	2,917	2,932	3,137	3,039	
March	3,227	3,624	3,235	3,433	3,362	
TOTAL	36,593	37,880	38,485	39,974	39,533	9,810

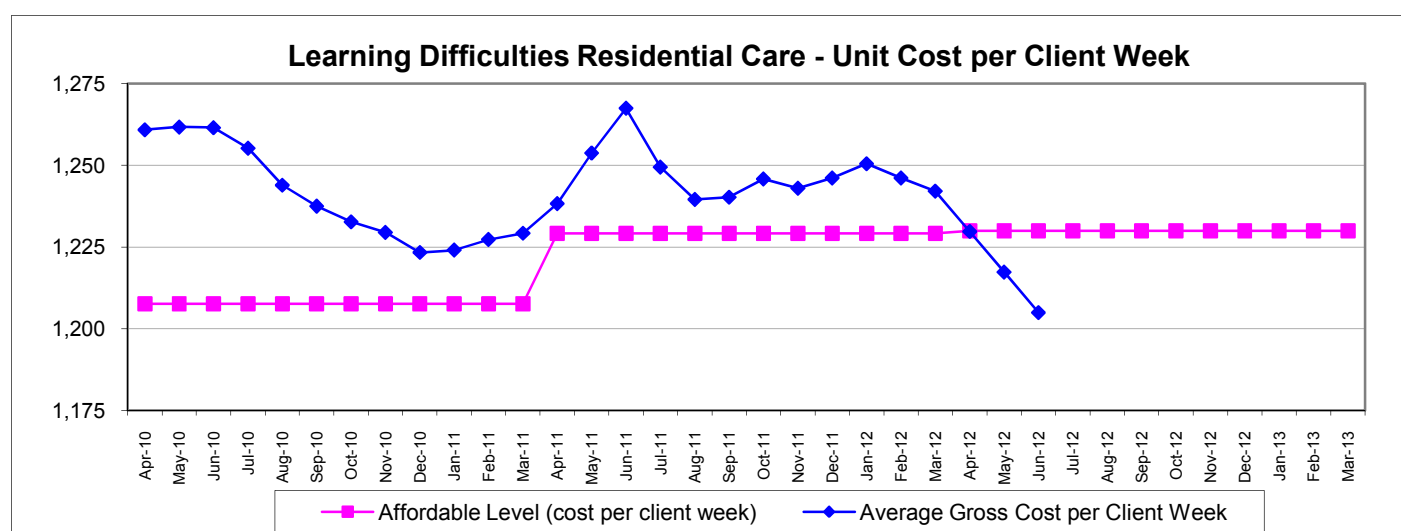


Comments:

- 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 2010-11 was 713, at the end of 2011-12 it was 746 and at the end of June 2012 it was 747. This includes any ongoing transfers as part of the S256 agreement with Health, transitions, provisions and Ordinary Residence.
- The current forecast is 40,075 weeks of care against an affordable level of 39,533, a difference of +542 weeks. Using the forecast unit cost of £1,204.91 this additional activity reduces forecast by £653k to the forecast, as highlighted in section 1.1.3.3.a.
- To the end of June 9,810 weeks of care have been delivered against an affordable level of 9,846, a difference of -36 weeks. The current activity variance suggests only a minor variance on activity however the forecast also includes 624 weeks of transition and provision clients (as described in section 1.1.3.3.a) i.e. clients expected to transfer to this service during this financial year.
- Please note, the affordable level of client weeks has been updated from 38,597 included in the Outturn report to Cabinet on 9 July 2012 to 39,533 to reflect the budget realignment detailed in table 1a (section 1.1.2.1) and the adjustment to the affordable unit cost per week (in section 2.3.2).

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

	2010-11		2011-12		2012-13	
	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	1,207.58	1,260.82	1,229.19	1,238.24	1,229.93	1,229.69
May	1,207.58	1,261.67	1,229.19	1,253.68	1,229.93	1,217.30
June	1,207.58	1,261.46	1,229.19	1,267.40	1,229.93	1,204.91
July	1,207.58	1,255.21	1,229.19	1,249.41	1,229.93	
August	1,207.58	1,243.87	1,229.19	1,239.50	1,229.93	
September	1,207.58	1,237.49	1,229.19	1,240.17	1,229.93	
October	1,207.58	1,232.68	1,229.19	1,245.76	1,229.93	
November	1,207.58	1,229.44	1,229.19	1,242.97	1,229.93	
December	1,207.58	1,223.31	1,229.19	1,246.05	1,229.93	
January	1,207.58	1,224.03	1,229.19	1,250.44	1,229.93	
February	1,207.58	1,227.26	1,229.19	1,246.11	1,229.93	
March	1,207.58	1,229.19	1,229.19	1,242.08	1,229.93	

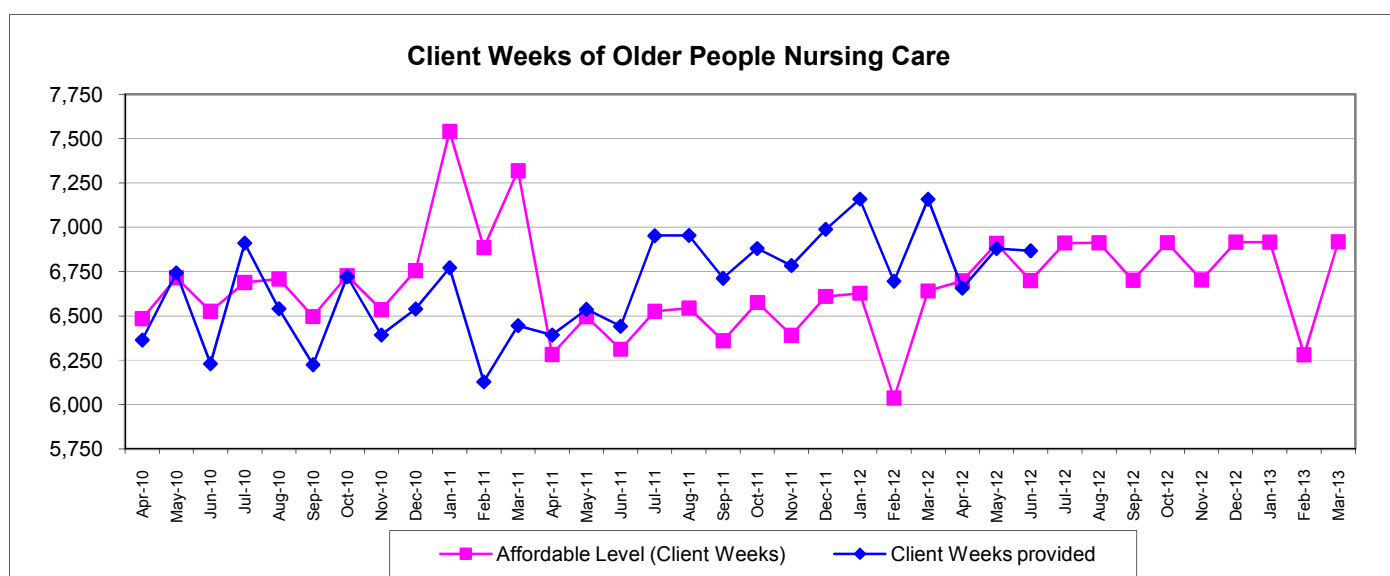


Comments:

- Clients being placed in residential care are those with very complex and individual needs which makes it difficult for them to remain in the community, in supported accommodation/supporting living arrangements, or receiving a domiciliary care package. These are therefore placements which attract a very high cost, with the average now being over £1,200 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 general increase in the average cost per week due to the complexity of clients has been offset this financial year by the price savings forecast to be achieved as part of the 2012-13 budget. There is some uncertainty as to whether the full savings will be achieved through cost savings alone and this continues to be monitored closely.
- The forecast unit cost of £1,204.91 is lower than the affordable cost of £1,229.93 and this difference of -£25.02 saves -£989k to the position when multiplied by the affordable weeks, as highlighted in section 1.1.3.3.a. Please note the forecast assumes the full budgeted procurement saving of £2,445k will be achieved.
- Please note the affordable unit cost per week has been updated from £1,254.52 included in the Outturn report to Cabinet on 9 July 2012 to £1,229.93. The affordable level now reflects the procurement savings included in the 2012-15 MTP.

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

	2010-11		2011-12		2012-13	
	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	6,485	6,365	6,283	6,393	6,698	6,656
May	6,715	6,743	6,495	6,538	6,909	6,880
June	6,527	6,231	6,313	6,442	6,699	6,867
July	6,689	6,911	6,527	6,953	6,911	
August	6,708	6,541	6,544	6,954	6,912	
September	6,497	6,225	6,361	6,713	6,701	
October	6,726	6,722	6,576	6,881	6,913	
November	6,535	6,393	6,391	6,784	6,703	
December	6,755	6,539	6,610	6,988	6,915	
January	7,541	6,772	6,628	7,159	6,915	
February	6,885	6,129	6,036	6,696	6,281	
March	7,319	6,445	6,641	7,158	6,917	
TOTAL	81,382	78,016	77,405	81,659	81,474	20,403

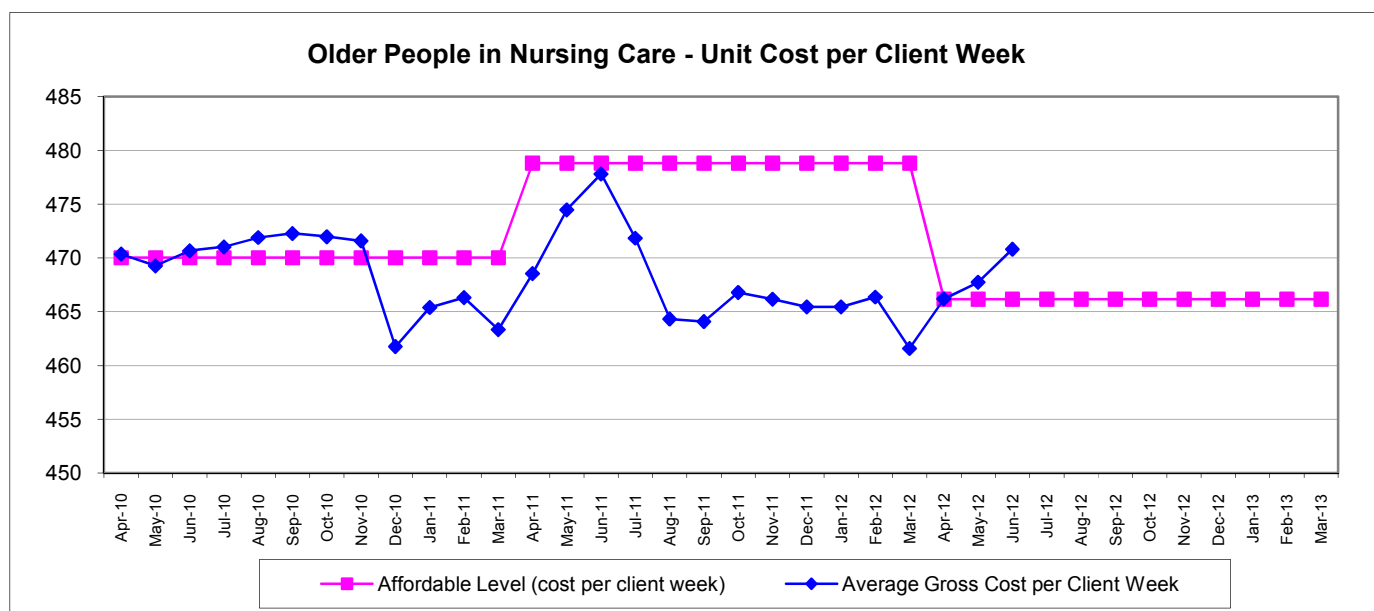


Comment:

- 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 2010-11 was 1,379, at the end of 2011-12 it was 1,479 and at the end of June 2012 it was 1,483.
- The current forecast is 81,324 weeks of care against an affordable level of 81,474, a difference of -150 weeks. Using the actual unit cost of £470.82, this reduced activity saves £71k on the forecast, as highlighted in section 1.1.3.3.b.
- To the end of June 20,403 weeks of care have been delivered against an affordable level of 20,306, a difference of +97 weeks. However the forecast assumes a drop in clients throughout the remainder of the financial year.
- Please note, the affordable level of client weeks has been updated from 77,955 included in the Outturn report to Cabinet on 9 July 2012 to 81,474 to reflect the budget realignment detailed in table 1a (section 1.1.2.1).

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

	2010-11		2011-12		2012-13	
	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	470.01	470.36	478.80	468.54	466.16	466.20
May	470.01	469.27	478.80	474.48	466.16	467.74
June	470.01	470.67	478.80	477.82	466.16	470.82
July	470.01	471.03	478.80	471.84	466.16	
August	470.01	471.90	478.80	464.32	466.16	
September	470.01	472.28	478.80	464.09	466.16	
October	470.01	471.97	478.80	466.78	466.16	
November	470.01	471.58	478.80	466.17	466.16	
December	470.01	461.75	478.80	465.44	466.16	
January	470.01	465.40	478.80	465.44	466.16	
February	470.01	466.32	478.80	466.36	466.16	
March	470.01	463.34	478.80	461.58	466.16	

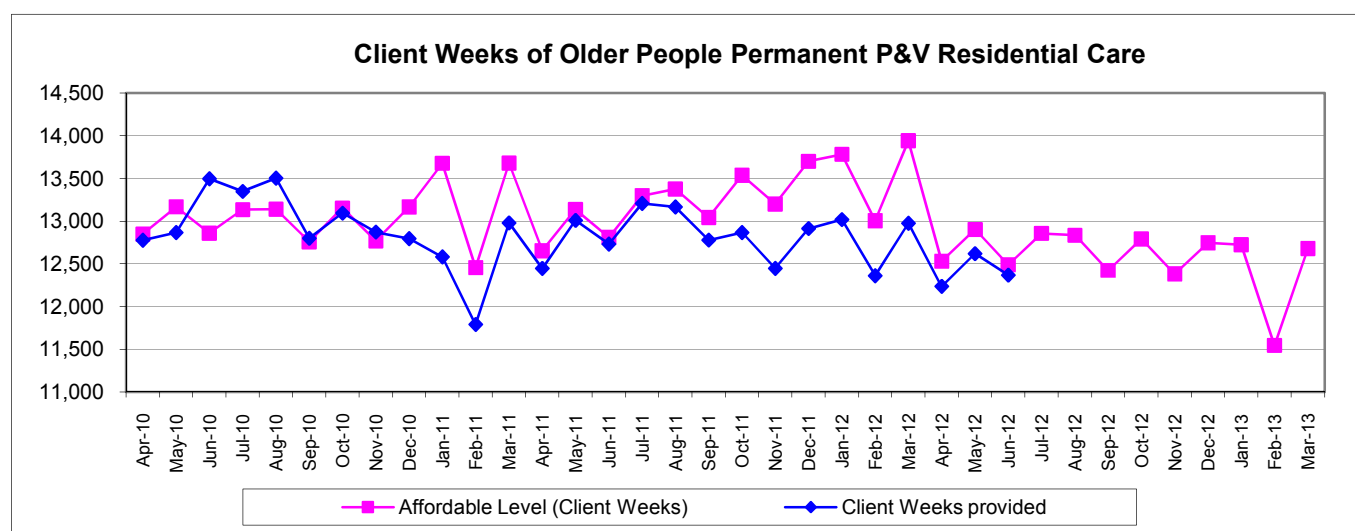


Comments:

- 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 £470.82 is slightly higher than the affordable cost of £466.16 and this difference of +£4.66 adds £380k to the position when multiplied by the affordable weeks, as highlighted in section 1.1.3.3.b.
- Please note, the affordable unit cost has increased from £465.89 reported in the 2011-12 Outturn report to Cabinet on 9 July 2012 to £466.16 to reflect the inflationary increase in prices included in the budget.

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

	2010-11		2011-12		2012-13	
	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	12,848	12,778	12,655	12,446	12,532	12,237
May	13,168	12,867	13,136	13,009	12,903	12,621
June	12,860	13,497	12,811	12,731	12,489	12,369
July	13,135	13,349	13,297	13,208	12,858	
August	13,141	13,505	13,377	13,167	12,836	
September	12,758	12,799	13,044	12,779	12,424	
October	13,154	13,094	13,538	12,868	12,792	
November	12,771	12,873	13,200	12,448	12,382	
December	13,167	12,796	13,700	12,914	12,748	
January	13,677	12,581	13,782	13,019	12,726	
February	12,455	11,790	13,007	12,361	11,545	
March	13,678	12,980	13,940	12,975	12,679	
TOTAL	156,812	154,909	159,487	153,925	150,914	37,227



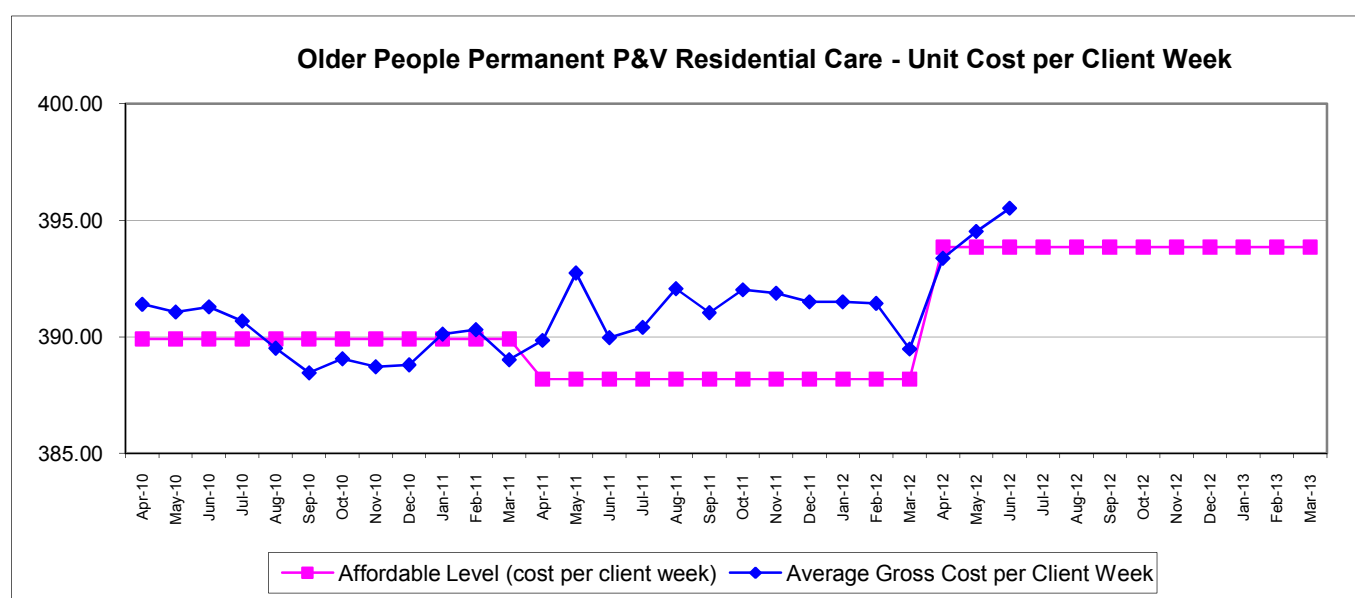
Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent independent residential care at the end of 2010-11 it was 2,787, at the end of 2011-12 it was 2,736 and by the end of June 2012 it was 2,682. It is evident that there are ongoing pressures relating to clients with dementia who require a greater intensity of care.
- It is difficult to consider this budget line in isolation, as the Older Person's modernisation strategy has meant that fewer people are being placed in our in-house provision, so we would expect that there will be a higher proportion of permanent placements being made in the independent sector which is masking the extent of the overall reducing trend in residential client activity.
- The current forecast is 147,505 weeks of care against an affordable level of 150,914, a difference of -3,409 weeks. Using the forecast unit cost of £395.52 this reduced activity saves £1,348k from the forecast, as highlighted in section 1.1.3.3.c.
- To the end of June 37,227 weeks of care have been delivered against an affordable level of 37,924, a difference of -697 weeks. The forecast number of weeks reflects further anticipated reductions in activity resulting from forecast lower client numbers during the remainder of the financial year.

- The affordable level has been updated from 156,080 reported in the 2011-12 outturn report to 150,914 to reflect budget realignment detailed in table 1a (section 1.1.2.1) and the adjustment to the affordable unit cost per week in section 2.5.2.

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

	2010-11		2011-12		2012-13	
	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	389.91	391.40	388.18	389.85	393.85	393.37
May	389.91	391.07	388.18	392.74	393.85	394.52
June	389.91	391.29	388.18	389.97	393.85	395.52
July	389.91	390.68	388.18	390.41	393.85	
August	389.91	389.51	388.18	392.07	393.85	
September	389.91	388.46	388.18	391.04	393.85	
October	389.91	389.06	388.18	392.02	393.85	
November	389.91	388.72	388.18	391.87	393.85	
December	389.91	388.80	388.18	391.50	393.85	
January	389.91	390.12	388.18	391.50	393.85	
February	389.91	390.31	388.18	391.44	393.85	
March	389.91	389.02	388.18	389.48	393.85	

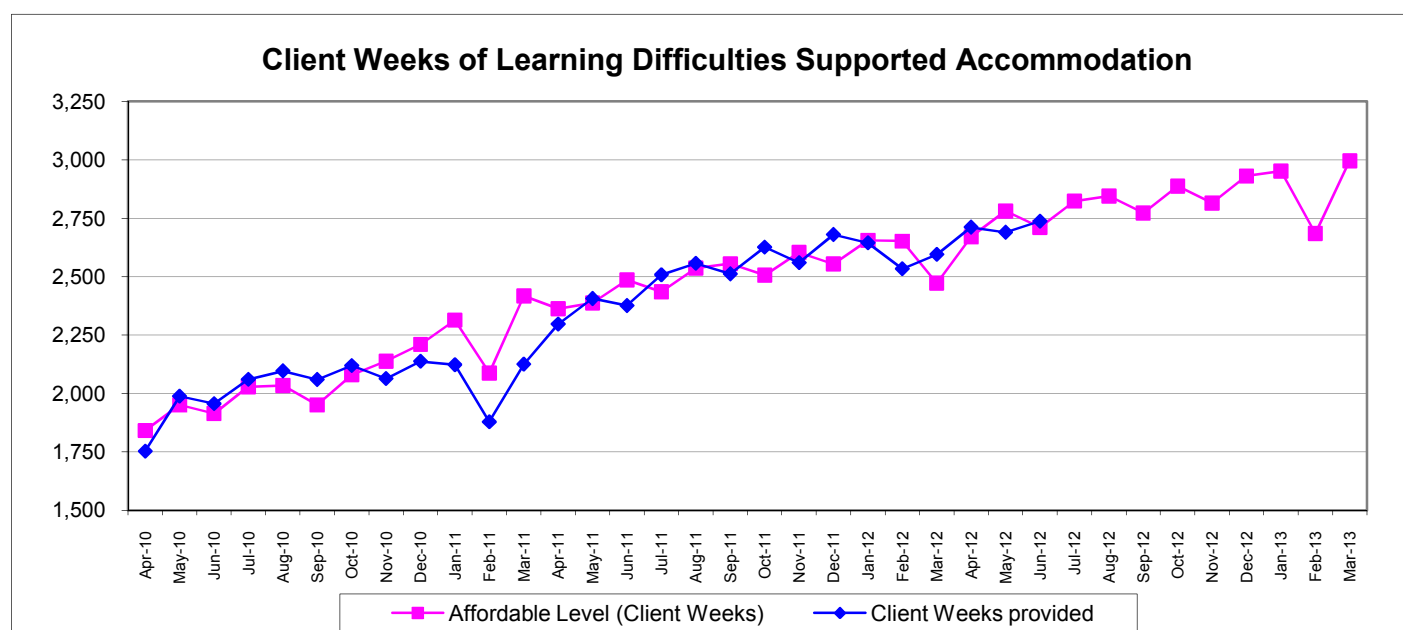


Comments:

- The forecast unit cost of £395.52 is higher than the affordable cost of £393.85 and this difference of +£1.67 adds £252k to the position when multiplied by the affordable weeks, as highlighted in section 1.1.3.3.c. This higher average unit cost is likely to be due to the higher proportion of clients with dementia, which are more costly due to the increased intensity of care required, as outlined above.
- The affordable unit cost has been updated from £395.60 reported in the 2011-12 Outturn report to £393.85 to reflect the current budgeted level following the realignment shown in table 1a.

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

	2010-11		2011-12		2012-13	
	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	1,841	1,752	2,363	2,297	2,670	2,712
May	1,951	1,988	2,387	2,406	2,781	2,690
June	1,914	1,956	2,486	2,376	2,711	2,737
July	2,029	2,060	2,435	2,508	2,824	
August	2,034	2,096	2,536	2,557	2,845	
September	1,951	2,059	2,555	2,512	2,773	
October	2,080	2,119	2,506	2,626	2,888	
November	2,138	2,063	2,603	2,560	2,815	
December	2,210	2,137	2,554	2,680	2,931	
January	2,314	2,123	2,655	2,644	2,952	
February	2,088	1,878	2,652	2,534	2,685	
March	2,417	2,125	2,472	2,595	2,996	
TOTAL	24,967	24,356	30,204	30,295	33,871	8,139



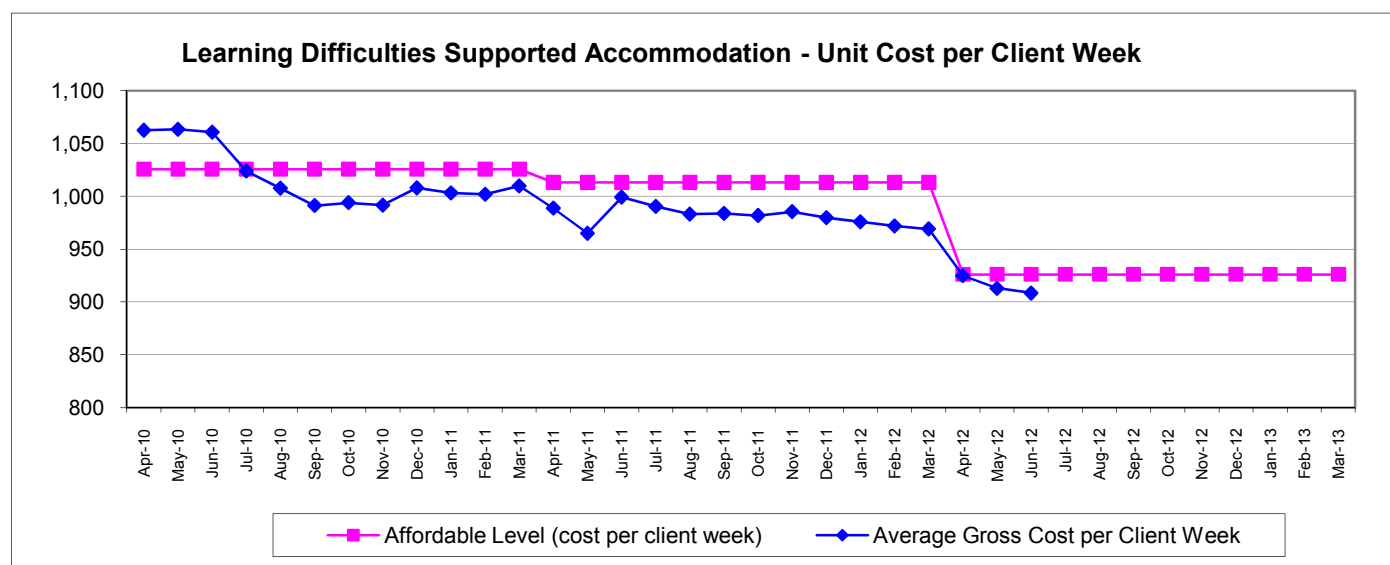
Comments:

- 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 2010-11 was 491 of which 131 were S256 clients, at the end of 2011-12 it was 607 of which 156 were S256 clients, and at the end of June 2012 it was 625.
- The current forecast is 35,562 weeks of care against an affordable level of 33,871, a difference of +1,691 weeks. Using the forecast unit cost of £908.53 this increase in activity provides a pressure of £1,536k as reflected in section 1.1.3.4a.
- To the end of June 8,139 weeks of care have been delivered against an affordable level of 8,162, a difference of +23 weeks. This suggests only a slight pressure on this service however the forecast also includes approximately 2,000 weeks of expected transition and provision clients, therefore there is expected to be an increased pressure on this service in the coming months.
- 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.

- The affordable level has been updated from 32,101 quoted in the 2011-12 Outturn report to 33,871 to reflect the budget realignment (as detailed in Section 1.1.2.1) and the adjustment to the budgeted unit cost in Section 2.6.2.

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

	2010-11		2011-12		2012-13	
	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	1,025.67	1,062.38	1,013.18	988.73	926.16	924.87
May	1,025.67	1,063.22	1,013.18	964.95	926.16	912.93
June	1,025.67	1,060.59	1,013.18	999.24	926.16	908.53
July	1,025.67	1,023.90	1,013.18	990.45	926.16	
August	1,025.67	1,007.58	1,013.18	983.09	926.16	
September	1,025.67	991.20	1,013.18	983.85	926.16	
October	1,025.67	993.92	1,013.18	981.78	926.16	
November	1,025.67	991.56	1,013.18	985.45	926.16	
December	1,025.67	1,007.95	1,013.18	979.83	926.16	
January	1,025.67	1,003.21	1,013.18	975.90	926.16	
February	1,025.67	1,001.98	1,013.18	971.85	926.16	
March	1,025.67	1,009.82	1,013.18	969.09	926.16	



Comments:

- The forecast unit cost of £908.53 is lower than the affordable cost of £926.16 and this difference of -£17.63 provides a saving of £597k when multiplied by the affordable weeks. The forecast unit cost assumes £854k of procurement savings will be achieved.
- There are three distinct groups of clients: Section 256 clients, Ordinary Residence clients and other clients. Each group has a very different unit cost, which are combined to provide an 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.
- Please note, from 2012-13 the unit cost has been recalculated to exclude spend associated with better homes active lives accommodation as these clients are not included in the client weeks reported in section 2.6.1 above. For comparison the revised March 2012 unit cost would have been £936.81 per client per week. In addition, the budgeted unit cost has been further lowered to reflect the procurement savings in the 2012-15 MTP.

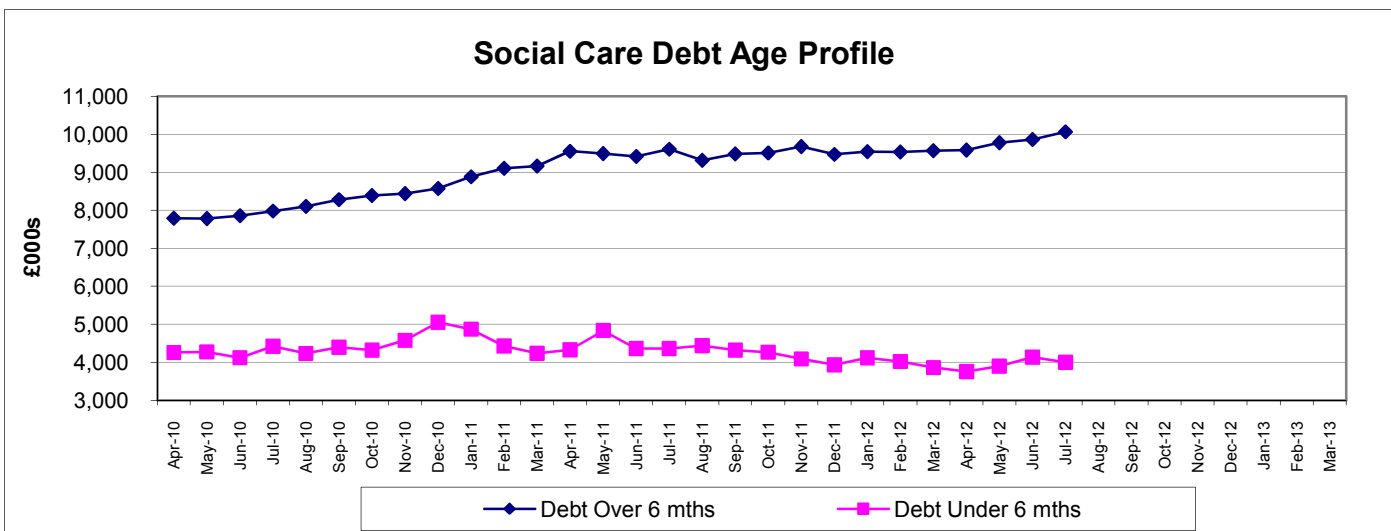
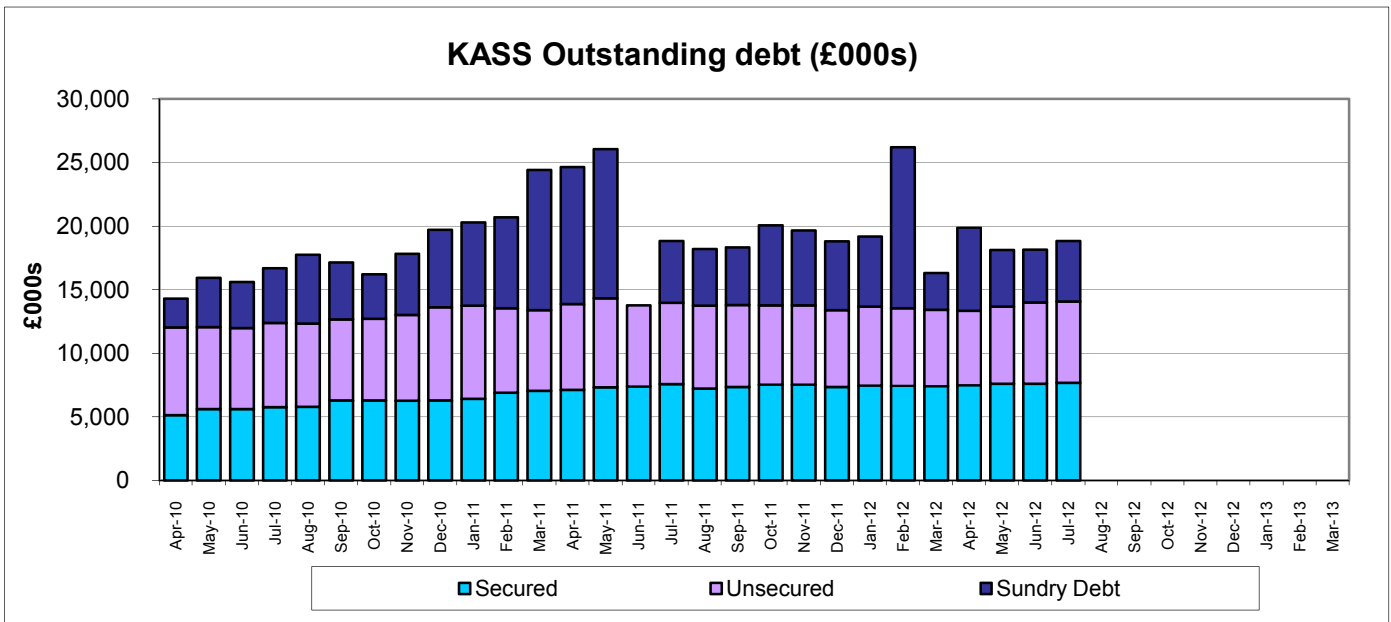
3. SOCIAL CARE DEBT MONITORING

The outstanding debt as at the end of July was £18.816m compared with March's figure of £16.310m (reported to Cabinet in July) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £4.750m of sundry debt compared to £2.881m in March. The amount of sundry debt can fluctuate for large invoices to health. Also within the outstanding debt is £14.066m relating to Social Care (client) debt which is an increase of £13.429m in March. 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 social care 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. The sundry debt figures are based on calendar months.

Debt Month	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Social Care Debt				
			Total Social Care Due Debt £000s	Debt Over 6 mths £000s	Debt Under 6 mths £000s	Secured £000s	Unsecured £000s
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	9,608	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 #	26,218	12,661	13,557	9,536	4,021	7,455	6,102
Mar-12 #	16,310	2,881	13,429	9,567	3,862	7,411	6,018
Apr-12	19,875	6,530	13,345	9,589	3,757	7,500	5,845
May-12	18,128	4,445	13,683	9,782	3,901	7,620	6,063
Jun-12	18,132	4,133	13,999	9,865	4,134	7,630	6,369
Jul-12	18,816	4,750	14,066	10,066	4,000	7,693	6,373
Aug-12	0		0				
Sep-12	0		0				
Oct-12	0		0				
Nov-12	0		0				
Dec-12	0		0				
Jan-13	0		0				
Feb-13	0		0				
Mar-13	0		0				

* It should be noted that the Sundry debt reports were not successful in June 2011, 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.

The previously reported social care debt figures for February and March 2012 included in error some debt that was not yet due i.e. it was still within the 4 week payment term. These figures have now been revised.



ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY JUNE 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

1.1.1 The cash limits that the Directorate is working to, **and upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The Directorate would like to request formal virement through this report to reflect adjustments to cash limits required for the following changes required in respect of the allocation of previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process. This primarily relates to transfers between A-Z lines to reflect the agreed contract with Enterprise. In addition, Highways and Transportation gross and income budgets have been realigned in the light of 2011-12 outturn. These adjustments have had an impact on the gross and income budgets which has reduced them both by £0.605m. Within Environment Management gross and income budgets have reduced by £1.304m reflecting realignment in respect of Kent Downs Area of Outstanding Natural Beauty that was not included in the original budget.

A reduction to gross and income budgets has also been made within Public Transport of £0.915m, which predominantly reflects a revision to the income and costs related to the Freedom pass. Changes to the gross and income budgets within Waste Management and Waste Disposal have also been reflected, as a result of revisions to contract prices affecting both spend and income levels and the use of new waste processing outlets for managing various recycle waste streams, all of which were not known when the budget was set. These amount to an increase of £0.042m in the gross budget and a similar increase in the income budget.

Within the Regeneration and Economic Development portfolio there have been revisions to the Development Staff and Projects budget to reflect changes in the external funding of a number of projects. This has decreased gross by £0.606m and income by £0.568m; the difference of -£0.038m affects the element of this budget that sits within the Business Strategy and Support Directorate hence a corresponding increase is shown within Annex 6 of this report.

There have also been a number of corporate adjustments to cash limit to reflect the allocation of £6m roll forward from 2011-12 as approved by Cabinet in June and a further £0.188m roll forward from 2011-12 as approved by Cabinet on 9 July, together with the transfer of responsibilities between units where the effects of the Council restructure are still being refined. These adjustments total -£0.429m against the gross budget.

Therefore the overall movement in cash limits shown in table 1a below is an increase in the gross expenditure budget of £2.371m (-£0.605m - £1.304m - £0.915m + £0.042m + £6.188m - £0.606m - £0.429m from above) and a reduction in the income budget of £3.350m (+£0.605m + £1.304m + £0.915m - £0.042m + £0.568m from above).

Table 1a shows:

- the published budget,
- the proposed budget following adjustments for both formal virement and technical adjustments, together with roll forward from 2011-12 as approved by Cabinet in June and July and the inclusion 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,
- the total value of the adjustments applied to each A-Z budget line.

Cabinet is asked to approve these revised cash limits

Table 1b shows the latest monitoring position against these revised cash limits.

1.1.2.1 **Table 1a** below details the change in cash limits by A-Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Environment, Highways & Waste portfolio									
E&E Strategic Management & Directorate Support Budgets	8,136	-407	7,729	8,420	-408	8,012	284	-1	283
<u>Environment:</u>									
- Environment Management	5,258	-2,830	2,428	4,142	-1,526	2,616	-1,116	1,304	188
<u>Highways:</u>									
<u>Highways Maintenance:</u>									
- Adverse Weather	3,238		3,238	3,238	0	3,238	0	0	0
- Bridges & Other Structures	2,666	-259	2,407	2,685	-239	2,446	19	20	39
- General maintenance & emergency response	14,392	-486	13,906	13,131	-487	12,644	-1,261	-1	-1,262
- Highway drainage	3,188	-82	3,106	3,244	-82	3,162	56	0	56
- Streetlight maintenance	3,768	-167	3,601	3,974	-167	3,807	206	0	206
	27,252	-994	26,258	26,272	-975	25,297	-980	19	-961
<u>Highways Safety & Management:</u>									
- Development Planning	2,159	-1,283	876	2,135	-1,283	852	-24	0	-24
- Highways Improvements	1,611	-120	1,491	7,718	-50	7,668	6,107	70	6,177
- Road Safety	3,703	-2,720	983	3,264	-2,234	1,030	-439	486	47
- Streetlight energy	5,845		5,845	5,845	0	5,845	0	0	0
- Traffic management	5,589	-2,653	2,936	5,643	-2,622	3,021	54	31	85
- Tree maintenance, grass cutting & weed control	3,360	-170	3,190	3,331	-170	3,161	-29	0	-29
	22,267	-6,946	15,321	27,936	-6,359	21,577	5,669	587	6,256
<u>Planning & Transport Strategy:</u>									
- Planning & Transport Policy	1,253	-15	1,238	1,253	-15	1,238	0	0	0
- Planning Applications	1,129	-550	579	1,129	-550	579	0	0	0
	2,382	-565	1,817	2,382	-565	1,817	0	0	0
<u>Transport Services:</u>									
- Concessionary Fares	16,307	-27	16,280	16,307	-27	16,280	0	0	0
- Freedom Pass	13,648	-2,459	11,189	13,648	-2,459	11,189	0	0	0
- Subsidised Bus Routes	10,030	-2,370	7,660	9,115	-1,454	7,661	-915	916	1
- Transport Planning	464	-218	246	457	-219	238	-7	-1	-8
	40,449	-5,074	35,375	39,527	-4,159	35,368	-922	915	-7
<u>Waste Management</u>									
<u>Recycling & Diversion from Landfill:</u>									
- Household Waste Recycling Centres	8,235	-1,109	7,126	8,620	-1,482	7,138	385	-373	12
- Partnership & Waste Co-ordination	715	-126	589	722	-168	554	7	-42	-35
- Payments to Waste Collection Authorities (DCs)	5,333	-102	5,231	5,473	-102	5,371	140	0	140
- Recycling Contracts & Composting	10,976	-614	10,362	10,516	-601	9,915	-460	13	-447
	25,259	-1,951	23,308	25,331	-2,353	22,978	72	-402	-330
<u>Waste Disposal:</u>									
- Closed Landfill Sites & Abandoned Vehicles	749	-266	483	764	-180	584	15	86	101
- Disposal Contracts	28,853	-430	28,423	29,297	-156	29,141	444	274	718
- Haulage & Transfer Stations	8,686	-75	8,611	8,575	-75	8,500	-111	0	-111
- Landfill Tax	7,543		7,543	7,165	0	7,165	-378	0	-378
	45,831	-771	45,060	45,801	-411	45,390	-30	360	330
Commercial Services		-7,761	-7,761	0	-7,761	-7,761	0	0	0
Total E, H & W portfolio	176,834	-27,299	149,535	179,811	-24,517	155,294	2,977	2,782	5,759
Regeneration & Economic Development portfolio									
Development Staff & Projects	1,277	-1,239	38	671	-671	0	-606	568	-38
Total E&E controllable	178,111	-28,538	149,573	180,482	-25,188	155,294	2,371	3,350	5,721

1.1.2.2 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a:

Budget Book Heading	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	8,420	-408	8,012	-284	0	-284	Underspend on pension costs
<u>Environment:</u>							
- Environment Management	4,142	-1,526	2,616	0	0	0	
<u>Highways:</u>							
<u>Highways Maintenance:</u>							
- Adverse Weather	3,238	0	3,238	-4	0	-4	
- Bridges & Other Structures	2,685	-239	2,446	-53	53	0	
- General maintenance & emergency response	13,131	-487	12,644	243	0	243	Dual carriageway maintenance
- Highway drainage	3,244	-82	3,162	0	0	0	
- Streetlight maintenance	3,974	-167	3,807	-7	11	4	
	26,272	-975	25,297	179	64	243	
<u>Highways Safety & Management:</u>							
- Development Planning	2,135	-1,283	852	-44	0	-44	
- Highways Improvements	7,718	-50	7,668	-66	-15	-81	
- Road Safety	3,264	-2,234	1,030	-4	2	-2	
- Streetlight energy	5,845	0	5,845	0	0	0	
- Traffic management	5,643	-2,622	3,021	111	-364	-253	Lane rental scheme development costs; s74 fees and permit scheme
- Tree maintenance, grass cutting & weed control	3,331	-170	3,161	100	0	100	Increased weed control activity
	27,936	-6,359	21,577	97	-377	-280	
<u>Planning & Transport Strategy:</u>							
- Planning & Transport Policy	1,253	-15	1,238	0	0	0	
- Planning Applications	1,129	-550	579	0	0	0	
	2,382	-565	1,817	0	0	0	
<u>Transport Services:</u>							
- Concessionary Fares	16,307	-27	16,280	0	0	0	
- Freedom Pass	13,648	-2,459	11,189	0	0	0	
- Subsidised Bus Routes	9,115	-1,454	7,661	-139	119	-20	Retendering/changing of contracts
- Transport Planning	457	-219	238	1	0	1	
	39,527	-4,159	35,368	-138	119	-19	
<u>Waste Management</u>							
<u>Recycling & Diversion from Landfill:</u>							
- Household Waste Recycling Centres	8,620	-1,482	7,138	-66	-513	-579	Reduced waste tonnage; income from recyclables
- Partnership & Waste Co-ordination	722	-168	554	0	0	0	
- Payments to Waste Collection Authorities (DCs)	5,473	-102	5,371	-350	0	-350	Reduced waste tonnage
- Recycling Contracts & Composting	10,516	-601	9,915	-211	0	-211	Reduced waste tonnage
	25,331	-2,353	22,978	-627	-513	-1,140	
<u>Waste Disposal:</u>							
- Closed Landfill Sites & Abandoned Vehicles	764	-180	584	0	0	0	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
- Disposal Contracts	29,297	-156	29,141	-440	0	-440	Waste tonnage lower than budgeted resulting in less waste processed
- Haulage & Transfer Stations	8,575	-75	8,500	-67	0	-67	Reduced waste tonnage
- Landfill Tax	7,165	0	7,165	-241	0	-241	Reduced waste tonnage
	45,801	-411	45,390	-748	0	-748	
Commercial Services	0	-7,761	-7,761			0	
Total E, H & W portfolio	179,811	-24,517	155,294	-1,521	-707	-2,228	
Regeneration & Economic Development portfolio							
Development Staff & Projects	671	-671	0	0	0	0	
Total E&E controllable	180,482	-25,188	155,294	-1,521	-707	-2,228	
Assumed Management Action							
- EHW portfolio						0	
- R&ED portfolio						0	
Forecast after Mgmt Action				-1,521	-707	-2,228	

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 E&E Strategic Management & Directorate Support Budgets: Gross -£284k, Income Nil, Net -£284k

Additional budget was allocated in 2012-13 for an anticipated increase in pension costs. However the current forecast suggests that costs will not be as high as expected and an underspend of £227k is forecast on this budget line. There are other minor underspends totalling £57k.

1.1.3.2 Highways:

Overall the Highways Division is forecasting a small underspend of £37k but within this position there are some offsetting larger variances. Those over £100k are detailed below:

1.1.3.2.1 Highways Maintenance

a. General Maintenance & Emergency Response: Gross +£243k, Income Nil, Net +£243k

The £243k gross pressure on this budget includes a forecast pressure of £232k for dual carriageway maintenance.

1.1.3.2.2 Highways Safety & Management

a. Traffic Management: Gross +£111k, Income -£364k, Net -£253k

The gross pressure of £111k includes a £145k pressure for development costs in respect of a new lane rental scheme where companies will pay to rent lanes whilst undertaking work. This is a one-off cost for 2012-13 and the scheme will yield income in future years. The forecast increase in income of -£364k has resulted from a combination of section 74 fees (-£38k) and income from the Permit Scheme (-£326k). 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.

- b. Tree maintenance, grass cutting & weed control: Gross +£100k, Income £0, Net +£100k
The forecast pressure of £100k on this budget reflects the additional activity on weed control that has arisen as a result of the particularly rainy spring and summer months.

1.1.3.3 **Transport Services:**

Subsidised Bus routes: Gross -£139k, Income +£119k, Net -£20k

The gross underspend of £139k and similar corresponding shortfall in income comprises of a number of small variances all under £100k including reduced costs and income due to the re-tendering of local bus services, reduced costs and income following the transfer of services to a voluntary organisation and reduced costs and income due to the number of entitled scholars using the subsidised bus network.

1.1.3.4 **Waste Management:**

The waste tonnage for the first four months of 2012-13 is 6,338 tonnes under the affordable level to the end of July. This indicates that waste tonnage will again be below the affordable level for the year and an estimated overall tonnage of 715,000 tonnes is predicted, which is 15,000 tonnes below the affordable level. This contributes to an overall forecast underspend on the waste budgets of £1.888m. The levels of waste tonnage will continue to be carefully reviewed as part of the regular monitoring process to Cabinet. Details of activity are shown in section 2.4 of this annex.

1.1.3.4.1 **Recycling & Diversion from Landfill**

- a. Household Waste Recycling Centres: Gross -£66k, Income -£513k, Net -£579k
The reduced tonnage has resulted in a small underspend of -£66k on gross expenditure, however there is a significant over-recovery in income of £513k. The new contract for textiles agreed last December, is generating an additional £313k, and income on lead acid batteries is adding a further £120k. There are also small over-recoveries in income from glass, paper and card, and metal. However there is some concern that the prices paid for recycled metals may begin to reduce and the impact on the income forecast will need to be re-assessed in future monitoring reports.
- b. Payments to Waste Collection Authorities (District Councils): Gross -£350k, Income Nil, Net -£350k
A gross underspend of £350k is forecast due to the amount of recycled waste being approximately 5,500 tonnes below budget, which has reduced the amount paid to District Councils.
- c. Recycling Contracts & Composting: Gross -£211k, Income Nil, Net -£211k
The tonnage for recycling and composting is approximately 4,600 tonnes under budget, and this is anticipated to deliver an underspend of £211k in this financial year.

1.1.3.4.2 **Waste Disposal**

- a. Disposal Contracts: Gross -£440k, Income Nil, Net -£440k
A gross underspend of £440k is forecast for this budget due to reduced residual waste tonnage. Overall the final tonnage figure is expected to be 4,900 tonnes under the affordable level.
- b. Landfill Tax: Gross -£241k, Income Nil, Net -£241k
The reduced level of waste sent for landfill referred to above generates a forecast underspend of £241k.

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	Highways:General maintenance and emergency response - dual carriageway maintenance	+232	EHW	Disposal Contracts - reduced level of residual waste being processed	-440
EHW	Highways:Traffic Management - Lane rental scheme development costs	+145	EHW	Payments to Waste Collection Authorities (District Councils) - reduced tonnage	-350
EHW	Highways:Tree Maintenance, grass cutting and weed control - Additional weed control activity	+100	EHW	Highways:Traffic Management - Permit Scheme income	-326
			EHW	Household Waste Recycling Centres - additional income from textiles contract	-313
			EHW	Landfill Tax - level of waste below affordable level	-241
			EHW	Strategic Management & Directorate support budgets - pensions	-227
			EHW	Recycling Contracts and Composting - reduced level of waste	-211
			EHW	Household Waste Recycling Centres - income from lead acid batteries	-120
		+477			-2,228

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:

The waste tonnage will continue to be carefully reviewed as part of the regular monitoring process to Cabinet. If future monitoring continues to support the forecast level of 715,000 then potentially further savings could be reflected in the MTFP.

1.1.6 Details of re-phasing of revenue projects:

None

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

None

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.

1.2.2 The Enterprise & Environment Directorate has an approved budget for 2012-15 of £174.000m (see table 1 below). The forecast outturn against this budget is £177.291m, giving a variance of £3.291m. After adjustments for funded variances and reductions in funding, the revised variance comes to -£3.817m (see table 3).

1.2.3 Tables 1 to 3 summaries the Directorate's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet	173.654	
Approvals made since last reported to Cabinet	0.346	
Revised approved budget	174.000	

1.2.5 Table 2 – Further changes to budget for Cabinet to approve

Scheme	Portfolio	Amount £m	Reason
Integrated Transport Schemes	E,H&W	0.130	Additional grant
Integrated Transport Schemes	E,H&W	0.118	Additional developer contributions
Integrated Transport Schemes	E,H&W	0.287	Additional external funding
Coldharbour Gypsy Site	E,H&W	0.240	Additional external funding
Sittingbourne Northern Relief Rd	E,H&W	0.037	Additional developer contributions
Energy Water Investment Fund *	E,H&W	0.296	Fully funded by repayments within the scheme
Total		1.108	

* Cabinet are asked to note that the apparent overspend on this project is fully funded from payments within the Scheme, however, cash limits will not be changed.

1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	1.203
Funded variance (from table 2)	1.108
Variance funded from revenue *	6.000
Underspend	-0.900
Rephasing (beyond 2012-15)	-4.120
Total variance	3.291

* Reported to Cabinet 11 June 2012

Main reasons for variance

1.2.7 Table 4 below details each scheme, indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.8 Table 4 – Scheme Progress

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber/green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
Major Scheme- Preliminary Design Fees	0.905	0.005	0.900	0.000	0.900	0.000	0.000	0.000	
Highway Major Maintenance	181.794	31.971	90.157	59.666	96.157	59.666	6.000	6.000	
Member Highway Fund	8.797	1.899	6.898	0.000	6.880	0.000	-0.018	-0.018	
Integrated Transport Scheme	20.517	3.745	10.656	6.116	11.191	6.116	0.535	0.535	
A2 slip Road	1.655	1.599	0.056	0.000	0.056	0.000	0.000	0.000	
Commercial Services Vehicle Plant & Equipment	6.231	1.131	3.800	1.300	3.800	1.300	0.000	0.000	
Non TSG Land ,Compensation Claims and Blight	3.822	0.855	2.967	0.000	2.967	0.000	0.000	0.000	
Energy & Water Investment Funds-External	0.502	0.387	0.115	0.000	0.788	0.000	0.673	0.673	
Energy and Water Efficiency Investment	2.046	1.230	0.736	0.080	0.359	0.012	-0.377	-0.445	
Archaeological Resource Centre	0.900	0.000	0.900	0.000	0.000	0.000	-0.900	-0.900	* see 1.9
Coldharbour Gypsy site	1.621	0.314	1.307	0.000	1.547	0.000	0.240	0.240	
Sandwich Sea Defences	3.640	0.000	3.640	0.000	3.640	0.000	0.000	0.000	
Hernebay Site Improvement	1.595	0.306	1.289	0.000	1.289	0.000	0.000	0.000	
East Kent Waste Facilities	4.597	3.021	1.576	0.000	1.576	0.000	0.000	0.000	
East Kent Waste Facilities-Ashford TS	0.750	0.287	0.463	0.000	0.463	0.000	0.000	0.000	
LTP- A228 Leybourne and West Malling Imp	28.579	28.560	0.019	0.000	0.019	0.000	0.000	0.000	
Ashford Ring Road	15.554	15.457	0.097	0.000	0.097	0.000	0.000	0.000	
Sittingbourne Northern Relief Road	31.668	28.356	3.312	0.000	3.245	0.104	-0.067	0.037	rephasing
East Kent Access PH2	87.001	81.317	5.684	0.000	2.508	3.176	-3.176	0.000	rephasing
Rushenden Link Road	11.467	10.654	0.813	0.000	0.813	0.000	0.000	0.000	
Re-shaping Kent Highways Accommodation	22.074	21.929	0.145	0.000	0.145	0.000	0.000	0.000	
A2 Cyclo Park	8.583	7.569	1.014	0.000	1.032	0.000	0.018	0.018	
Victoria Way Ph 1	18.551	17.842	0.709	0.000	0.709	0.000	0.000	0.000	
Ashford-Drover's Roundabout junct.	20.543	20.393	0.150	0.000	1.353	0.000	1.203	1.203	overspend
Swale Transfer Station	3.630	0.000	3.630	0.000	3.630	0.000	0.000	0.000	
Ashford Transfer Station	4.250	0.000	4.250	0.000	4.250	0.000	0.000	0.000	

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber/green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
HWRC-Ton & Malling	2.300	0.000	2.300	0.000	0.500	1.800	-1.800	0.000	rephasing
HWRC-West Kent	2.600	0.000	0.000	2.600	0.000	2.600	0.000	0.000	
Mid Kent Joint Waste Project	4.440	0.000	4.440	0.000	4.440	0.000	0.000	0.000	
Growth without Gridlock	10.000	0.000	10.000	0.000	10.000	0.000	0.000	0.000	
Kent Thameside Strategic Transport Programme	145.331	0.670	9.071	135.590	10.032	134.629	0.961	0.000	rephasing
Street Lighting Timing	2.906	0.000	2.906	0.000	2.906	0.000	0.000	0.000	
Orchard Way Railway Bridge	15.000	0.000	0.000	15.000	0.000	15.000	0.000	0.000	
A28 Chart Road	15.000	0.000	0.000	15.000	0.000	15.000	0.000	0.000	
A228 Colts Hill Strategic Link	25.000	0.000	0.000	25.000	0.000	25.000	0.000	0.000	
South East Maidstone Strategic Route	35.000	0.000	0.000	35.000	0.000	35.000	0.000	0.000	
TOTAL	658.849	279.497	174.000	205.352	177.291	209.403	3.291	7.342	

1.2.9 Status:

Green – Projects on time and budget

Amber – Projects either delayed or over budget

Red – Projects both delayed and over budget

1.2.10 Assignment of Green/Amber/Red Status

1.2.11 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.

1.2.12 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.13 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan

Amber and Red Projects – variances to cost/delivery date and why.

- Sittingbourne Northern Relief Road: (Re-phased to later years)
- 1.2.14 Construction of the Relief Road was completed in December 2011. Landscaping, operational and remedial works are to be completed during this financial year. The remainder of the forecast spend relates to Land Compensation Act Part 1 claims. This expenditure has been re-phased because of the inherent uncertainty in the timing and settlement of claims. Claims can be made at anytime up to 7 years after scheme opening although most are received within the first 2 years. Progress on settling claims is dependent on the attitude of claimants' agents and past experience has shown that full closure of all claims can take several years.
- East Kent Access Road Phase 2: (Re-phased to later years)
- 1.2.15 Construction of the scheme was completed in May 2012. Good progress is being made on the commercial aspects and it is expected that the final contract cost will be agreed in this financial year. Initial traffic management works on bypassed roads are underway and it is expected that full completion of such measures will also be completed during this financial year. However, it is likely that settlement of Land Compensation Act Part 1 claims will take longer than originally envisaged and so this expenditure has been re-phased.
- Drovers Roundabout-M20 /J9 (+£1.203m)
- 1.2.16 Construction of the scheme was completed in October 2011 with the opening of the feature bridge over the M20. Several significant claims remain to be agreed with the contractor. The forecast overspend of £1.203m is based on the current estimated cost of the final settlement and is expected to be funded by additional grant..
- HWRC – Tonbridge & Malling (re-phased to later years)
- 1.2.17 This project is in the early planning stages and is now expected to be completed in future years.
- Kent Thameside Strategic Transport Programme (re-phasing brought forward into 12-15)
- 1.2.18 Some projects within the programme have been accelerated and funding for these has been brought forward from future years.

Key issues and Risks

- Archaeological Resource Centre (ARC): (-£0.900m; project not going ahead)
- 1.2.19 The funding of £0.900m identified in the capital programme was KCC's contribution to English Heritage towards the construction of an ARC in Kent. Overall the project did not have sufficient funding and so KCC attempted to secure Heritage Lottery Fund (HLF) to help meet the shortfall.
- 1.2.20 The bid was submitted in autumn 2011 and HLF has now turned down the application due to the high cost. As this project will not be going ahead at the present time it is proposed to remove it from the capital programme.
- Drovers Roundabout - M20J9 and Victoria Way.
- 1.2.21 On both schemes the contractors have submitted significant claims although they are of more significance and quantum for Drovers Roundabout - M20 J9. The assessment and negotiation of the claims is complex but good progress is being made.

- Kent Thameside Strategic Transport Programme

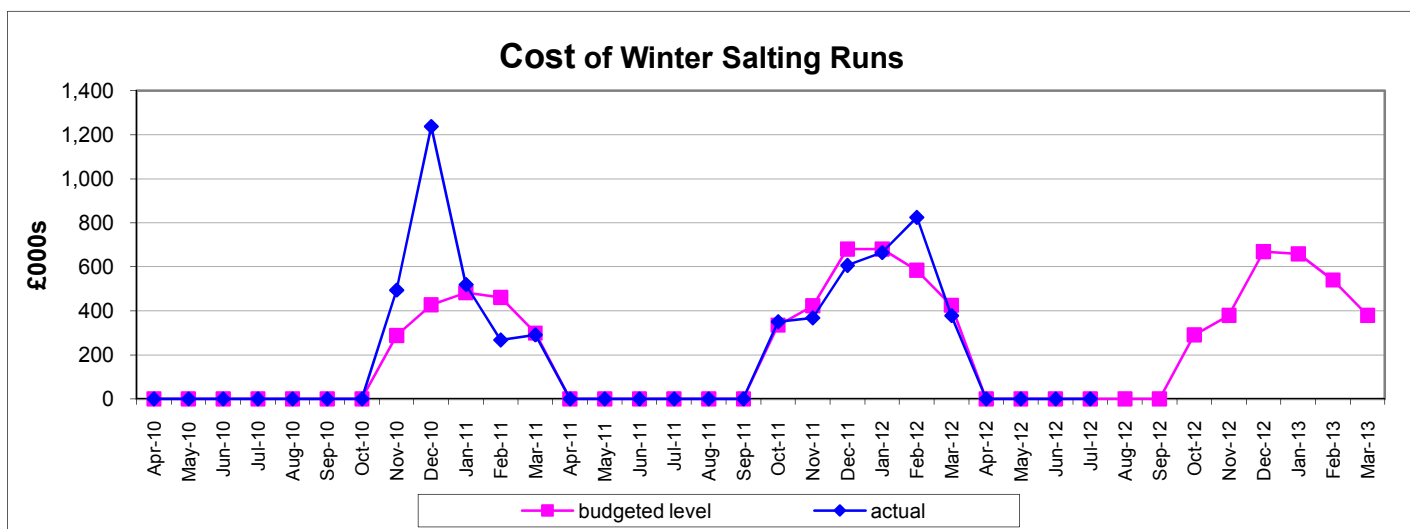
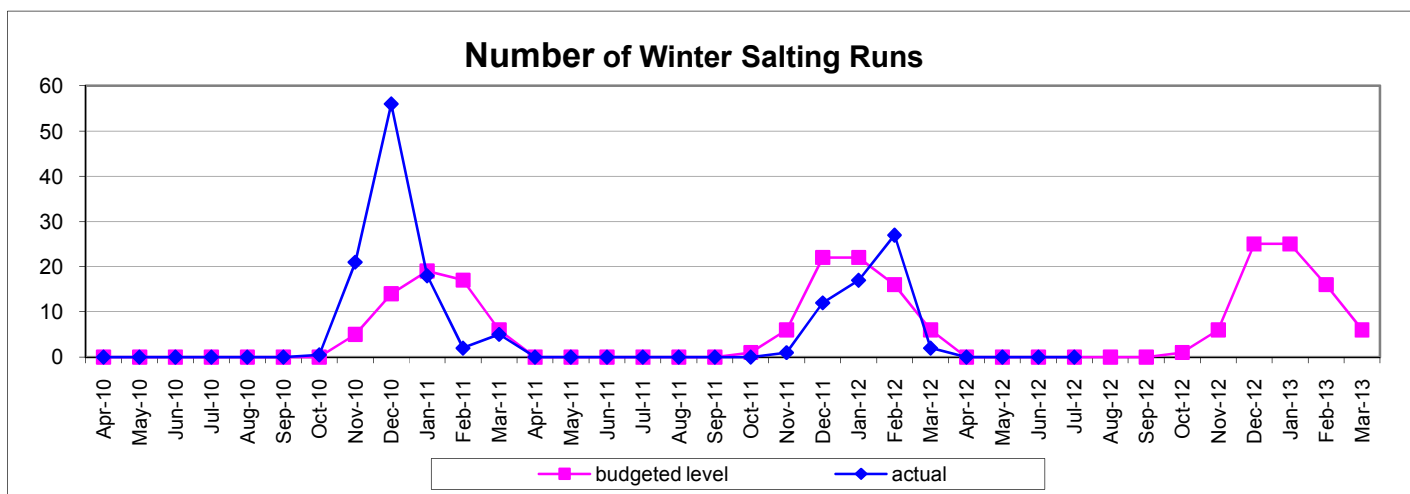
1.2.22 This Strategic Transport Programme is a package of schemes to improve the transport infrastructure in Dartford and Gravesham to be implemented over the next 15-20 years. Funding of the programme is a combination of grant and developer contributions. There are inherent risks with the delivery of the programme over such a long period with one of the key issues being the uncertainty over future funding.

1.2.23 At present the delivery of the programme is being managed within the level of funding available. This will continue whilst further funding is secured from either development, through agreement or the adoption of CIL, on-going discussion with Government regarding further public sector funding or identifying alternative sources of funding.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Cost of winter salting runs:

	2010-11				2011-12				2012-13			
	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	1	-	291	-
November	21	5	494	288	1	6	368	423	6	-	379	-
December	56	14	1,238	427	12	22	607	682	25	-	670	-
January	18	19	519	482	17	22	665	682	25	-	660	-
February	2	17	268	461	27	16	825	584	16	-	540	-
March	5	6	291	299	2	6	378	425	6	-	379	-
TOTAL	102.5	61	2,816	1,957	59	73	3,194	3,131	-	79	-	2,919

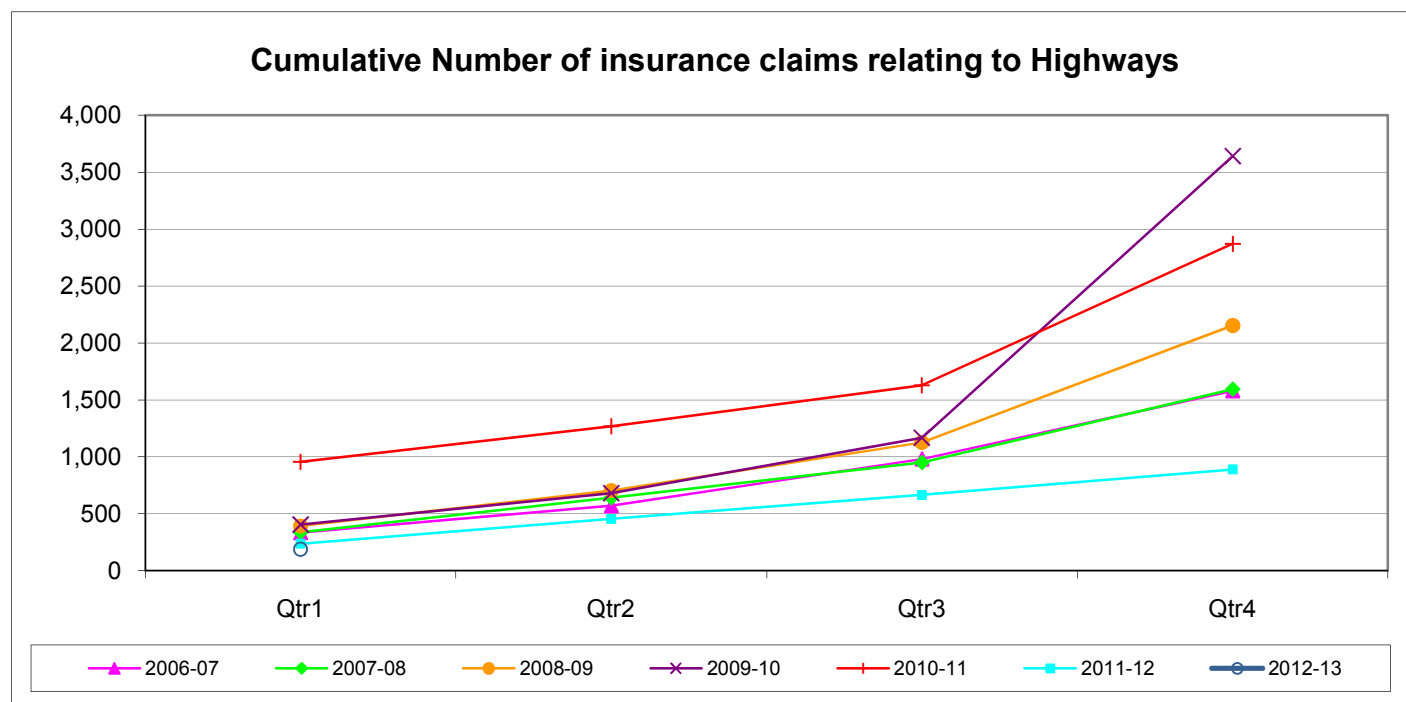


Comment:

- Under the old Ringway contract, local and specific overheads, plus depot charges were budgeted for and dealt with separately, these costs were therefore not included in the winter service expenditure figures, whereas the new Enterprise contract is an all inclusive price so these costs are now included in the graph, hence the apparent increase in the budgeted cost in 2011-12 and 2012-13 compared to previous years.
- Although the budgeted number of salting runs is higher in 2012-13 than in 2011-12, the budgeted cost is lower because 2011-12 was a transition year due to the change in contractor from Ringway to Enterprise and in 2012-13 the full year efficiency savings will be realised, hence the reduction in the budgeted costs.
- It had been anticipated that the generally mild winter in 2011-12 would mean that the number and cost of salting runs would be below budget. However, the snow emergency in February 2012 required emergency salting runs, which were more expensive than the routine salting runs due to a higher rate of spread of salt than originally budgeted. Also, additional costs were incurred as part of the new Winter Policy introduced for 2011-12, as smaller vehicles needed to be leased in order to service parts of the routes that were inaccessible to the larger vehicles (approx £140k) and some of the salting routes were extended in order to meet local needs. This resulted in outturn expenditure of £3.194m against a budget of £3.131m, despite the number of salting runs being below the budgeted level.

2.2 Number of insurance claims arising related to Highways:

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	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	335	337	393	407	957	237	189
July-Sept	570	640	704	679	1,270	457	
Oct-Dec	982	950	1,128	1,168	1,631	674	
Jan- Mar	1,581	1,595	2,155	3,642	2,877	936	

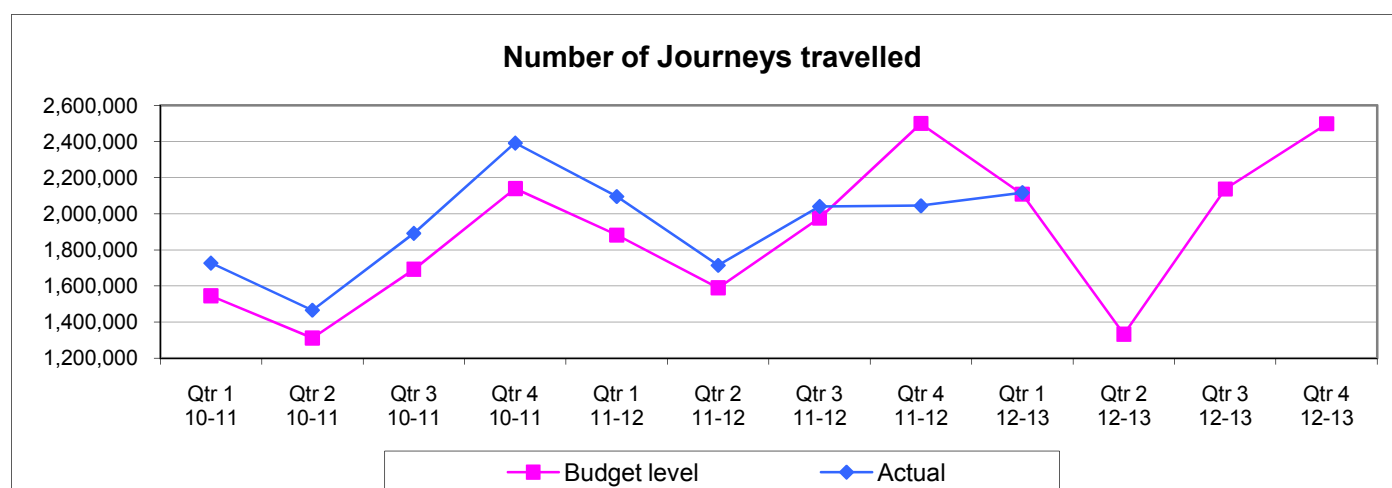
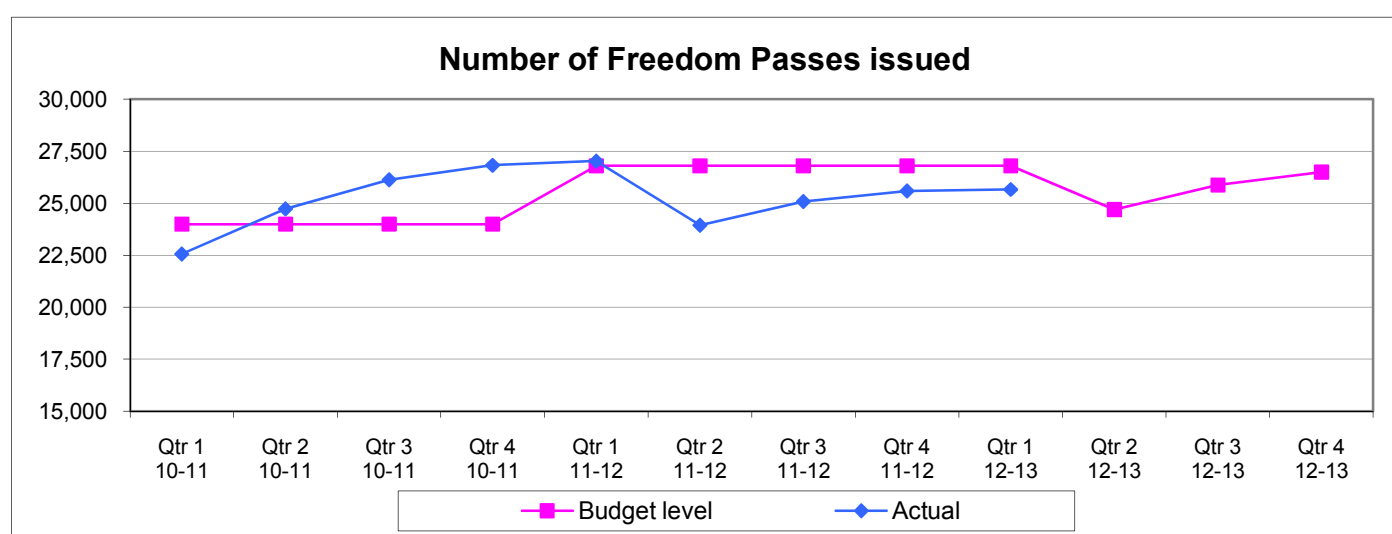


Comments:

- Numbers of claims will continually change as new claims are received relating to incidents 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 30 June 2012.
- Claims were high in the three years from 2008-09 to 2010-11 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.
- Claims were lower in 2011-12 than in recent years. This could be due to many factors including: an improved state of the highway following the find and fix programmes of repair, an increased rejection rate on claims, and a mild winter. Also, it is likely that these claim numbers will increase as new claims are received relating to incidents occurring in previous years as explained in the first bullet point above.
- The Insurance section continues to work closely with Highways to try to reduce the number of claims and currently the Authority is managing to achieve a rejection rate on 2012-13 claims where it is considered that we do not have any liability, of about 87%.

2.3 Freedom Pass - Number of Passes issued and Journeys travelled:

	2010-11				2011-12				2012-13			
	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	24,000	22,565	1,544,389	1,726,884	26,800	27,031	1,882,098	2,095,980	26,800	25,668	2,108,385	2,116,536
Qtr 2 July - Sept	24,000	24,736	1,310,776	1,465,666	26,800	23,952	1,588,616	1,714,315	24,703		1,332,935	
Qtr 3 Oct - Dec	24,000	26,136	1,691,828	1,891,746	26,800	25,092	1,976,884	2,040,713	25,877		2,136,769	
Qtr 4 Jan - Mar	24,000	26,836	2,139,053	2,391,818	26,800	25,593	2,499,462	2,045,000	26,500		2,497,561	
			6,686,046	7,476,114			7,947,060	7,896,008			8,075,650	2,116,536



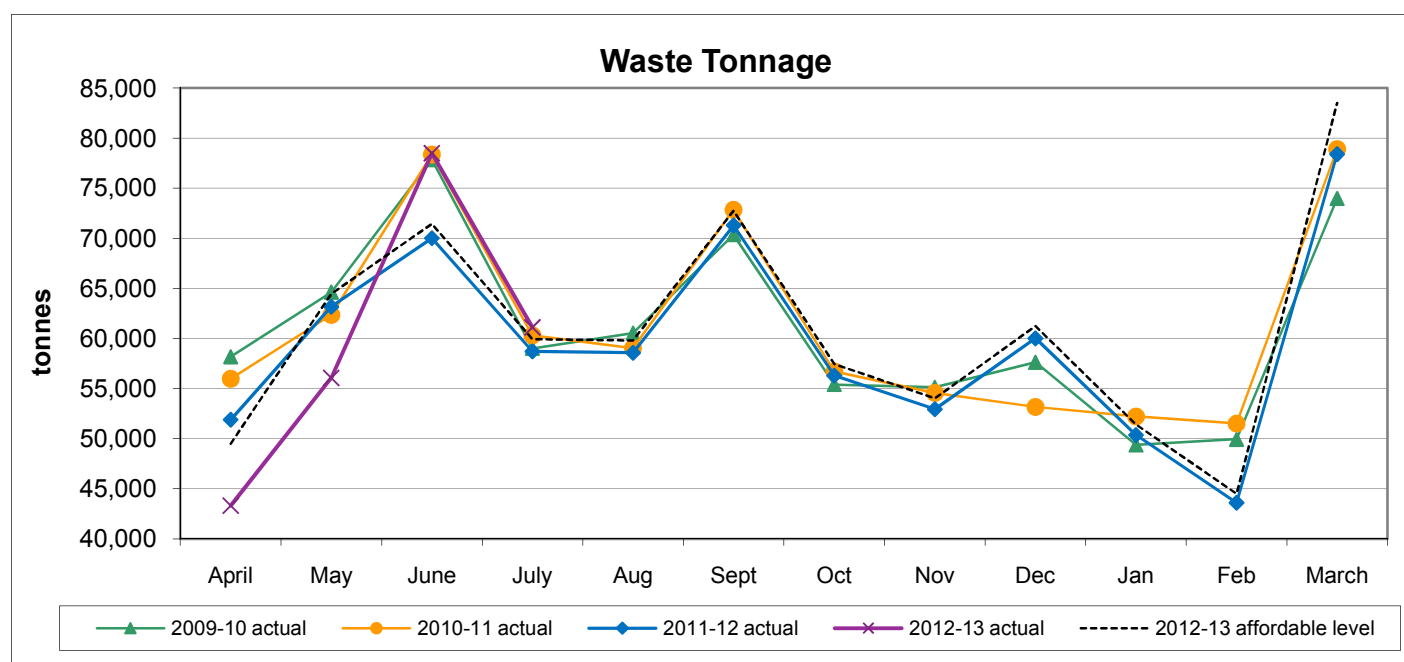
Comments:

- As predicted the number of Kent Freedom Passes has fallen slightly since the fee increase in 2011-12, but those who possess a pass are frequent/heavy users of the scheme. Applications are now being received for the new school year and this data will be used to review future expenditure against budget for the next quarterly review.
- 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.

2.4 Waste Tonnage:

	2009-10	2010-11	2011-12	2012-13	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level
April	58,164	55,975	51,901	43,301	49,499
May	64,618	62,354	63,168	56,082	64,467
June	77,842	78,375	70,006	78,496	71,446
July	59,012	60,310	58,711	61,114	59,919
August	60,522	59,042	58,581		59,787
September	70,367	72,831	71,296		72,763
October	55,401	56,690	56,296		57,454
November	55,138	54,576	52,942		54,031
December	57,615	53,151	60,009		61,244
January	49,368	52,211	50,366		51,403
February	49,930	51,517	43,607		44,504
March	73,959	78,902	79,469		83,483
TOTAL	731,936	735,934	716,351	238,993	730,000

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



Comments:

- The March 2012 actual figure has been adjusted to take account of revised data received from districts.
- It has been necessary to revise the affordable tonnage levels for April and March to reflect the actual number of days in each accounting period. Historically contracts with service providers have been on the basis of a four/four/five week cycle of accounting periods (with weeks ending on a Sunday), rather than on calendar months, and reported waste tonnages have reflected this. It is expected that by April 2013 all service providers will have transferred to a calendar month basis.
- These waste tonnage figures include waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- To date, the cumulative tonnage activity for the first four months is approximately 6,338 tonnes less than the affordable level for the same period, and this reduction is reflected in the current forecast in section 1.1.3.4 of this annex which assumes waste volumes will be approximately 15,000 tonnes below budget by year end.
- Although it is too early to say whether this reduced level of tonnage will continue throughout the year, waste tonnages will continue to be carefully reviewed as part of the regular monitoring process to Cabinet.

CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY JUNE 2012-13 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 for the A-Z service analysis have been adjusted since the budget was set to reflect the addition of £1m of roll forward from 2011-12 relating to Big Society as approved by Cabinet on 14 May 2012, and a further £0.576m of roll forward from 2011-12 as approved by Cabinet on 9 July 2012, together with a number of other 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 of the executive summary.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Customer & Communities portfolio							
C&C Strategic Management & Directorate Support Budgets	9,832	-3,976	5,856	0	0	0	
<u>Other Services for Adults & Older People:</u>							
- Drug & Alcohol Services	15,987	-14,609	1,378	0	0	0	
- Supporting People	25,609	0	25,609	-15	0	-15	
	41,596	-14,609	26,987	-15	0	-15	
<u>Children's Services</u>							
<u>Education & Personal:</u>							
- Youth Service	9,315	-2,686	6,629	0	0	0	
- Youth Offending Service	5,581	-2,409	3,172	0	0	0	
	14,896	-5,095	9,801	0	0	0	
<u>Community Services:</u>							
- Archive Service (incl Museum Development)	1,329	-329	1,000	0	0	0	
- Arts Development (incl Turner Contemporary)	1,643	0	1,643	-2	-1	-3	
- Big Society	1,000	0	1,000	0	0	0	
- Community Learning Services	16,412	-16,765	-353	0	0	0	
- Community Safety	1,204	-226	978	-15	1	-14	
- Community Wardens	2,896	0	2,896	-137	0	-137	Reduced costs from vacancy management
- Contact Centre & Consumer Direct	6,713	-2,421	4,292	-438	438	0	Consumer Direct: reduction in income & staffing costs due to reduced call volumes
- Gateways	3,071	-1,037	2,034	-177	12	-165	Re-phasing of Gateway programme/opening dates
- Library Services	15,467	-1,844	13,623	0	0	0	
- Sports Development	2,358	-1,373	985	0	0	0	
- Supporting Independence & Supported Employment	1,372	-484	888	-62	62	0	KSE - Reduced staff costs. Loss of income from reduced number of referrals from Job Centre Plus
	53,465	-24,479	28,986	-831	512	-319	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment:							
- Country Parks	1,591	-948	643	0	40	40	Reduced income due to wet weather
- Countryside Access (incl PROW)	2,906	-1,023	1,883	0	0	0	
	4,497	-1,971	2,526	0	40	40	
Local Democracy:							
- Community Engagement	720	0	720	0	0	0	
- Member Grants	1,266	0	1,266	0	0	0	
	1,986	0	1,986	0	0	0	
Regulatory Services:							
- Coroners	2,987	-475	2,512	-14		-14	
- Emergency Planning	860	-199	661	-36	-8	-44	Reduced costs from vacancy management
- Registration	2,751	-3,135	-384	0	0	0	
- Trading Standards	4,003	-735	3,268	-197	87	-110	Reduced costs from vacancy management
	10,601	-4,544	6,057	-247	79	-168	
Total controllable	136,873	-54,674	82,199	-1,093	631	-462	
Assumed Management Action						0	
Forecast after Mgmt Action				-1,093	631	-462	

1.1.3 Major Reasons for Variance:

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

Customer & Communities portfolio:

1.1.3.1 **Community Services:**

a. **Community Wardens: Gross -£137k, Income nil, Net -£137k**

There are currently a number of vacancies within the service, including six wardens, a management post and an administration officer. These vacancies account for the current forecast gross underspend of -£137k. The budget has a built in vacancy management target as otherwise the projected underspend would be in excess of this.

b. **Contact Centre & Consumer Direct: Gross -£438k, Income +£438k, Net Nil**

There is a -£412k underspend for Consumer Direct, which relates to reduced staff numbers in line with a reduction in call volumes, together with Contact Centre minor underspends of -£26k.

The reduction in Consumer Direct call volumes has impacted upon their income, with a forecast shortfall of £438k as income is calculated on a price per call basis.

c. **Gateways: Gross -£177k, Income +£12k, Net -£165k**

The main contributor to the underspend is the re-phasing and change in specification of two multi agency Gateways. Swanley and Herne Bay Gateways are not now expected to open until 2013-14, with Herne Bay on a reduced scale from original plans. This has resulted in a one off underspend of -£139k as there will be no running costs in this financial year. There are other minor underspends of -£26k

1.1.3.2 Regulatory Services:

a. Trading Standards (Including Kent Scientific Services) : Gross -£197k, Income +£87k, Net -£110k

The combined service has achieved gross savings of -£197k as there are a number of vacant posts within both Trading Standards and Kent Scientific Services.

The income variance relates almost entirely to Kent Scientific Services with reduced income forecast from external customers.

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	Consumer Direct: Reduction in income linked to lower call volumes	+438	C&C	Consumer Direct: Reduced staff numbers in line with reduced call volumes	-412
			C&C	Trading Standards & KSS: Staff Vacancies	-197
			C&C	Gateways: rephasing of Gateway programme/ opening dates of Herne Bay & Swanley	-139
			C&C	Community Wardens: Staff vacancies	-137
		+438			-885

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

None

1.1.5 **Implications for MTFP:**

Revisions to Gross and Income levels will need to be considered in the 2013-14 budget build process if the reduction in call volumes continues within Consumer Direct.

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

None

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

None

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.

1.2.2 The Customer and Communities portfolio has an approved budget of £13.245m (see table 1 below). The forecast outturn against this budget is £13.564m, giving a variance of +£0.319m. After adjustments for funded variances and reductions in funding, the revised variance comes to nil (see table 3).

1.2.3 Tables 1 to 3 summaries the portfolio's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m	
Approved budget last reported to Cabinet	18.815	
Approvals made since last reported to Cabinet	-5.570	Includes £5.962m for modernisation of assets moved to BSS Directorate
Revised approved budget	13.245	

1.2.5 Table 2 – Further changes to budget for Cabinet to approve

Scheme	Portfolio	Amount £m	Reason
Public Rights of Way	C&C	0.070	Additional grant
Public Rights of Way	C&C	0.120	Additional external funding
Public Rights of Way	C&C	0.035	Additional developer contributions
Tunbridge Wells Library	C&C	0.025	Additional external funding
Community Facilities - Edenbridge	C&C	0.006	Additional capital receipt, external funding
Total		0.256	

1.2.6 Table 3 – Summary of Variance

	Amount £m
Unfunded variance	0.000
Funded variance (from table 2)	0.256
Variance to be funded from revenue	0.063
Rephasing (beyond 2012-15)	0.000
Total variance	0.319

Main reasons for variance

1.2.7 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.8 Table 4 - Scheme Progress									
Scheme Name	Total Cost £m	Previous Spend £m	2012-15 Approved Budget £m	Later Years Approved Budget £m	2012-15 Forecast Spend £m	Later Years Forecast Spend £m	2012-15 Variance £m	Total Project Variance £m	Status Red / Green / Amber
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)= (b+e+f-a)	
Rolling Programme									
Public Rights of Way - Structural Maintenance	3.076	0.929	2.147	0.000	2.435	0.000	0.288	0.288	
Country Park Access & Development	1.464	0.954	0.510	0.000	0.510	0.000	0.000	0.000	
Small Community Projects	3.004	0.494	1.510	1.000	1.510	1.000	0.000	0.000	
Library Modernisation Programme	3.259	0.441	1.898	0.920	1.898	0.920	0.000	0.000	
Modernisation of Assets	2.22	1.493	0.457	0.270	0.457	0.270	0.000	0.000	
Public Sports Facilities Improvement - Capital Grants	0.6	0.100	0.300	0.200	0.300	0.200	0.000	0.000	
Village Halls & Community Centres - Capital Grants	1.278	0.167	0.711	0.400	0.711	0.400	0.000	0.000	
Individual Projects									
The Beaney, Canterbury	3.620	3.365	0.255	0.000	0.255	0.000	0.000	0.000	
Turner Contemporary	17.400	17.400	0.000	0.000	0.000	0.000	0.000	0.000	
Gateways	7.202	4.824	2.378	0.000	2.378	0.000	0.000	0.000	
Ashford Gateway Plus	7.606	7.539	0.067	0.000	0.067	0.000	0.000	0.000	
Grant to Cobtree Trust	0.100	0.043	0.057	0.000	0.057	0.000	0.000	0.000	
Tunbridge Wells Library	0.444	0.028	0.416	0.000	0.441	0.000	0.025	0.025	
Kent History & Library Centre	10.981	10.625	0.356	0.000	0.356	0.000	0.000	0.000	
Gravesend Library	2.500	2.404	0.096	0.000	0.096	0.000	0.000	0.000	
Libraries Invest to Save	1.730	1.528	0.202	0.000	0.202	0.000	0.000	0.000	
New Community Facilities at Edenbridge	1.003	0.337	0.666	0.000	0.672	0.000	0.006	0.006	
Web Platform	1.139	0.810	0.329	0.000	0.329	0.000	0.000	0.000	
Youth Service Reconfiguration	0.156	0.098	0.058	0.000	0.058	0.000	0.000	0.000	
CLS service re-provision	0.482	0.000	0.482	0.000	0.482	0.000	0.000	0.000	
New Library & Community Centre Cheeseman's Green	0.350	0.000	0.350	0.000	0.350	0.000	0.000	0.000	
TOTAL CUSTOMER & COMMUNITIES	69.614	53.579	13.245	2.790	13.564	2.790	0.319	0.319	

- 1.2.9 **Status:**
 Green – Projects on time and budget
 Amber – Projects either delayed or over budget
 Red – Projects both delayed and over budget

1.2.10 Assignment of Green/Amber/Red Status

- 1.2.11 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.
- 1.2.12 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.
- 1.2.13 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why.

Edenbridge Community Centre

- 1.2.14 The contractor has submitted an extension of time request in relation to the construction of the Edenbridge Centre and the associated housing development. This has had the impact of a delay to the opening of the centre from October 2012 to January 2013. The fixed price Design and Build contract means that there are no financial risks to KCC but as the estimated completion date has been elongated, an AMBER status has been applied.

Key issues and Risks

- 1.2.15 **Public Rights of Way** - The Countryside Access Programme includes a number of surfacing schemes which can involve access across difficult terrain or along unsurfaced rights of way. Some of the access can be weather dependent with landowners refusing access in poor weather conditions hence there is a potential risk that projects are not completed as scheduled.
- 1.2.16 **Library Modernisation** – Within the cash limit funds have been set aside for the Library element of the Herne Bay and Swanley Gateways, therefore this budget is intrinsically linked to that programme (see below).
- 1.2.17 **The Beaney** – Unfortunately, the Viridor bid for £133k external funding was unsuccessful and we are now looking into an alternative solution to bridge this gap in funding. There is also the risk that there will be additional costs outside of the fixed price contract but these will be reported throughout future monitoring reports.
- 1.2.18 **Gateways** – The Gateway programme was to be delivered over a number of years and anticipated opening dates were scheduled. However, due to the number of agencies involved, differing funding requirements and planning approval processes, there is an inherent risk around timing, funding and future delivery. Business cases are presented for each gateway where these considerations will be updated as part of future monitoring reports.
- 1.2.19 **Ramsgate Library** – The refurbishment is almost complete and there is a small risk that the residual budget is insufficient to meet the costs of the final snagging works. Conversely, if a surplus is delivered then this may need to be returned.
- 1.2.20 The outstanding defects liability was costed by the Quantity Surveyor and formed part of the settlement negotiations. The programme of work has been tendered and will be monitored against the funds available.

- 1.2.21 **Tunbridge Wells Library**– there is a risk that planning approval will not be agreed by the Secretary of State. Also, as this is a listed building there is a risk that once work starts issues could be found which increase the scope and cost of works.
- 1.2.22 **Edenbridge Community Centre** – The project is now due to complete early 2013 but any further delay could impact further on the opening. This is a design and build contract signed at a fixed price, limiting KCC's exposure to increased costs.
- 1.2.23 **Web Platform** – There is no annual budget to fund improvements/enhancements to kent.gov once this fixed term project expires.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

N/A

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY JUNE 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

- 1.1.1 The cash limits that the Directorate is working to, **and upon which the variances in this report are based**, include adjustments for both formal virement and technical adjustments, the latter being where there is no change in policy. The Directorate would like to request formal virement through this report to reflect adjustments to cash limits for changes required in respect of the allocation of previously unallocated budgets, where further information regarding allocations and spending plans has become available since the budget setting process and to reflect adjustments required as a result of the finalisation of restructuring. This primarily relates to changes to Finance and Procurement, which increase both gross and income by £0.201m, and Property and Infrastructure, where gross and income budgets have been increased by £1.200m to reflect the recharging of costs to the Community Learning Service. In addition, within the Regeneration and Economic Development portfolio, there have been revisions to the Development Staff and Projects budget to reflect changes in the external funding of a number of projects. This has increased gross by £1.093m and income by £1.055m; the difference of +£0.038m on gross is a correction to the element of this budget that sits within the Enterprise and Environment Directorate and therefore a corresponding reduction is shown within Annex 4 of this report.

There have also been a number of corporate adjustments to cash limit to reflect the allocation of £1.079m roll forward from 2011-12 as approved by Cabinet on 9 July, and a number of other technical adjustments to budget i.e. where there is no change in policy, or where there has been a transfer of responsibilities between units where the effects of the Council restructure are still being refined. These adjustments total -£1.329m on gross and +£0.399m income.

Therefore, the overall movement in cash limits shown in table 1a below is an increase in the gross expenditure budget of £2.244m (+£0.201m + £1.200m + £1.093m + £1.079m - £1.329m from above) and an increase in the income budget of £2.057m (-£0.201m - £1.200m - £1.055m + £0.399 from above).

Table 1a shows:

- the published budget,
- the proposed budget following adjustments for both formal virement and technical adjustments, together with roll forward from 2011-12 as approved by Cabinet in July and the inclusion of 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 to the executive summary,
- the total value of the adjustments applied to each A-Z budget line.

Cabinet is asked to approve these revised cash limits

Table 1b shows the latest monitoring position against these revised cash limits.

1.1.2.1 **Table 1a** below details the change in cash limits by A-Z budget since the published budget:

Budget Book Heading	Original Cash Limit			Revised Cash Limit			Movement		
	G	I	N	G	I	N	G	I	N
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Regeneration & Economic Development portfolio									
Directorate Management & Support	166		166	166	0	166	0	0	0
Development Staff & Projects	3,731	-263	3,468	4,823	-1,319	3,504	1,092	-1,056	36
Total R&ED portfolio	3,897	-263	3,634	4,989	-1,319	3,670	1,092	-1,056	36
Finance & Business Support portfolio									
Finance & Procurement	20,008	-7,644	12,364	18,866	-7,468	11,398	-1,142	176	-966
HR Business Operations	7,710	-5,666	2,044	0	0	0	-7,710	5,666	-2,044
Total F&BS portfolio	27,718	-13,310	14,408	18,866	-7,468	11,398	-8,852	5,842	-3,010
Business Strategy, Performance & Health Reform portfolio									
Strategic Management & Directorate Support budgets	2,969	-4,581	-1,612	2,897	-4,520	-1,623	-72	61	-11
Governance & Law	10,339	-12,470	-2,131	10,368	-12,470	-2,102	29	0	29
Business Strategy	3,362	-99	3,263	3,318	-139	3,179	-44	-40	-84
Property & Infrastructure	26,279	-2,931	23,348	27,416	-4,118	23,298	1,137	-1,187	-50
Human Resources	11,534	-3,115	8,419	19,287	-8,852	10,435	7,753	-5,737	2,016
Information & Communication Technology	31,643	-13,967	17,676	33,042	-13,967	19,075	1,399	0	1,399
Public Health - Local Involvement Network	533	-60	473	0	0	0	-533	60	-473
Total BSP&HR portfolio	86,659	-37,223	49,436	96,328	-44,066	52,262	9,669	-6,843	2,826
Democracy & Partnerships portfolio									
Finance - Internal Audit	854	-34	820	1,130	-34	1,096	276	0	276
Business Strategy - International, Partnerships & Cabinet Office	928	-223	705	998	-223	775	70	0	70
Democratic & Member Services	3,953	-3	3,950	3,942	-3	3,939	-11	0	-11
Local Democracy:									
- Member Grants incl. County Council Elections	1,273		1,273	1,273	0	1,273	0	0	0
Total D&P portfolio	7,008	-260	6,748	7,343	-260	7,083	335	0	335
Total BSS Controllable	125,282	-51,056	74,226	127,526	-53,113	74,413	2,244	-2,057	187

1.1.2.2 **Table 1b** below details the revenue position by A-Z budget against adjusted cash limits as shown in table 1a:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Regeneration & Economic Development portfolio							
Directorate Management & Support	166	0	166	0	0	0	
Development Staff & Projects	4,823	-1,319	3,504	0	0	0	
Total R&ED portfolio	4,989	-1,319	3,670	0	0	0	
Finance & Business Support portfolio							
Finance & Procurement	18,866	-7,468	11,398	-150	0	-150	Many staff appointed at bottom of grade; budget based on mid-point of grade
HR Business Operations	0	0	0	0	0	0	
Total F&BS portfolio	18,866	-7,468	11,398	-150	0	-150	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	2,897	-4,520	-1,623	0	0	0	
Governance & Law	10,368	-12,470	-2,102	-986	1,060	74	Revised business objectives as a result of unit's Evolution programme
Business Strategy	3,318	-139	3,179	0	0	0	
Property & Infrastructure	27,416	-4,118	23,298	1,351	-700	651	Extension to leasehold payments; more cautious approach to capitalising spend
Human Resources	19,287	-8,852	10,435	-60	355	295	Under recovery of income on Schools Personnel Services, partially offset by underspend on staffing; increased demand resulting staffing pressure on Employee Services
Information & Communication Technology	33,042	-13,967	19,075	0	0	0	
Public Health - Local Involvement Network	0	0	0	0	0	0	
Total BSP&HR portfolio	96,328	-44,066	52,262	305	715	1,020	
Democracy & Partnerships portfolio							
Finance - Internal Audit	1,130	-34	1,096	0	0	0	
Business Strategy - International, Partnerships & Cabinet Office	998	-223	775	0	0	0	
Democratic & Member Services	3,942	-3	3,939	-16	-58	-74	to offset pressure on Governance & Law
Local Democracy:							
- Member Grants incl. County Council Elections	1,273	0	1,273	0	0	0	
Total D&P portfolio	7,343	-260	7,083	-16	-58	-74	
Total BSS Controllable	127,526	-53,113	74,413	139	657	796	
Assumed Management Action:							
- R&ED portfolio						0	
- F&BS portfolio						0	
- BSP&HR portfolio				-946		-946	P&I & HR action - see section 1.1.7
- D&P portfolio						0	
Forecast after Mgmt Action				-807	657	-150	

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 -£150k, Income Nil, Net -£150k

The projected under-spend against gross expenditure results from many appointments to the new finance structure being made at the bottom of grade, whereas the budget is set at mid-point of grade.

1.1.3.2 Human Resources – Business Operations

Following the transfer of Portfolio responsibilities in July this budget now forms part of the Human Resources heading within Business Strategy, Performance & Health Reform.

Business Strategy, Performance & Health Reform portfolio:

1.1.3.3 Governance & Law: Gross -£986k, Income +£1,060k, Net +£74k

There is a significant underspend on gross of -£1,025k and a corresponding +£1,025k under-recovery of income due to revised business objectives. In 2012/13 Governance and Law, as part of its 'Evolution, Efficiency, Enterprise' project, is seeking to reduce the cost of legal services to the Council, increase its external trading revenues, and deliver a net surplus of £2.1m. This is a change from the original budget assumption which sought to increase revenue receipts through increasing the team numbers to meet anticipated client service needs. Overall therefore, gross costs have reduced from the budget assumption as team numbers are not as high, but income has also reduced. The unit will shortly be re-profiling its budgets and will look for formal approval of these changes in the second quarter's report. There are also some smaller variances on gross and income totalling +£39k on gross and +£35k on income giving a small net pressure of £74k. This will be covered by a corresponding under-spend within Democratic and Member Services (as shown in table 1b).

1.1.3.4 Property & Infrastructure: Gross +£1,351k, Income -£700k, Net +£651k

Property Group is forecasting a £1,351k gross pressure with a compensating increase in income of £700k in their revenue budget.

The Property revenue budget has been reduced by £3.56m over the past two years in respect of 'Total Place' savings. It was expected that these savings would primarily be generated by coming out of leasehold properties as soon as leases came to an end. Service transformations and restructures throughout the Council, together with the formulation of the new Work Place Transformation Strategy, have resulted in the requirement to extend a number of leases and thus push delivery of some savings to later years. Additionally, revisions to Authority-wide service plans have impacted on the demands for property estate requirements, resulting in a pressure in the current year. Delivery of these savings is a top priority for management action and therefore a full review of all 'Total Place' potential savings, alongside current service plans, is being undertaken to determine the revised phasing of the savings to be reflected in the 2013-16 MTFP.

Additionally, in accordance with accounting requirements, many items of expenditure which have traditionally been capitalised, must be charged to and funded through revenue. As a result Property Group is planning to use £700k of the DFE Local Authority Capital Maintenance Grant, currently shown within their capital budget, to cover this expenditure, as the grant rules allow us to fund revenue expenditure from it.

1.1.3.5 Human Resources: Gross -£60k, Income +£355k, Net +£295k

The Schools Personnel Service has extremely challenging income targets which, with further delegations of funding and responsibilities to schools, require business to be secured on a school by school basis. Consequently SPS are forecasting an under-delivery of income of **+£515k**, but also a partially compensating underspend, mainly on salaries of **-£360k**. In addition, HR is continuing to face increased demand to support many Divisional restructures and transformation programmes throughout this year, which is putting pressure on many units, and as a result Employee Services are forecasting a gross pressure of **+£151k**, mainly on staffing, which is partially offset by increased income of £63k. There are a number of smaller pressures against the rest of Human Resources, including Health and Safety, the Divisional budget and the 'Grads Kent' website, although the latter is more than offset with extra income. There is also a small over-recovery in income generated through the Teacher Recruitment & Retention Team.

The Division continues to review all HR processes including the Employee Services Centre. In the wider context, it may be possible to find savings and efficiencies from elsewhere within HR, possibly from on-going restructures within the unit. However, at present Learning and Development is still in the process of centralising training budgets across the Authority and does not yet have the results of the Authority-wide training requirements. Further clarity on the budgets and aspirations in this area are therefore being sought and an update will be provided in the second quarter's report.

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	Property & Infrastructure Gross - extension to leasehold payments; more cautious approach to capitalising expenditure	+1,351	BSPHR	Governance & Law Gross - revised business objectives	-1,025
BSPHR	Governance & Law Income - revised business objectives	+1,025	BSPHR	Property and Infrastructure Income - Use of Local Authority Capital Maintenance Grant to fund revenue expenditure previously categorised as capital	-700
BSPHR	Human Resources Income - under-recovery of income target by Schools Personnel Service	+515	BSPHR	Human Resources Gross - under-spend on Schools Personnel Service mainly on salaries, partially off-setting under delivery of income target	-360
BSPHR	Human Resources Gross - pressure on Employee Services budget mainly on staffing	+151	F&BS	Finance & Procurement Gross - staffing underspend	-150
		+3,042			-2,235

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:

The MTFP assumes a breakeven position for 2012-13. However Property may need to flag an on-going pressure once the review of all potential 'Total Place' savings and their phasing has been completed. Once quantified, the impact of the changes in our accounting for capitalisation of expenditure will also need to be reflected in the MTFP.

1.1.6 Details of re-phasing of revenue projects:

None

1.1.7 Details of proposals for residual variance:

The Directorate is wholly committed to delivering a balanced outturn position by the end of the financial year and will continue to consider all options to ensure this happens. Robust arrangements are in place on a monthly basis to ensure that forecasts and expenditure are closely monitored and where necessary challenged.

1.1.7.1 Property and Infrastructure

Property are undertaking an urgent and robust review of all savings deliverable through the rationalisation of the property estate, both in respect of the phasing of these savings and whether there are additional costs involved in delivering these savings, and the impact of changes to service plans. This information will be reflected in the MTFP for 2013-16.

1.1.7.2 Human Resources

The Division continues to review all HR processes and it is anticipated it will find savings and efficiencies from elsewhere within HR. The Division will also look at the findings of the recent Lean efficiency review to provide options to achieve other savings.

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.

1.2.2 The Business Strategy and Support directorate has an approved budget for 2012-15 of £137.603m (see table 1 below). The forecast outturn against this budget is £127.193m, giving a variance of -£10.410m.

1.2.3 Tables 1 to 3 summaries the Directorate's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	Total	Business Strategy, Performance & Health Reform	Regeneration & Economic Development	
	£m	£m	£m	
Approved budget last reported to Cabinet	131.581	28.088	103.493	
Approvals made since last reported to Cabinet	6.022	5.997	0.025	e.g. roll forwards, additional fund & virements
Revised approved budget	137.603	34.085	103.518	

1.2.5 Table 2 – Further changes to budget for Cabinet to approve

1.2.6 Cabinet is asked to approve that the underspend of £0.193m on solar panels is moved back to the Energy Efficiency & Renewable Energy in the KCC Estate project which is in approval to plan.

1.2.7 Table 3 – Summary of Variance

	Total	Business Strategy, Performance & Health Reform	Regeneration & Economic Development
Reason	£m	£m	£m
Unfunded variance			
Funded variance (from table 2)	0.000	0.000	0.000
Variance funded by revenue	0.000	0.000	0.000
Project underspend	-0.700	-0.700	0.000
Rephasing (beyond 2012-15)	-9.710	0.000	-9.710
Total variance	-10.410	-0.700	-9.710

Main reasons for variance

1.2.8 Table 4 below, details each scheme indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

1.2.9 Table 4 – Scheme Progress

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber/green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	h)=(b+e+f)-a	
BSSHP									
Modernisation of Assets	17.973	0.000	13.232	4.741	13.232	4.741	0.000	0.000	
Disposal Costs	1.000	0.000	0.750	0.250	0.750	0.250	0.000	0.000	
Corporate Property Strategic Capital	2.851	0.000	2.851	0.000	2.151	0.000	-0.700	-0.700	
Connecting Kent	1.208	1.208	0.000	0.000	0.000	0.000	0.000	0.000	
Connecting with Kent	1.914	1.154	0.760	0.000	0.760	0.000	0.000	0.000	
Oracle Release 12	1.549	1.199	0.350	0.000	0.350	0.000	0.000	0.000	
Oracle Self Service Development	0.516	0.449	0.067	0.000	0.067	0.000	0.000	0.000	
Property Asset Management System	0.310	0.000	0.310	0.000	0.310	0.000	0.000	0.000	
Sustaining Kent - Maintaining the Infrastructure	8.932	5.962	2.970	0.000	2.970	0.000	0.000	0.000	
Better Workplaces / Work Place Transformation	1.054	1.030	0.024	0.000	0.024	0.000	0.000	0.000	
Connecting Kent	0.874	0.000	0.874	0.000	0.874	0.000	0.000	0.000	
Enterprise Resource Programme (PHASE 1)	1.234	0.000	1.234	0.000	1.234	0.000	0.000	0.000	
Energy Efficiency & Renewable Energy in the KCC Estate - solar panels (spend)	0.321	0.000	0.321	0.000	0.128	0.000	-0.193	-0.193	
Integrated Childrens System	1.314	0.000	1.314	0.000	1.314	0.000	0.000	0.000	
Faversham Family Centre	0.026	0.000	0.026	0.000	0.026	0.000	0.000	0.000	
Energy Efficiency & Renewable Energy in the KCC Estate (plan)	0.182	0.000	0.182	0.000	0.375	0.000	0.193	0.193	
Enterprise Resource Programme (PHASE 2)	0.500	0.000	0.500	0.000	0.500	0.000	0.000	0.000	
Better Workplaces / Work Place Transformation	8.807	0.487	8.320	0.000	8.320	0.000	0.000	0.000	
BSSHP Total	50.565	11.489	34.085	4.991	33.385	4.991	-0.700	-0.700	

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber/green
Regen									
East Kent Empty Property Initiative	6.625	5.356	1.269	0.000	1.269	0.000	0.000	0.000	
Euro Kent	6.398	5.974	0.424	0.000	0.424	0.000	0.000	0.000	
Dover Priory Station Approach Road	1.604	1.575	0.029	0.000	0.029	0.000	0.000	0.000	
Rural Broadband Demonstration Project	1.584	0.000	1.584	0.000	1.584	0.000	0.000	0.000	
Tontine Street Public Realm Improvement	0.100	0.006	0.094	0.000	0.094	0.000	0.000	0.000	
Old Town Hall Operating Costs Capital	0.150	0.006	0.144	0.000	0.144	0.000	0.000	0.000	
Swale Parklands	0.999	0.827	0.172	0.000	0.172	0.000	0.000	0.000	
Broadband	20.000	0.000	20.000	0.000	20.000	0.000	0.000	0.000	
Capital Regen Fund	14.351	0.000	11.851	2.500	11.851	2.500	0.000	0.000	
Empty property Initiative	8.451	0.000	5.951	2.500	5.951	2.500	0.000	0.000	
Margate Housing	10.000	0.000	10.000	0.000	10.000	0.000	0.000	0.000	
Regional Growth Fund	40.000	0.000	40.000	0.000	30.290	9.710	-9.710	0.000	Phasing
LAMS	12.000	0.000	12.000	0.000	12.000	0.000	0.000	0.000	
Regen Total	122.262	13.744	103.518	5.000	93.808	14.710	-9.710	0.000	

1.2.10 Status:

Green – Projects on time and budget

Amber – Projects either delayed or over budget

Red – Projects both delayed and over budget

1.2.11 Assignment of Green/Amber/Red Status

1.2.12 As this is the first of the new capital monitoring formats, the red/amber/green statuses are assigned from the current position. A project will not show as amber or red if they have been delayed or over budget in the past but this has now been resolved. Any such issues would have been reported on in previous monitoring reports to Cabinet.

1.2.13 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.14 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan.

Amber and Red Projects – variances to cost/delivery date and why.

- 1.2.15 Regional Growth Fund – the rephasing of -£9.710m into 2016-17 is due to the re-profiling of the programme based on the best estimates of applications expected for the Expansion East Kent Fund.

Other significant variances

- 1.2.16 Corporate Property Strategic Capital – underspend of -£0.700m. In accordance with accounting requirements many items of expenditure which have traditionally been capitalised must be charged to and funded through revenue. As a result, property group is planning to use £0.700m of the DFE local authority capital maintenance grant currently shown here, to cover revenue expenditure as the grant rules allow us to do this.
- 1.2.17 Energy Efficiency & Renewable Energy in the KCC Estate - solar panels – the underspend of -£0.193m is due to a decision to reduce the number of buildings from 6 to 3, and also due to the cost of the solar panels having decreased in price. It is requested that the underspend is transferred back to the Energy Efficiency main budget in approval to plan in order to keep the total Energy Efficiency budget in tact. Plans are currently being worked up to use these monies for lighting upgrades and bio mass boilers.

Key issues and Risks

- 1.2.18 No key issues or risks have been identified.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts – actual receipts compared to budget profile:

2.1.2 The total forecast receipts expected to come in during 2012-13 is £19.89m. This is broken down between the various “pots” as detailed in the tables below.

Capital Receipts

	2012-13
	£m
Capital receipt funding required for capital programme	16.385
Banked in previous years and available for use	3.202
Receipts from other sources*	4.558
Requiring to be sold this year	8.625
Forecast receipts for 2012-13	7.670
Potential Surplus/(Deficit)	-0.955

2.1.3 The total capital receipt funding required per the latest forecasts for 2012-13 totals £16.385m. Taking into account receipts banked in previous years which are available for use and receipts from other sources* (such as loan repayments from the Empty Property Initiative), the required level of receipts to achieve in 2012-13 is £8.625m.

2.1.4 Current forecasts show receipts expected in during 2012-13 will total £7.670m, which leaves a potential deficit on capital receipt funding in the capital programme of -£0.955m. This will be monitored over the coming months to ensure there will be adequate funding to meet the demands.

PEF1

2.1.5 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.

2.1.6 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.

2.1.7 Forecast 2012-13 position

	2012-13
	£m
Opening balance 1st April 2012	-5.567
Planned receipts	0.910
Costs	-0.343
Planned acquisitions	0.000
Closing balance	-5.000

2.1.8 The above table shows the opening balance on the fund as being -£5.567m. With forecast PEF1 receipts of £0.910m and associated costs of £0.343m this results in a forecast closing balance of -£5.000m, which is within the permitted £10m overdraft limit.

Revenue position

2.1.9 The balance brought forward at the 1st April 2012 was -£2.328m. The anticipated net income from managing the properties held within the fund is estimated at £0.035m, but with the need to fund costs of borrowing -£0.492m against the overdraft facility, the PEF1 is forecasting a £2.785m deficit on revenue, which will be rolled to be met from future income streams.

PEF2

2.1.10 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.

2.1.11 Overall Forecast Position on the Fund:

	2012-13 £m
<u>Capital:</u>	
Opening balance	-14.196
Properties to be agreed into PEF2	0
Forecast sale of PEF2 properties **	11.097
Disposal costs	-0.413
Closing balance	-3.512
<u>Revenue:</u>	
Opening balance	-4.231
Interest on borrowing	-0.426
Holding costs	-0.046
Closing balance	-4.703
Overall closing balance	-8.215

** Figure is net of contributions required to pay out of disposal value of £0.213m.

2.1.12 The forecast closing balance on the fund is -£8.215m, within the overdraft limit of £85m.

2.1.13 The forecast position on both PEF funds show that the funds are operating well within their acceptable parameters.

FINANCING ITEMS SUMMARY

JUNE 2012-13 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 budget was set to reflect the addition of £5.316m of roll forward from 2011-12, to transfer to the Economic Downturn reserve, as approved by Cabinet in July, 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 Service Unit:

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	400		400			0	
Contribution to/from Reserves	9,962		9,962	159		159	transfer of 12-13 write down of discount saving from 08-09 debt restructuring to reserves
Underspend rolled forward from 11-12	-3,079		-3,079			0	
Insurance Fund	4,679		4,679			0	
Modernisation of the Council	3,500		3,500			0	
Contingency for Children's Improvement Plan	0		0			0	
Net Debt Charges (incl Investment Income)	130,968	-9,048	121,920	-5,478	1,770	-3,708	2012-13 write down of discount saving from 2008-09 debt restructuring; re-phasing of capital programme in 11-12 has provided savings on debt charges & MRP; underspend on leases
Other	2,364	-36	2,328	0	0	0	
Unallocated	3,048	0	3,048	0	0	0	
Unringfenced Government Grants		-90,589	-90,589			0	
Total F&BS portfolio	151,842	-99,673	52,169	-5,319	1,770	-3,549	
Business Strategy, Performance & Health Reform portfolio							
Contribution to IT Asset Maintenance Reserve	3,302		3,302			0	
Democracy & Partnerships portfolio							
Audit Fees	464		464			0	
Total Controllable	155,608	-99,673	55,935	-5,319	1,770	-3,549	

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 Net Debt Charges (including Investment Income):

- There is a saving of £0.159m which relates to the write-down in 2012-13 of the £4.024m discount saving on debt restructuring undertaken at the end of 2008-09. (£3.865m was written down during the period 2008-12).
- There is a saving of £3.149m as a result of deferring borrowing in 2011-12 due to the re-phasing of the capital programme and also no new borrowing was taken in the first quarter of 2012-13 and cash balances have been relatively high during the first quarter of the year. In addition, the re-phasing of the capital programme in 2010-11 is likely to provide a saving on Minimum Revenue Provision (MRP) as it is likely that fewer assets became operational than anticipated. 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. MRP is based on capital expenditure incurred in the previous year and therefore cannot be calculated until the previous year's accounts have been finalised and audited. This very complex calculation is currently being undertaken and therefore further details and confirmation of the level of saving will be provided in future reports.
- A £0.4m underspend against the leases budget is expected reflecting a continuation of the trend of recent years.

1.1.3.2 Contributions to/from reserves:

As planned, the £0.159m 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.

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 economic downturn reserve of 2012-13 write down of discount saving from 2008-09 debt restructuring	+159	F&BS	savings on debt charges & MRP due to re-phasing of capital programme in 11-12, together with no new borrowing in 12-13	-3,149
			F&BS	underspend on leases	-400
			F&BS	2012-13 write down of discount saving from 2008-09 debt	-159
		+159			-3,708

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTFP:

N/A

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]

Currently the underspending on the Financing Items budgets is offsetting pressures elsewhere across the authority.

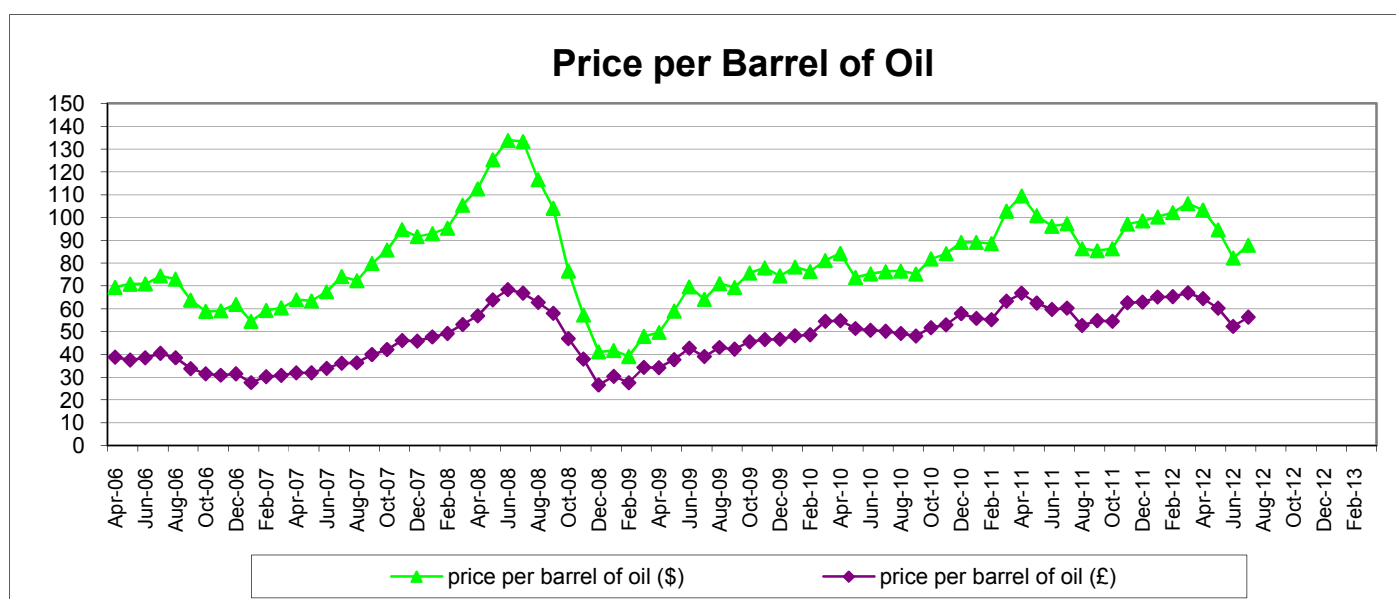
1.2 CAPITAL

N/A

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

Price per Barrel of Oil							
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	\$	\$	\$	\$	\$	\$	\$
April	69.44	63.98	112.58	49.65	84.29	109.53	103.32
May	70.84	63.45	125.40	59.03	73.74	100.90	94.65
June	70.95	67.49	133.88	69.64	75.34	96.26	82.30
July	74.41	74.12	133.37	64.15	76.32	97.30	87.90
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	102.20	
March	60.44	105.45	47.94	81.20	102.86	106.16	



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 UKtradeinfo website.

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By: Cabinet Member – Finance & Business Support
Corporate Director of Finance & Procurement

To: Cabinet - 17 September 2012

Subject: **TREASURY STRATEGY UPDATE**

Classification: Unrestricted

Summary: To seek agreement to a number of changes to the Council's Treasury Strategy.

FOR DECISION

INTRODUCTION

1. The Council's Annual Treasury Strategy is agreed by Cabinet in January and Council in February. Any changes to the strategy during the year have to be agreed by Cabinet.

CURRENT POSITION

2. The Council's Treasury Strategy places the main emphasis on security of funds, liquidity is also an important consideration and then lastly yield. To achieve this the Council uses the Government Debt Management Account Deposit Facility and Treasury Bills and the following UK financial institutions all with a minimum long term credit rating of A- or equivalent:
 - Barclays
 - Lloyds TSB/HBOS
 - HSBC
 - Royal Bank of Scotland/NatWest
 - Nationwide
 - Standard Chartered
 - Santander UK
3. Each counterparty has a maximum allocation of £50m but Lloyds TSB/HBOS and Royal Bank of Scotland /NatWest have a £75m group limit. When all these counterparties are available to use, a counterparty can be put on hold at any time if there are concerns, we have a capacity of £400m without having to use the Debt Management Account Deposit Facility. Some counterparties will not take deposits at particular times, for example, Nationwide recently stopped taking deposits for a couple of months.

4. Rates of interest paid vary significantly and the following figures are indicative only:

- DMADF 0.25% (any deposit from overnight to 6 months)
- HSBC 0.35% (call account)
- Barclays 0.5% (call account)
- Lloyds TSB/HBOS 0.75% (call account)
- Santander UK 0.8% (call account)
- Standard Chartered 0.92% (for a 6 month Certificate of Deposit)
- RBS/Nat West 1.25%/1.15% (call account)
- Lloyds TSB 1.35% (3 month deposit)

5. Before the banking crisis started in 2008 the Council mainly used fixed term deposits for periods of up to 5 years. The market for deposits has changed radically since then, generally there is no significant interest gain for depositing for longer periods, there is no confidence to invest for longer and for security reasons we mainly use call accounts where funds are deposited overnight. Arlingclose, the Council's treasury advisers, originally expected financial institutions to reduce the availability of call accounts or for rates paid to reduce but for the moment this is not happening. There is also a significant possibility that the DMADF rate will be reduced at some point, Treasury Bills which we had been buying now pay less than the DMADF.

6. Within the Treasury Strategy the maximum duration for deposits is 12 months. The Council follows the maximum durations recommended by Arlingclose which changed at the end of July with durations being extended to:

- RBS/Nat West – from overnight to 35 days
- Santander UK – from overnight to 35 days
- Lloyds TSB/HBOS – from overnight to 100 days
- Barclays, Nationwide – remain at 100 days
- HSBC, Standard Chartered – from 6 months to 12 months.

The Arlingclose durations are higher than the Council will use for the moment but this is always under review. RBS/Nat West and Santander UK are only used overnight.

7. As spending cuts hit local authority budgets it was expected that cash flows would reduce and the Council would have substantially less money to place on deposit. This has not yet happened significantly for this Council or as far as we can establish for many other Councils either. Even after repaying a loan of £55m in August the latest balance was £300m and we forecast a minimum balance of £167m from now to the end of the financial year. And once again no new borrowing has been undertaken so capital expenditure due to be funded from borrowing is actually being met from internal resources. Given that borrowing costs are substantially higher than deposit rates this approach will be continued as the Council saves substantially by deferring the borrowing costs.

8. Whilst security and yield are the overriding criteria the state of public finances means that we do try to secure yield for the same level of risk. For example, Treasury Bills earning around 0.4% were bought at auction as an alternative to use of the DMADF and the Council bought Standard Chartered Certificates of Deposit when they would not take conventional deposits.

AUSTRALIAN AND CANADIAN BANKS

9. The financial institutions currently supported by Arlingclose for deposits are set out in the Appendix. Arlingclose have been very supportive of Australian and Canadian banks and they currently have a maximum duration recommended by Arlingclose of 12 months increased from 6 months. Arlingclose summarise the position as follows:
 - Australian banks have strong domestic franchise and good liquidity and capital positions. The banks benefit from a relatively stable economic environment and have weathered the credit crisis better than many of their international peers. Although Australian banks have a high reliance on wholesale funding, this funding is diversified by maturity, investor type and geography. The Australian banks remain among the higher rated global institutions, and their CDS levels are comparable to their peer group.
 - Canadian banks have exhibited consistent earnings performance (albeit with moderating earnings growth in common with their global peers), and benefit from favourable funding positions and sound liquidity and capitalisation levels as well as Canada's relatively favourable economic environment. There are no quoted CDS for Canadian banks; they however remain among the higher rated international banking institutions.

In late July Standard & Poor's revised the Outlook on 7 Canadian banks including 3 on Arlingclose's recommended list from Stable to Negative. The Outlook revision means they will review the long term credit ratings of the Canadian banks typically over a 6-24 month period. It is not the same as a Rating or Credit Watch announcement.

10. At the current time not all of the banks listed take deposits and rates are quite low. However, we need to have options in the event of further downgrades of UK financial institutions to avoid a situation where the Council has no option but to use the Debt Management Account Deposit Facility.
11. The proposal is that these banks would be added as counterparties but would not be used unless there was a significant deterioration in the position of UK financial institutions. A maximum limit with any one bank would be £25m and the maximum exposure to either country would be £50m.
12. The position of Australian and Canadian banks would continue to be closely monitored.

LOCAL AUTHORITY MORTGAGE SCHEME

13. The Council in April decided to participate in a national scheme run by Capita and in collaboration with Lloyds TSB to support first time buyers to buy their own house. This is seen as an innovative, practical and effective way of helping first time buyers to get onto the housing ladder. The basis principles of the Capita/Lloyds TSB scheme are:

- An individual borrower needs a 5% deposit, a further 20% portion is then guaranteed by the local authority and a mortgage is taken out by the borrower for the remaining 75%.
- The funds provided by the Council are placed in a 5 year deposit with Lloyds TSB at a rate of 4.25% (final rate to be confirmed).

KCC has offered to contribute up to £1m per District Council therefore giving a maximum liability of £12m. Responses from the District Councils are varied and to date only one has made a firm commitment although others are going through their own decision making processes.

14. The Council's Treasury Strategy needs to be amended to enable a 5 year deposit to be made with Lloyds TSB. This would be a one-off exception and other deposits for this period with Lloyds TSB could not be made. Members need to be aware in making such a long term commitment of the following:

- Lloyds TSB/HBOS is currently 40% owned by the UK Government. At some time it is expected that UK Government will sell its stake and the impact on Lloyds TSB/HBOS financial standing could be detrimental.
- Particularly through HBOS the group has a very large exposure to the UK property market which still potentially could expose it to further large losses.

But it should also be taken into account that Lloyds TSB/HBOS is one of the "systemically" important UK financial institutions and it would be expected, but not guaranteed, that the UK Government could not allow the bank to fail.

RECOMMENDATION

15. Members are asked to:

- (1) Agree to add Australian and Canadian banks (as specified in the Appendix) with a maximum limit of £25m on any one bank and a country limit of £50m.
- (2) To agree that a 5 year deposit can be made with Lloyds TSB of up to £12m in relation to the Local Authority Mortgage Scheme.

Nick Vickers
Head of Financial Services

Arlingclose's Recommended Counterparty List

	Country	Fitch Long-Term Rating	Fitch Short-Term Rating	Moody's Long-term Rating	Moody's Short-Term Rating	S&P Long-Term Rating	S&P Short-Term Rating	Previous Duration Limit	Revised Duration Limit
UNITED KINGDOM	GB	AAA	F1+	Aaa		AAAu	A-1+u		
SANTANDER UK PLC	GB	A	F1	A2	*- P-1 *-	A	A-1	Overnight	35 days
NATIONAL WESTMINSTER BANK	GB	A	F1	A3	P-2	A	A-1	Overnight	35 days
ROYAL BANK OF SCOTLAND PLC	GB	A	F1	A3	P-2	A	A-1	Overnight	35 days
BANK OF SCOTLAND PLC	GB	A	F1	A2	P-1	A	A-1	Overnight	100 days
LLOYDS TSB BANK PLC	GB	A	F1	A2	P-1	A	A-1	Overnight	100 days
NATIONWIDE BUILDING SOCIETY	GB	A+	F1	A2	P-1	A+	A-1	100 days	100 days
BARCLAYS BK PLC-ADR C	GB	A	F1	A2	P-1	A+	A-1	100 days	100 days
HSBC BANK PLC	GB	AA	F1+	Aa3	P-1	AA-	A-1+	6 months	12 months
STANDARD CHARTERED BANK	GB	AA-	F1+	A1	P-1	AA-	A-1+	6 months	12 months
COMMONWEALTH OF AUSTRALIA	AU	AAA	F1+	Aaa		AAAu	A-1+u		
AUST AND NZ BANKING GROUP	AU	AA-	F1+	Aa2	P-1	AA-	A-1+	6 months	12 months
COMMONWEALTH BANK OF AUSTRAL	AU	AA-	F1+	Aa2	P-1	AA-	A-1+	6 months	12 months
NATIONAL AUSTRALIA BANK LTD	AU	AA-	F1+	Aa2	P-1	AA-	A-1+	6 months	12 months
WESTPAC BANKING CORP	AU	AA-	F1+	Aa2	P-1	AA-	A-1+	6 months	12 months
GOVERNMENT OF CANADA	CA	AAA		Aaa		AAA	A-1+		
BANK OF MONTREAL	CA	AA-	F1+	Aa2	P-1	A+	A-1	6 months	12 months
BANK OF NOVA SCOTIA	CA	AA-	F1+	Aa1	P-1	AA-	A-1+	6 months	12 months
CAN IMPERIAL BK OF COMMERCE	CA	AA-	F1+	Aa2	P-1	A+	A-1	6 months	12 months
ROYAL BANK OF CANADA	CA	AA	F1+	Aa3	P-1	AA-	A-1+	6 months	12 months
TORONTO-DOMINION BANK	CA	AA-	F1+	Aaa	P-1	AA-	A-1+	6 months	12 months
UNITED STATES (GOVT OF)	US	AAA	F1+	Aaa		AA+u	A-1+u		
JPMORGAN CHASE BANK NA	US	A+ *-	F1+	Aa3	P-1	A+	A-1	6 months	6 months
REPUBLIC OF FINLAND	FI	AAA		Aaa		AAA	A-1+		
NORDEA BANK FINLAND PLC	FI	AA-	F1+	Aa3	P-1	AA-	A-1+	Suspended	100 days
FEDERAL REPUBLIC OF GERMANY	GE	AAA	F1+	Aaa		AAAu	A-1+u		
DEUTSCHE BANK AG-REGISTERED	GE	A+	F1+	A2	P-1	A+	A-1	Suspended	100 days
KINGDOM OF THE NETHERLANDS	NE	AAA	F1+	Aaa		AAAu	A-1+u		
BANK NEDERLANDSE GEMEENTEN N.V.	NE	AAA	F1+	Aaa	P-1+	AAA	A-1+	Suspended	100 days
KINGDOM OF SWEDEN	SW	AAA	F1+	Aaa		AAA	A-1+		
SVENSKA HANDELSBANKEN-A SHS	SW	AA-	F1+	Aa3	P-1	AA-	A-1+	Suspended	100 days

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

To: Cabinet – 17 September 2012

Subject: Quarterly Performance Report, Quarter 1, 2012/13

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 1, 2012/13 is attached at Appendix 1.
2. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
3. The report continues to be developed and a complete re-refresh has been made for the new financial year.
4. The Quarterly Performance Report includes progress against business plan targets for 30 Key Performance Indicators (KPIs).

Developments to the QPR for Quarter 1 report

5. Developments to the QPR as previously discussed with Cabinet members, and which have been carried forward in the latest report include:
 - Refreshing the selection of Key Performance Indicators included within the report, to keep them up to date and relevant.
 - The inclusion of light-touch reporting of Lead Indicators. These are being monitored by trajectory within expected upper and lower thresholds, representing expected levels.
 - Inclusion of updates on major strategic programmes.
 - Reduction of commentary and action plans under each indicator and instead the provision of an overall summary of progress and actions by service area, linked to reports on major strategic programmes.

Future developments for 2012/13

6. Further developments which are still in hand and which will be delivered later in the year include:
 - Greater focus on qualitative evidence through use of Govmetric measures and deep dive service satisfaction surveys.
 - Better integration of reporting on progress against strategic programmes including for example the Troubled Families programme.
 - Re-refresh of the selection of Key Performance Indicators for Adult Social Care, in line with the emerging Transformation Programme.

Quarter 1 Performance Report

7. An executive summary of performance for Quarter 1 is provided at the start of Appendix 1. This includes summary tables showing the results for all 30 KPIs included in the report.
8. Of the 30 Key Performance Indicators included in the report, 12 (40%) are currently achieving or exceeding the targets set.
9. In order to deliver a comparable level of performance achievement as seen last year, the Council will need to improve the number of indicators ahead of target to 21 (70%) by the end of the financial year.

Recommendations

10. Members are asked to NOTE this report.

Contact officer:

Richard Fitzgerald,
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KCC Quarterly Performance Report Quarter 1, 2012/13

September 2012

Produced by: KCC Business Intelligence
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Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter 1 of financial year 2012/13.

Within this report you will find information on our Key Performance Indicators (KPIs) and Lead Indicators as well as a range of other essential management information. The Key Performance Indicators represent some of our top priority areas and targets for improvement in the current financial year. The Lead Indicators represent demand and activity levels we need to manage, as well as providing, in some cases, information about some of the challenges placed upon us by the external environment we operate in.

The selection of Key Performance Indicators included in this report has been refreshed for this financial year. The refresh in the selection of indicators has been made to reflect new business plan targets for this year and to keep the selection up-to-date and relevant. We have deliberately included more indicators known to be behind target and, particularly for Children's Social Services, where we know we still have a lot more to do to deliver the improvement in services we wish to see.

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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Data quality note

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

Executive Summary – KPI Results

The first quarter of the year has seen a drop in the number of Key Performance Indicators rated 'Green' and an increase in the number rated 'Red'. We will be working over the course of the year to ensure we increase the number of indicators which are rated 'Green' and on target by the end of the financial year.

A full summary of results for the Key Performance Indicators is provided below, with more detail available in the relevant section of the detailed report.

	N/A	RED	AMBER	GREEN	TOTAL
Current ratings	0	8	10	12	30
Previous ratings	1	7	7	15	30
Change	-1	+1	+ 3	- 3	

RED = Performance below Floor Standard

- Call answering response times in our contact centre have been behind target in the last quarter, due to a range of factors both internal and external. Management action has taken place to improve the performance in the short term and longer term plans are being introduced to ensure that improvement can be maintained. Further details on the actions being taken are provided in the Customer Services section of this report.
- The number of children becoming subject to a Child Protection Plan for a second or subsequent time was high in the quarter and above the target level. This was expected, following the work in the last year to ensure the right decisions were being made for each child, which led to a reduction in the number of children with plans. Those children who are coming on to plans for the second or subsequent plan at the current time are mostly children who came off plans more than a year ago.
- The number of children coming off a child protection plan who had been subject to a plan for two or more years continues to be higher than the target level. Action to address this issue includes reviewing and undertaking 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.
- Attainment gaps for children with Free Schools Meals were behind target last year at both Key Stage 2 and Key Stage 4. We are still awaiting results for 2012 which we hope will show an improvement.
- There has been an increase in the number of schools with poor Ofsted inspection reports, mainly as a result of the tougher Ofsted framework introduced earlier this year. We have already introduced the Kent Challenge which aims to significantly turn this situation around over the next few years. Our approach to this is working in collaboration with schools and offering bespoke and targeted support to deliver improvements.
- The timeliness of completing Special Educational Needs (SEN) statutory assessments is behind target. We are currently part of the national Pathfinder programme looking at government proposals to changes in the way services are provided for children with special needs, and this work will influence the future performance in this area.
- Due to the global economic downturn the level of inward investment by businesses into Kent has reduced in recent years. Figures for the first quarter of this financial year are below target, but this was similar to last year, and we expect more investment to follow later in the financial year.

AMBER = Behind Target but Above Floor Standard

- Our qualified social worker staffing levels continue to be above Establishment requirement but we still have too high a reliance on agency workers. We will be launching a new targeted recruitment campaign in the near future to recruit more permanent staff.
- Rates of adoption for Children in Care are showing improvement and key to delivering the target is the work of Coram, who now manages the Adoption Service on Kent's behalf, with the service's progress being externally monitored by the newly formed Adoption Board.
- To reduce the number of Children in Care who experience 3 or more placements in a year, Placement Stability Core Groups have been established to work to prevent potential breakdowns in placements and Placement Panels are in the process of being established, which will ensure that all placement moves meet the needs of the child.
- GCSE results for Kent children are generally good but we have set challenging targets, so performance has been rated as Amber. We are still awaiting GCSE results for 2012.
- Ofsted inspection results for primary schools is showing some minor improvement and results are now above the floor standard, with the rating moving from Red to Amber.
- The percentage of pupils permanently excluded remains unchanged but due to a tougher target having been set this year, performance moved from Green to Amber.
- Performance has dropped behind target for the percentage of Adult Social Care clients with personal budgets. The figures are expected to improve during the year, but it is unlikely that the government target of 100% will be achieved by March 2013.
- The number of Adult Social Care clients receiving telecare continues to increase and the result for the quarter was only 1 person behind target.
- The number of Adult Social Care clients receiving enablement reduced in the quarter, below the target level. This was due in part to increasing numbers of clients receiving other services such as intermediate care and short term beds, which are an alternative form of enablement service but not included in the count for this indicator.
- The percentage of Adult Social Care clients satisfied that desired outcomes have been achieved has been slightly behind target for the last two quarters. However, performance is ahead of the same time last year and the service continues to promote and monitor the achievement of people's outcomes to support further improvement.

GREEN = Target level being achieved or exceeded

- Visits to our website are ahead of target, but we know we need to improve the way people can complete transactions on the website.
- Performance remains above target for timeliness of Children's Social Services initial assessments and the number of assessments out of timescale remains low.
- Provisional results for Key Stage 2 show Kent's children have done very well this year, with the results higher than the target level.
- The number of KCC apprentices has reduced in the last quarter but the number of apprentices taken on continues to exceed our target level.
- The number of first time entrants to the youth justice system continues to reduce.
- The percentage of Adult Social Care assessments completed within six weeks continues to be ahead of target.
- Our performance for highway maintenance continues to be above target for key indicators and although customer satisfaction for this area has shown a drop in the quarter, results remain ahead of target.
- We continue to maintain good performance in relation to waste management targets.
- Initial figures for CO₂ emissions show we exceeded our target reduction for last financial year.

KPI Tables

The following tables show the movements in RAG ratings for all Key Performance Indicators included within this report.

Key to Tables

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
↔	Performance has remained the same relative to targets set

* Floor standards represent the minimum acceptable level of performance for each indicator. These standards are set within our annual business plans.

Customer Services

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of Tier 1 phone calls to the Contact Centre answered within 20 seconds	RED	GREEN	↓
Number of visits to KCC website	GREEN	GREEN	↓

Children's Social Services

Indicator Description	Current Status	Previous Status	Direction of Travel
Number of initial assessments completed within 7 days	GREEN	GREEN	↑
Percentage of establishment caseholding posts filled by qualified social workers	AMBER	AMBER	↓
Percentage of children becoming subject to a child protection plan for a second or subsequent time	RED	RED	↓
Percentage of children subject to a child protection plan for two or more years	RED	RED	↓
Percentage of children leaving care who are adopted	AMBER	RED	↑
Looked after children with 3 or more placements in the last 12 months	AMBER	AMBER	↑

KPI Tables

Education, Learning and Skills

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	AMBER	AMBER	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	GREEN	AMBER	↑
Attainment gap for children with Free School Meals at Key Stage 4	RED	RED	↑
Attainment gap for children with Free School Meals at Key Stage 2	RED	RED	↑
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	AMBER	RED	↑
Number of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (no exceptions)	RED	AMBER	↓
Percentage of pupils permanently excluded from school	AMBER	GREEN	↔
Number of starts on Kent Success Apprenticeship scheme	GREEN	GREEN	↓

Integrated Youth Service

Indicator Description	Current Status	Previous Status	Direction of Travel
Number of first time entrants to youth justice system	GREEN	GREEN	↑

Adult Social Care

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	AMBER	GREEN	↓
Number of clients receiving a telecare service	AMBER	GREEN	↑
Number of clients provided with an enablement service	AMBER	GREEN	↓
Percentage of assessments completed within six weeks	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↓

KPI Tables

Highways and Transportation

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of routine highway repairs completed within 28 days	GREEN	AMBER	↑
Average number of days to repair potholes	GREEN	GREEN	↑
Percentage of satisfied callers for Kent Highways 100 call back survey	GREEN	GREEN	↓

Waste Management

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↓
Percentage of waste recycled and composted at Household Waste Recycling Centres	GREEN	GREEN	↑

Environment

Indicator Description	Current Status	Previous Status	Direction of Travel
Carbon dioxide emissions from KCC estate and operations	GREEN	N/A	↓

Economic Support

Indicator Description	Current Status	Previous Status	Direction of Travel
Number of gross jobs created in Kent and Medway through inward investment	RED	GREEN	↓

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Customer Services

Bold Steps Priority/Core Service Area	Improve access to public services and move towards a single initial assessment process
Cabinet Member	Mike Hill
Portfolio	Customer and Communities
Director	Des Crilley
Division	Customer Services

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of Tier 1 phone calls to the Contact Centre answered within 20 seconds	RED	GREEN	↓
Number of visits to KCC website	GREEN	GREEN	↓

Customer Services Strategy Update

In January 2012 the Customer Service Strategy was launched across KCC. Between February and June, the team has updated KNet and KMail with information about the five key customer service themes, prompting staff to think about how the strategy affects them and the customers they serve. Throughout July the Customer Relationship Team visited 11 locations promoting Customer Services under the 'Doing things Differently' initiative. More than 170 staff attended and gave feedback which will help to inform priorities for customer service training content, as well as future steps.

Below is a snapshot of progress made to date against each of the themes.

Theme One – Understanding our Customers

- GovMetric, a customer satisfaction tool, has been procured and rolled out across all four contact channels (Face to face in Gateways, through the contact centre and via our website online and by mobile). This enables us to capture consistent customer feedback at the time of a transaction, pin pointing where there may be particular issues in service delivery.
- An Interreg bid was submitted in May for a project to deliver an Online Customer Account, which will allow customers to track their interactions with the council in one place.
- The Central Complaints project is making steady progress toward a single reporting and monitoring process for the council. The target is to launch a single telephone contact number, common postal address and e-form by October 2012, making it easier for customers to give us their feedback, and introducing a more robust process for managing and reporting on customer feedback at directorate and organisation level.

Theme Two – Connecting with our Customers

- E-forms technology has been procured by the Digital Team and is being rolled out to enable more transactions to be carried out online.
- A mobile version of the website is now up and running for customers wishing to access information and services via their Smartphone.
- The Digital Team is currently working towards the creation of one 'report it' tool. This will enable customers to report issues using one online form available through web or mobile equipment. High volume areas such as road or public rights of way reporting using this method will greatly reduce telephone contacts and, therefore, costs.

Theme Three – Empowering our Staff to Meet Customer Expectations

- E-induction content has been completed and rolled out to new members of staff, helping them to learn about the customer service strategy as they join the organisation.
- A Customer Service training programme is currently being developed that links to key organisational development themes and outcomes. A variety of approaches will be commissioned including offering e-based materials.
- Work has begun on the development of the 'one front desk' process and standard. This approach seeks to ensure that customers receive a consistently high quality service regardless of where or how they choose to access our services.

Theme Four – Providing Excellent Quality and Value to Customers through Better Service Delivery

- Customer Journey Mapping has begun through the Process Change Team, with the aim of evaluating where customer improvements and savings can be made. Service areas which have been prioritised for this work include speed awareness courses, the Kent Card, adult social care contact and assessment, Blue Badges, Highway maintenance, school admissions, the registration service and Adult Social Care enablement services.
- An internal KCC Customer Service Group is also established and is chaired by Des Crilley, Director of Customer Service. This group is supporting the implementation of the Strategy; identifying savings through channel shift, looking at infrastructure development and performance.

Theme Five – Improving Customer Experience Working with our Public Service Partners

- The Kent Customer Service Group has been established. This group is chaired by William Benson, Chief Executive of Tunbridge Wells Borough Council, reports to the Joint Kent Chiefs, and includes members from district councils, Medway Unitary Authority, Kent Police, Kent Fire and Rescue and Job Centre Plus.
- We are working through the Local Government Association as south east regional representative for Local Government Contact, a body which aims to influence central government's policies which impact on service design of customer facing services, and for Local Government Customer Insight Forum where we work jointly with other local authorities to share learning on how customer insight can generate ongoing savings.

Performance Indicators

The percentage of Tier 1 (high priority) calls answered within 20 seconds fell behind target during the quarter.

This was a result of a number of factors both internal and external including:

- Adverse weather conditions, including wet weather, which impacted on issues such as vegetation growth, drainage and delays to programmed works such as road resurfacing, and high winds in early June which generated a range of additional calls which in many cases were complex to deal with.
- Staff vacancies in the contact centre which are currently being recruited to.
- Increase in process time for Blue Badges applications, due to changes in guidelines and processes imposed by the Department of Transport, and increasing number of calls received from consumers about the progress of their application.
- Public holidays including the extended Queens Jubilee Bank Holiday combined with school half-term.
- A number of calls being answered as Tier 1 calls which are actually classed as Tier 2 & Tier 3 calls.

The contact centre is looking at a range of options to improve efficiency by putting in place measures such as call routing, directing customers to the appropriate specialist advisor and working towards improving customer experience through our website.

A longer term solution to performance is to address the high number of bespoke software systems presented by the business which offer poor integration with back-office processes, creating significant delays to call handling times, and double-handling of calls.

Performance for Tier 1 calls continued below target into July however implementation of new measures has meant that we have seen improvement in the last week of July and the first week of August in line with the introduction of IVR (voice recognition system).

Visits to the website are above target and remain higher than past trends, giving evidence that our online offer is improving, giving the public an efficient way to transact with the council at a time that is convenient to them. However, we still need to improve the online offer and functionality to help further reduce calls.

Future reports will include **GovMetric indicators** which will show resident satisfaction levels when they contact us through Gateways, the contact centre or online.

Lead Indicators

Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

The number of calls to the Contact Centre have fallen close to 250,000 calls a quarter, which is in line with current expectations. This is a significant fall from a peak demand of over 300,000 calls a quarter this time last year. This fall has happened despite bringing in new phone lines and services into the contact centre during 2011/12 including:

- Concessionary fares which deals with bus passes for older people and people with disabilities – 22,000 calls a year.
- Working hours for Children's Social Services (previously only out of hours calls taken by the contact centre) – 12,000 calls a year.
- The Children's and families Information Service (CFIS) dealing with early years and childcare – 10,000 calls a year.

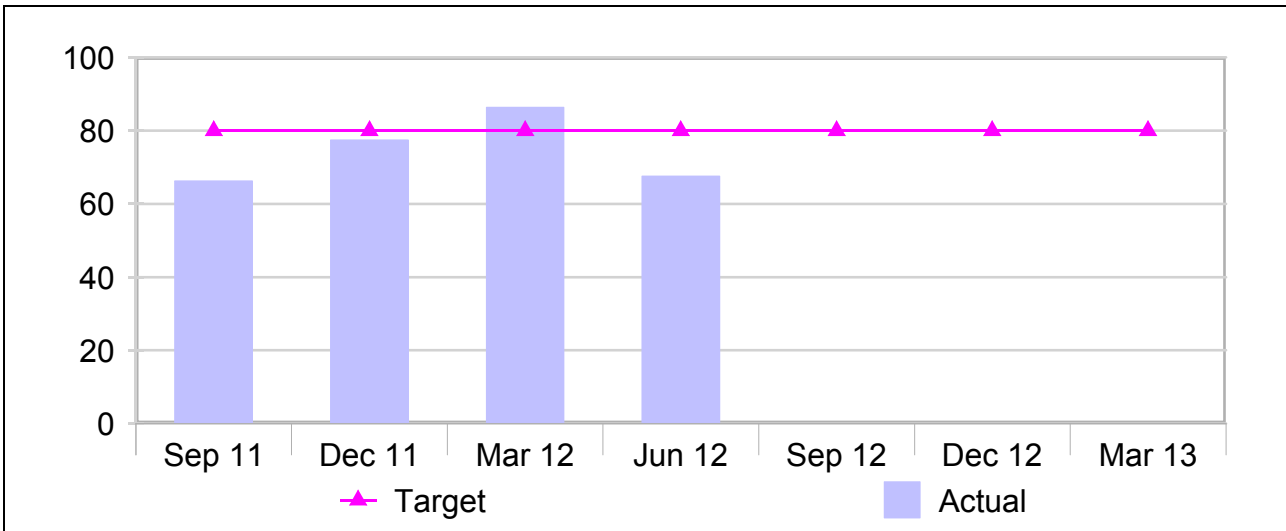
'Channel shift' has played a major part in this drop in calls; moving customer contact and transactions from the phone to the web.

In the first quarter of 2012/13 we received 809 **complaints**; this is a 7% decrease from the same quarter last year and in line with expectations. Annually this equates to an overall decrease of 2%. In the quarter we also received 1,443 compliments and 406 comments, the majority of these were for Integrated Youth Service, Olympics Sport and Leisure, Adult Social Care and Libraries.

The number of **visits to libraries** has shown a recent drop and is below expectations, which may have been due to inclement weather. However, **book issues** remain in line with expectations.

Percentage of Tier 1 (high priority) calls to Contact Kent answered within 20 seconds

RED
↓



Trend Data – quarterly data	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	66%	78%	86%	68%			
Target	80%	80%	80%	80%	80%	80%	80%
RAG Rating	Red	Amber	Green	Red			

Commentary

Performance for the first quarter was behind target due to a range of factors, some external and some internal. Management action was put in place to address internal factors and longer terms plans have been developed to address underlying issues such as improved use of technology to deliver a more efficient and effective service.

As part of a planned response to improve performance and reduce costs during 2011, a system of Call Tiers was introduced. Under this approach, high priority (risk) calls are provided with a Tier 1 response. Calls allocated to Tier 2 and 3 have lower response targets for call answering.

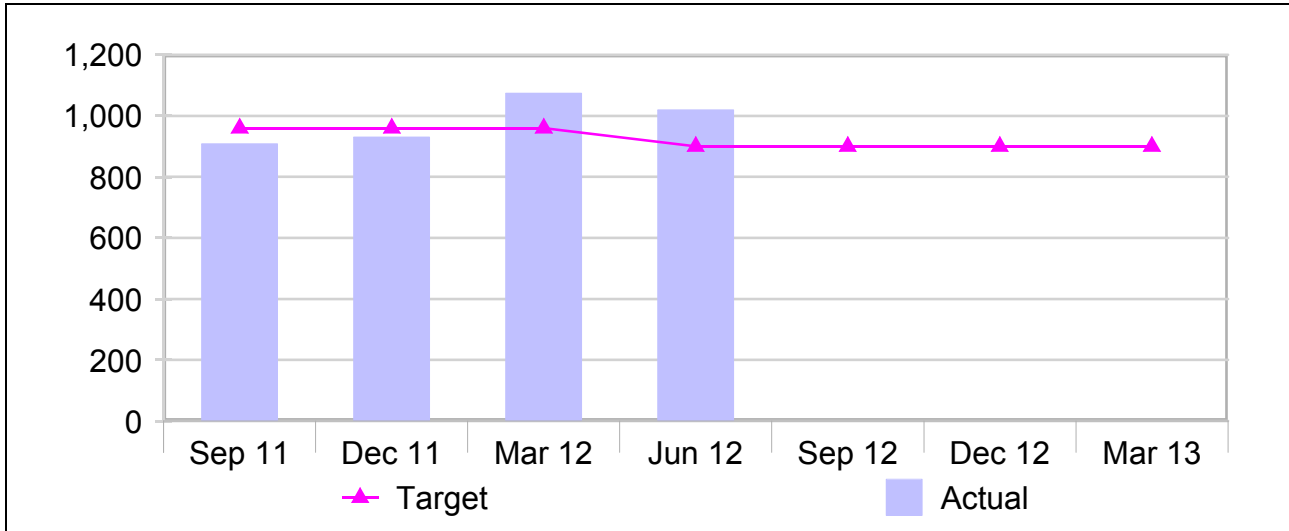
Tier 1 call volumes account for just under 60% of activity, and include Emergency lines, Highways services and Social Services.

Data Notes

Tolerance: Higher values are better
Data is reported as percentage achieved for each individual quarter.

Source: Siemens Hipath telephony system

Number of visits to KCC website (in thousands) Green
↓



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	909	931	1,075	1,020			
Target	960	960	960	900	900	900	900
RAG Rating	Amber	Amber	Green	Green			

Commentary

Visits to the website in the quarter were 25% higher than the same time last year.

There was an increase in referrals from district, social media and hyperlinked websites which were used to direct people to road closure information which would affect traffic and travel during the Olympic Torch, Olympic and Paralympic game period.

Social media has been used to engage and promote key messages and push visits to the website, and as a result referrals from them have increased by 15% since the same quarter last year, with Facebook being the most popular referrer.

Visits by people using mobile devices have also increased by 17%.

The most viewed content was jobs and careers accounting for 6% of page views.

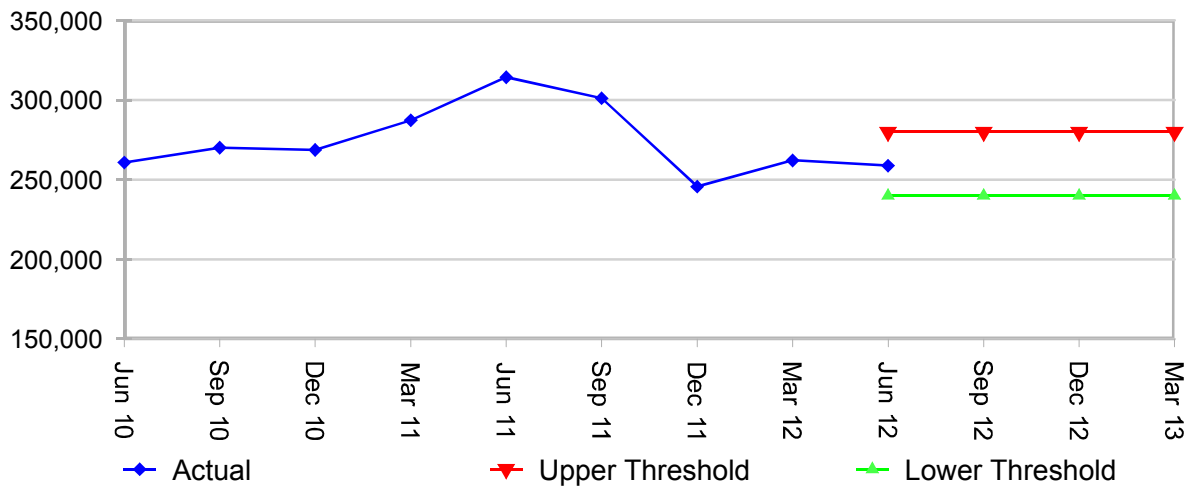
Data Notes

Tolerance: Higher values are better
 Data is reported as number of visits made in each quarter.

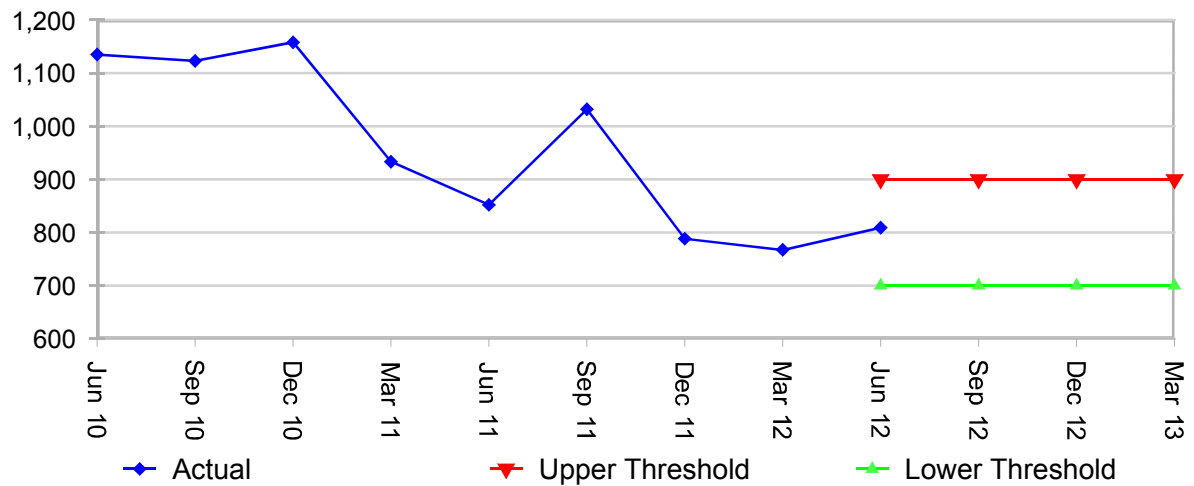
Data Source: Google Analytics

Customer Services - Lead indicators

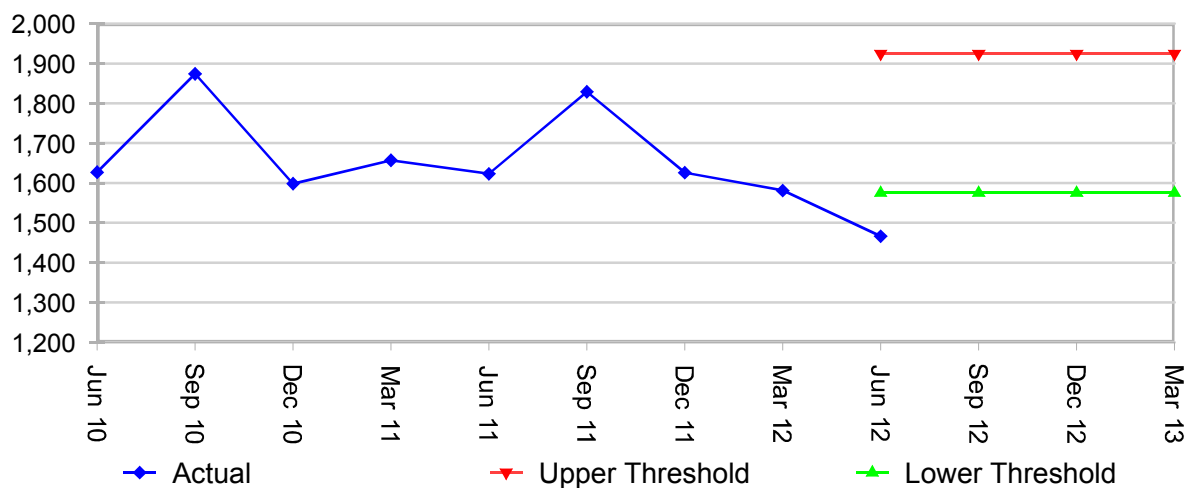
Number of calls received by the contact centre each quarter



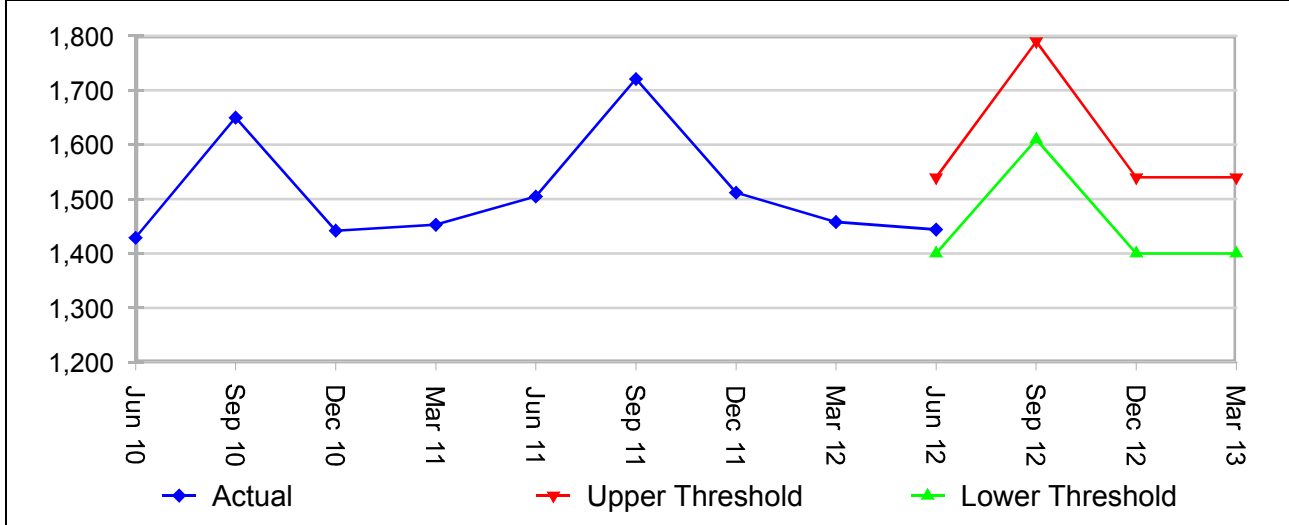
Number of complaints received each quarter



Number of visits to libraries each quarter (in thousands)



Number of book issues from libraries each quarter (in thousands)



Breakdown of calls received at the contact centre

Contact Phone Line	Tier	Year to Mar 11	Year to Mar 12	Year to June 12	Annual Increase
247 main phone line	1	135	159	158	+17%
Highways and Transportation	1	142	158	157	+12%
Libraries and Archives	3	172	131	122	- 23%
Office switchboards	1 / 2	166	125	106	- 25%
Registration Services	1	124	105	88	- 16%
Adult Social Care	1	79	98	99	+ 23%
Education Line	2	57	90	86	+ 56%
Blue Badges	2	41	61	60	+ 50%
Adult Education	2	59	47	46	- 19%
Children's Social Services	1	36	42	45	+18%
Concessionary Fares	1 / 2 / 3	1	22	21	NEW
Property and Facilities	1 / 2	21	18	18	- 12%
Kent report line	2	10	10	10	+ 6%
CFIS	2	0	10	10	NEW
Access Kent	3	8	8	7	0%
Emergency Line	1	7	6	7	-12%
District council out of hours	1	5	5	5	- 1%
Other lines	1 / 2 / 3	24	26	26	+8%
Total Calls (in thousands)		1,087	1,123	1,068	+ 3.4%

Commentary

- The 08458 247247 main line remains the most popular for residents (15% of all calls) – work is underway to provide a more detailed breakdown of these calls by service, to improve call routing and reduce call-backs.
- Although online self service is tending to reduce call volumes to the Highways and Transportation contact line this has been offset by an increase in demand for speed awareness courses.
- The Library and Archives contact line has seen a significant reduction in call volumes over the last year, as self service continues to have an impact.
- Use of old office switchboard numbers continues to decrease as these phone lines are phased out. St Peters' House now accounts for most of these calls.
- Calls to the Registration Services are down with more calls taken directly by the registration offices.
- The Education line call volumes showed a significant peak last year due to the change with the 'in year school admissions' process and volumes remain high.
- Calls to Adult Education have reduced because of reduced demand and greater use of the internet for booking courses.
- We have seen a large increase in calls relating to Blue Badges, due to changes made to the scheme by central government.
- The number of calls received for Children's Social Services increased due to opening hours calls for the County Duty Team being routed through the contact centre last year, which was previously not the case.
- New services and lines brought into the contact centre in the last year include concessionary Fares and CFIS (early years and childcare).

Breakdown of complaints by service

Contact Phone Line	Year to Mar 11	Year to Mar 12	Year to June 12	Mar 12 to Jun 12
Highways and Transportation	1,959	939	950	+1%
Libraries, Archives and Registrations	133	722	857	+19%
Children's Social Services	406	503	466	-7%
Adult Social Care	523	425	391	-8%
Waste management	210	193	184	-5%
Commercial Services	75	152	109	-28%
Adult Education	151	117	99	-15%
Insurance Claims	416	106	61	-42%
Countryside access and country parks	110	105	89	-15%
Gateways and Contact Centre	61	66	78	+18%
Education services	88	44	44	0%
Youth services	43	16	16	0%
Other services	190	71	72	+1%
Total Complaints	4,365	3,459	3,416	-1%

Commentary

The number of complaints continues to decrease with 1% lower in the 12 months ending June 12, compared to the 12 months ending March 12. All complaints are monitored to determine whether there are any emerging trends that can be addressed by the service areas.

Highways and Transportation: Received 272 complaints and 116 compliments in the first quarter of 2012/13. The number of complaints received remains low compared to financial year to Mar 11. In April and May complaints were at low values but there was a significant increase in June due to the volume of grass and weed complaints following unseasonal weather which created ideal growing conditions but presented added difficulties for our contractors to undertake works on site.

Libraries, Archives and Registrations: Received 194 Complaints and 76 compliments in quarter one. The opening of the new Kent History and Library Centre in Maidstone in April 2012 generated complaints about a variety of different things, including distance from town, lack of public access to paper catalogues, lack of parking and no out of hours drop box for the public to use.

Children's Social Services: Received 80 complaints in this quarter which is down from 118 in the same quarter last year. In addition the service also received 15 compliments

Adult Social Care: Also saw a decrease, receiving 91 complaints and 178 compliments in this first quarter. The same quarter last year saw 126 complaints.

Insurance Claims: Received only 11 complaints in the quarter. The number of complaints has been significantly lower in the past 12 months, 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.

Children's Social Services

Bold Steps Priority/Core Service Area	Ensure we provide the most robust and effective public protection arrangements
Cabinet Member	Jenny Whittle
Portfolio	Specialist Children's Service
Director	Jean Imray
Division	Specialist Children's Service

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Number of initial assessments completed within 7 days	GREEN	GREEN	↑
Percentage of establishment caseholding posts filled by qualified social workers	AMBER	AMBER	↓
Percentage of children becoming subject to child protection plan for a second or subsequent time	RED	RED	↓
Percentage of children subject to a child protection plan for two or more years	RED	RED	↓
Percentage of children leaving care who are adopted	AMBER	RED	↑
Looked after children with 3 or more placements in the last 12 months	AMBER	AMBER	↑

Improvement Plan Update

In 2011/12 £3.5m was allocated to support the improvement programme in Specialist Children's Services, in addition to the costs of implementing the workforce strategy. £1m has been allocated to the programme in the 2012/13 financial year.

County Duty Team (CDT) and Central Referral Unit (CRU)

A key part of the Phase One Plan was to 'Fix the front-door' and this was achieved through the introduction of the County Duty Team in May 2011. Building on this achievement the Central Referral Unit (a multi-agency team managing the referral processes for public protection) became operational in January 2012.

Qualitative and quantitative data shows that this has improved the consistency of threshold applications between agencies, reduced duplication, promoted more effective information sharing and increased defensible decision making around thresholds.

Service Restructure

The new workforce establishment has been predicated on a maximum allocation of 15 looked after children per qualified social worker, with actual numbers being determined by the complexity of cases, volume of care proceedings etc. This represents a significant reduction in caseloads for staff in these teams and this is necessary in order to achieve the quality of work with children in care to which we aspire. Fortnightly multi-disciplinary

placement panels are being set up which will be chaired by the new Area Assistant Directors (ADs). These panels will monitor and track the use of high cost placements, ensuring that they are delivering value for money, meeting the needs of individual children and that plans to achieve permanence are in place and being delivered.

Care Planning

In 2011/12 KCC's Safeguarding Unit undertook two Audits in order to establish the quality of care plans and permanency plans for looked after children. The key issues identified from these Audits included poor and inconsistent recording, with plans not always based on up-to-date assessments of the child's needs and where plans lacked clarity with regard to timescales and specific actions. The audits also concluded that the child's independent reviewing officers (IROs) were not always demonstrating sufficiently their responsibility to oversee the cogency and achievability of care plans. Various actions have been put in place to improve the quality of care planning as a result of these findings.

Virtual School Kent (VSK)

2011/12 has seen greatly improved multi-agency working, with the co-location of looked after children Specialist Nurses, as well as the co-location of Connexions Personal Advisers into VSK. VSK has also taken on the line management responsibility of the dedicated Educational Welfare Officers for looked after children from April 2012.

The VSK has recently undergone an informal inspection by Ofsted (June 2012). The findings from this inspection will be useful in identifying further ways in which VSK can deliver a more effective service for our looked after children and care leavers.

Phase 3 Plan

The Phase 2 Improvement Plan concluded at the end of July 2012. It is being superseded by the Phase 3 Improvement Plan, which continues to focus on quality and sustainability - building on the improvements achieved since the Programme began.

The aim of the Phase 3 Plan is to deliver a whole system approach to managing family pathways from early help to statutory intervention, and the themes for the next tranche of the Plan are as follows:

1. Realise our vision to ensure that all staff are dedicated to delivering the highest quality of practice which is responsive to service user need.
2. Improve the quality of assessment and planning to ensure that decision making is timely and child-centred.
3. Strengthen a range of preventative services to avoid unnecessary family breakdown.
4. Improve care planning and outcomes for Children in Care.
5. Improve care planning and outcomes for children subject to Child Protection Plans.
6. Implement an integrated structure with effective performance measures, ICT infrastructure and support.

Performance Indicators

Performance for **initial assessments completed within timescales** continues to exceed target.

Within the Improvement Notice there was a requirement to reduce the **vacancy rate of qualified social workers** to 10%. This has been achieved, with the service continuing at a slightly above establishment level of -0.3% (this additional capacity is to ensure that work is progressed at a timely pace in localities which have the greatest workload, prior to the implementation of the new structure). However, the percentage of caseholding posts filled by permanent qualified social workers excluding agency staff remains below the target rate of 90% at 85.7% in June 2012. The percentage of caseholding posts held by agency staff is 14.6%.

A number of actions are being taken to address this:

- Following the restructure and related appointments at Team Manager and Senior Practitioner level, there will be clarity around the number of vacancies in the new team, which will then be addressed through a new targeted recruitment campaign;
- Kent Top Temps have been asked to develop a proposal for the recruitment of substantive experienced social workers;
- There will be a recruitment process for a maximum of 20 Newly Qualified Social Workers to start in September 2012. There is also a commitment to appoint a maximum of 10 current staff on the OU programme and 10 candidates on the MA programme;
- Action is also being taken to engage with our existing agency social workers to encourage them to join KCC as substantive employees;
- Analysis of turnover is being undertaken to inform retention proposals and target activity to support retention;
- The Recruitment and Retention Strategy is being reviewed to ensure it is fit for purpose;
- An external agency has been employed to deliver a targeted recruitment campaign to attract qualified social workers and managers into the service. The next phase of the campaign will be launched at the end of August 2012, and will last for three months. This promotion is being devised in conjunction with KCC's HR and Communications directorates, and will be scrutinised at intervals throughout the process to gauge effectiveness and make targeted changes, as appropriate.

The throughput and management of children subject to a Child Protection Plan has resulted in an increased **number of children's plans ending who had been subject to a plan for two years or more**. A number of actions are being taken to manage performance in this area, including:

- Reviewing and undertaking 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;
- Taking action to ensure timely decision making and progression of all child protection cases of 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.

The percentage of **looked after children who are adopted** is below target and action being taken to increase the number of adoptions includes:

- Coram is managing the Adoption Service on Kent's behalf; the service's progress is being externally monitored by the newly formed Adoption Board. The Board have appointed an independent chair to scrutinise and challenge KCC's performance, as well as to support the service to make the changes necessary to increase efficiency and productivity. The Adoption Board will report on progress made to the KCC Improvement Board at regular intervals:
- Implementing a robust system to ensure assessments are given priority;
- A comprehensive Action Plan has been devised and continues to be revised to address the recommendations from the Narey Review and the Ofsted Inspection;
- District managers and adoption leads are 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 Child in Need review;
- Performance reporting has been established to monitor the percentage of children adopted;
- Tracking process established to follow children identified for adoption and ensure there is no drift in their planning.

The number of **children in care with 3 or more placements** in the last 12 months is higher than the target level but results are improving. Changes implemented which will impact upon this performance measure include:

- Placement Panels are in the process of being established which will ensure that all placement moves meet the needs of the child.
- Placement Stability Core Groups have been established to prevent and support potential breakdowns in placements.
- All cases for children who have had two placements moves to date are being reviewed.

Lead Indicators

Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

The introduction of the Central Duty Team last year has contributed to a decrease in the number of recorded **referrals** to Children's Social Care, with referral numbers currently below the expected level. Work undertaken by an external consultant to compare Kent's practice with that of high performing authorities identified that Kent is currently undertaking a high proportion of work at the Contact stage - this means that the new County Duty Team is carrying out a range of investigations to identify if a Contact requires a more specialist detailed assessment, and making decisions for action based on this work. Prior to the introduction of the County Duty Service any Contact which involved this level of work would have been counted as a referral. Referral rates are monitored on a regular basis by the Central Duty Team, and by the SCS Management Team. Action has been taken to address this and a revised process will be operational from August 2012. This should bring Kent's recorded referral rates more in line with that of statistical neighbours.

The reduction in the number of **children with Child Protection Plans** has been greater than expected and the current count is below the expected level. The reduction has largely been achieved as a result of the sustained focus on ensuring that the right children have plans. The biggest gain has been in terms of de-planning children who are now In Care (previously referred to as 'Looked After'). However, greater scrutiny of existing plans and a tighter application of thresholds by District Managers and Conference Chairs has continued to add to this reduction. The target for 2012/13 is to maintain a level of 30.5 per 10,000 of the under 18 population which is in line with best performing statistical neighbour authorities. This equates to 953 children. Current numbers of children with plans stands at 790.

The **number of indigenous Children in Care** is currently at the higher end of expectations. The initial focus of the Children Social Services' Improvement Plan involved tackling the backlog of assessments and as anticipated this has resulted in more children entering the care system. More recently there has been a drive to reduce the numbers of children subject to child protection plans for longer than 18 months, and where appropriate this has also resulted in an increase in the number of children becoming looked after.

Current actions which will impact on the number of Children in Care include:

- Improving the percentage of children who are adopted (see specific actions against the next indicator).

- Identifying end dates for all Children in Care.
- Robust gate-keeping of decisions to take children into care.
- Robust tracking of permanency planning including tackling drift and delay.
- Weekly and monthly monitoring of caseloads at district level.

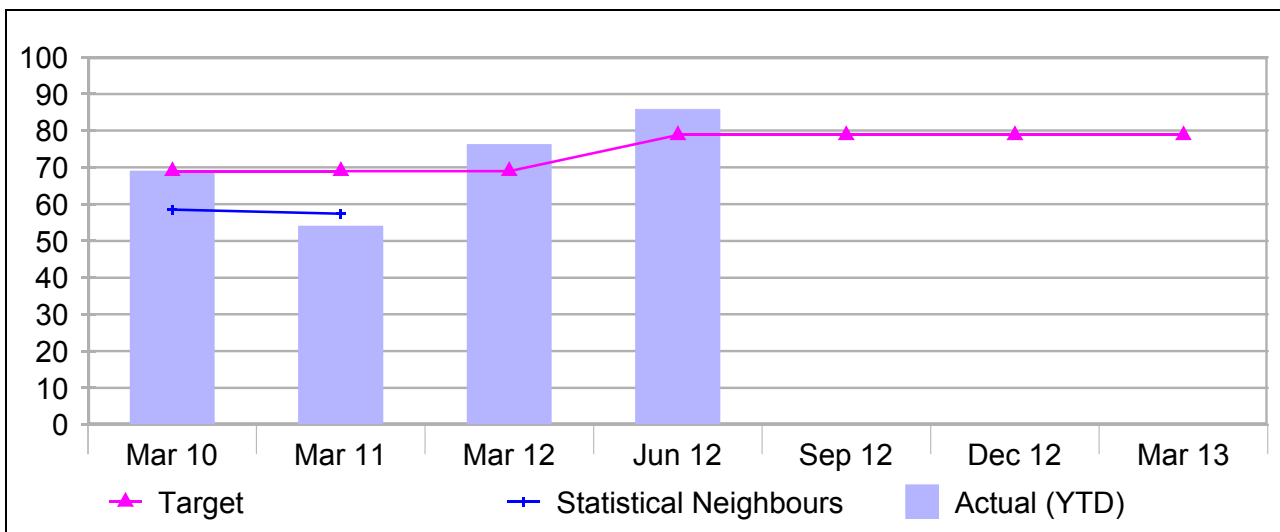
In the longer term, the following actions will impact on Children in Care numbers:

- 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 and integrated responses to vulnerable adolescents, including an 'invest to save' proposal on adolescent services.

Figures for **unallocated cases, initial assessment in progress and out of timescale, and core assessments in progress and out of timescale** are all within expected levels.

Percentage of initial assessments completed within 7 days

GREEN
↑



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	69%	54%	76%	86%			
Target	69%	69%	69%	79%	79%	79%	79%
RAG Rating	Green	Red	Green	Green			
Stat N	59%	57%					

Commentary

Improvement Notice Target

The target for initial assessments carried out within 7 days of referral continues to be exceeded.

The emphasis in performance management terms has shifted from timeliness to the quality of casework. Managers are being encouraged to resist signing off poor quality assessments, even if this means that timescale completion dates may be missed as a consequence.

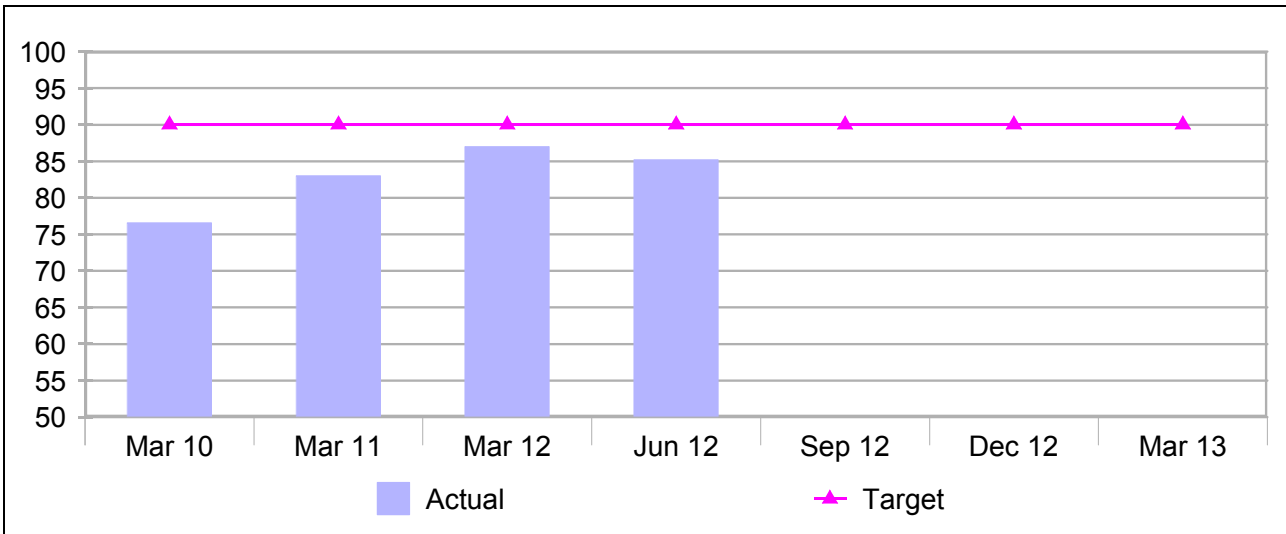
Data Notes

Tolerance: Higher values are better
Results are reported as year to date.

Data Source: ICS

Percentage of caseholding posts filled by permanent qualified social workers

AMBER
↓



Trend Data – quarter end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	76.6%	83.0%	87.0%	85.2%			
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Red	Amber	Amber	Amber			
Agency		16.1%	13.9%	15.8%			

Commentary

Improvement Notice Target

This target is about recruiting permanent staff, and not just managing vacancies. When numbers of agency staff are taken into consideration, currently the division is over establishment for qualified social workers but the strategy is to reduce dependence on agency staff.

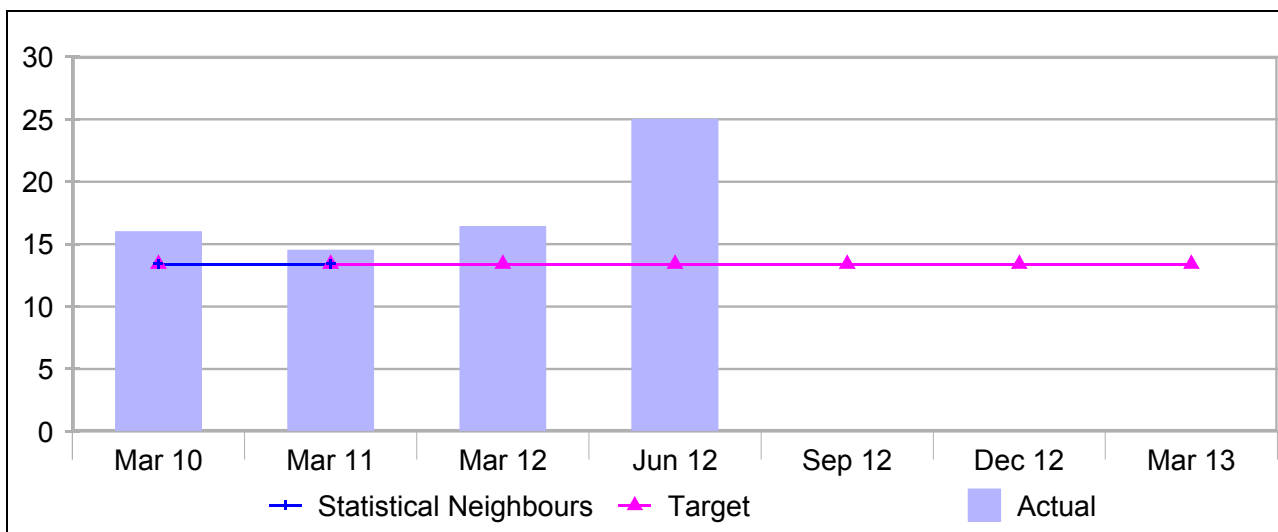
Data Notes

Tolerance: Higher values are better
 Data is reported as the position at each quarter end.
 Posts held by agency staff are not included in the figures for the headline indicator.

Data Source: SCS Weekly Performance Report.

Percentage of children becoming subject to a child protection plan for the second or subsequent time

RED
↓



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	16.0%	14.5%	16.4%	25.0%			
Target	13.7%	13.7%	13.7%	13.4%	13.4%	13.4%	13.4%
RAG Rating	Red	Amber	Red	Red			
Stat N.	13%	13.4%					
Number	167	219	227	46			

Commentary

Improvement Notice Target.

This performance measure includes any children/young people that have been subject to a plan for a second or subsequent time, regardless of the time between those plans. From 2013/14 this measure will change to include only those that have been subject to a previous plan in the previous twelve months.

Current performance levels were anticipated given the considerable amount of work that has been undertaken on children subject to a Child Protection Plan over the last year. At a district level the year to date numbers are small, and therefore at this stage in the year it is difficult to draw conclusions from the data.

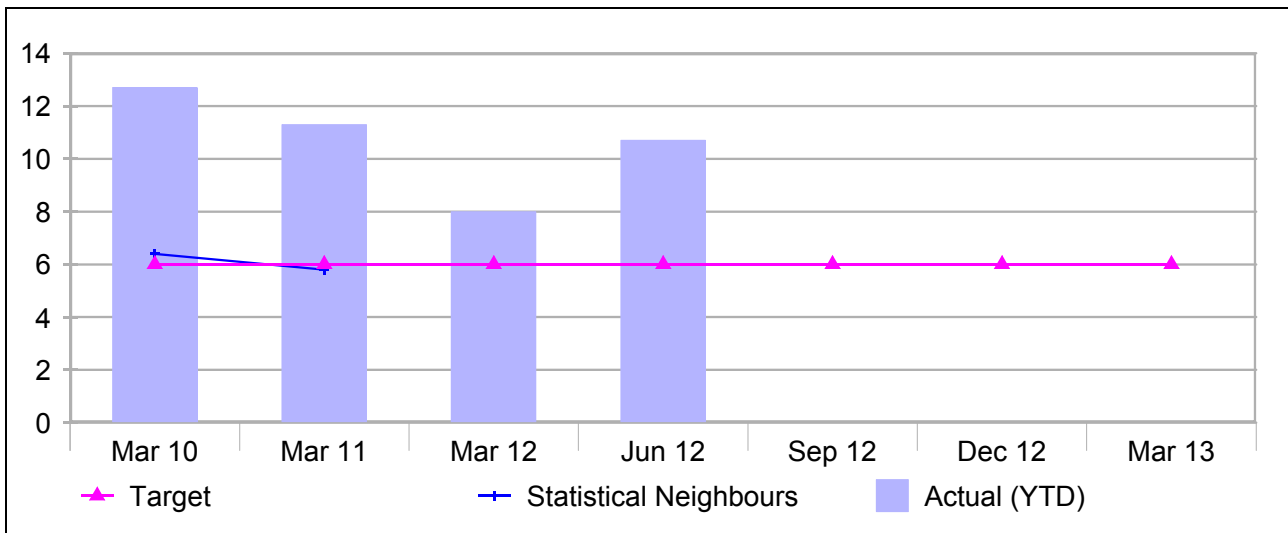
Data Notes

Tolerance: Lower values are better
Data is reported as financial year to date.

Data Source: ICS

Percentage of children subject to a child protection plan for two or more years

RED
↓



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	12.7%	11.3%	8.7%	10.7%			
Target	6%	6%	6%	6%	6%	6%	6%
RAG Rating	Red	Red	Red	Red			
Stat N.	6.4%	5.8%					
Number	100	126	161	36			

Commentary

Improvement Notice Target.

There was continued improvement in performance throughout last year but performance remained behind target. Figures have shown an increase for the first quarter of this year.

Performance has been affected by the drive to reduce numbers of children subject to a plan, as the children are counted against this indicator when the plan ceases. Improvement in performance will be sustained when the backlog of cases of over 2 years duration is fully addressed, with children being stepped down to the children in need category or up to becoming Children in Care, as appropriate..

Data Notes

Tolerance: Lower values are better

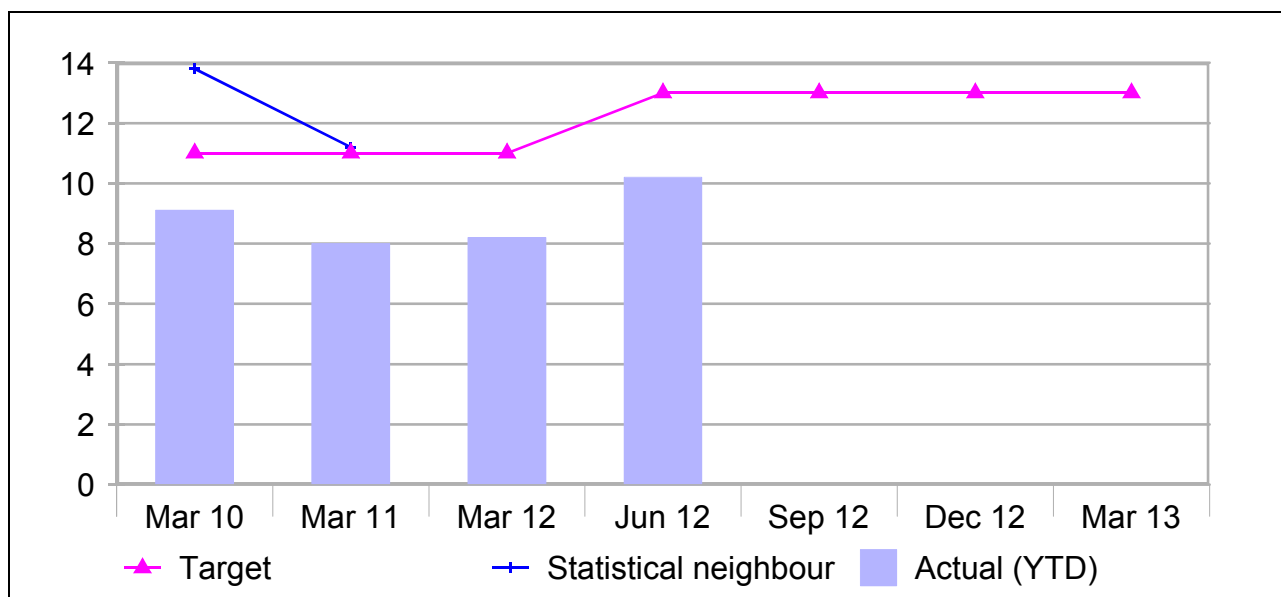
Data is reported as financial year to date.

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.

Data Source: ICS

Percentage of children leaving care who are adopted

AMBER



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	9.1%	8.0%	8.2%	10.2%			
Target	11%	11%	11%	13%	13%	13%	13%
RAG Rating	Red	Red	Red	Amber			
Stat N	13.8%	11.2%					
Number	70	60	70	20			

Commentary

Improvement Notice Target.

There have been 23 adoptions in the financial year-to-date. Work being undertaken includes the review of all adoption placements and adoption plans.

Performance against this measure is impacted upon by the number of Unaccompanied Asylum Seeking Children (UASC) care leavers, and those aged 16 and above. Together these groups account for 30.6% of Care Leavers.

Data Notes

Tolerance: Higher values are better

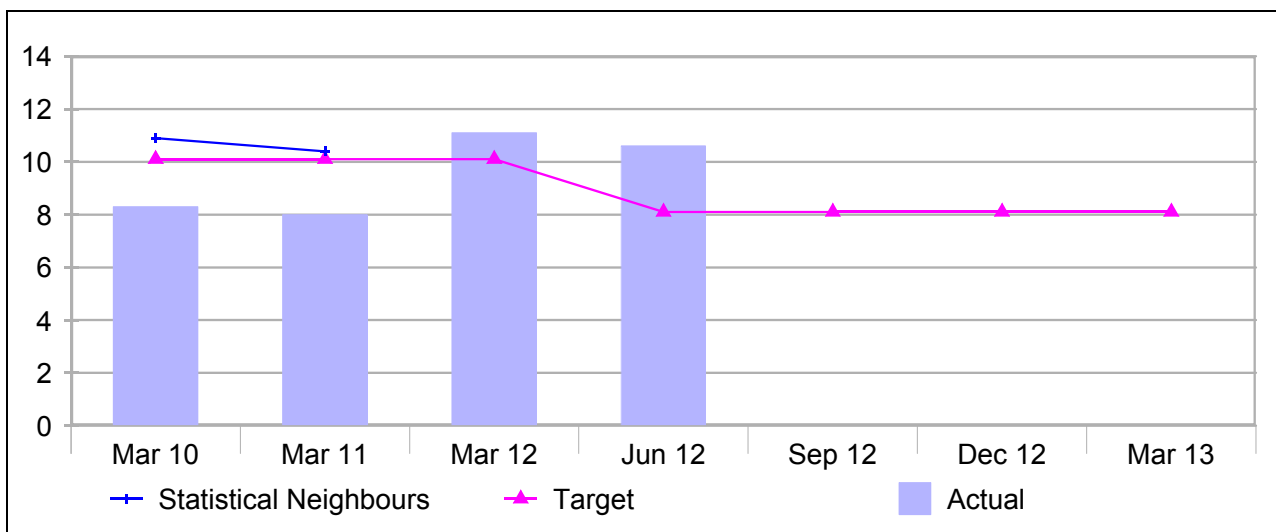
Results are reported as year to date.

For the number of adoptions the count is rounded to the nearest 5.

Data Source: ICS

Looked after children with 3 or more placements in the last 12 months

AMBER



Trend Data – quarter end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	8.3%	8.0%	11.1%	10.6%			
Target	10.1%	10.1%	10.1%	8.1%	8.1%	8.1%	8.1%
RAG Rating	Green	Green	Amber	Amber			
Stat N.	11%	10%					

Commentary

There were 193 Looked After Children who had three or more moves in placement in the 12 month period. Of these 52 (26.9%) were aged 16-17, and an additional 21 (10.9%) were Unaccompanied Asylum Seeking Children (UASC).

UASC have an impact on this performance measure in two ways. Firstly because their first placement is included in the calculation, and secondly because there was an incident in one of the Districts in 2011 which resulted in large group of UASC having to be moved on two separate occasions for their safety due to community tensions.

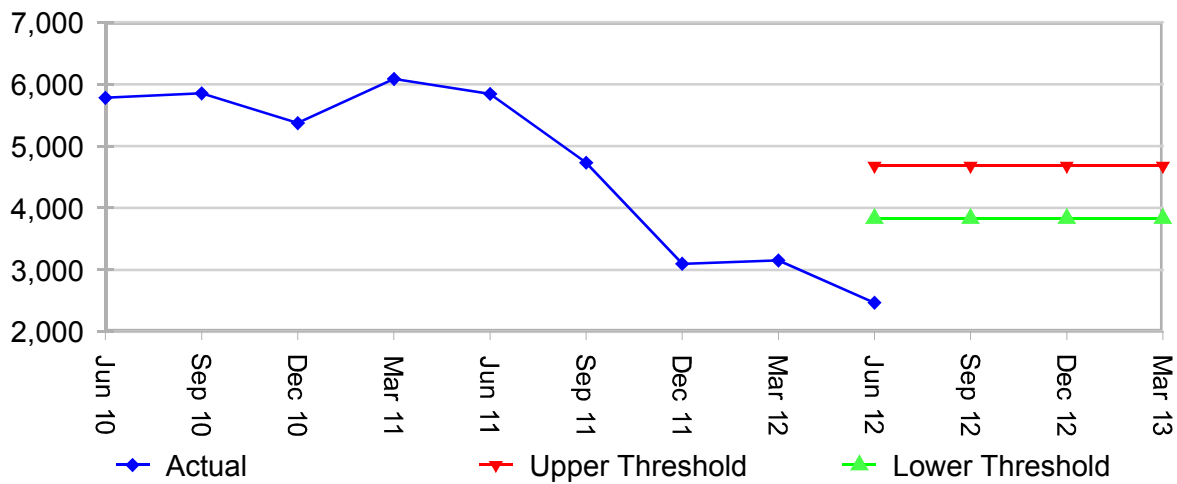
Data Notes

Tolerance: Lower values are better
Data is reported as snapshot at each quarter end

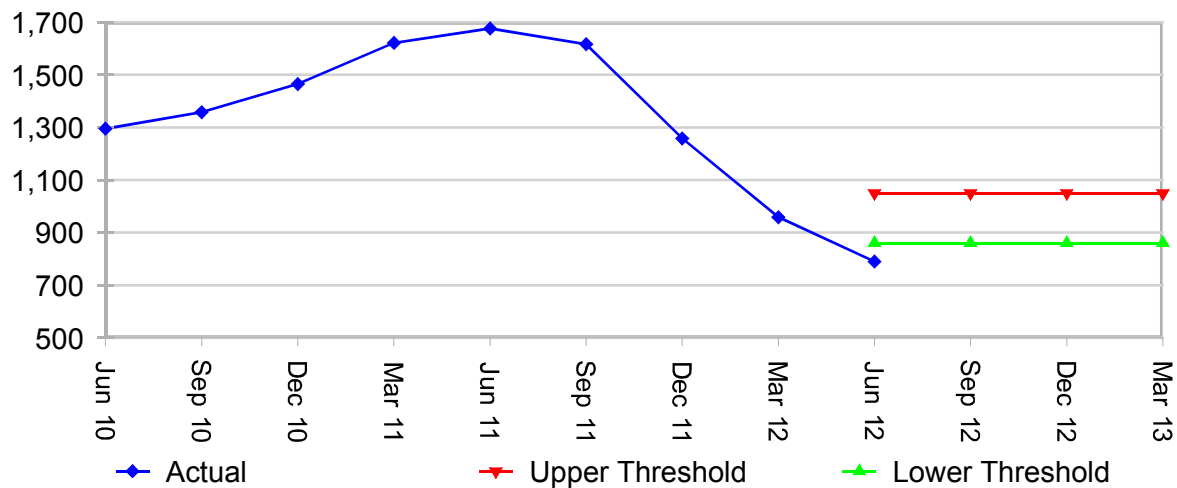
Data Source: ICS

Children's Social Services - Lead indicators

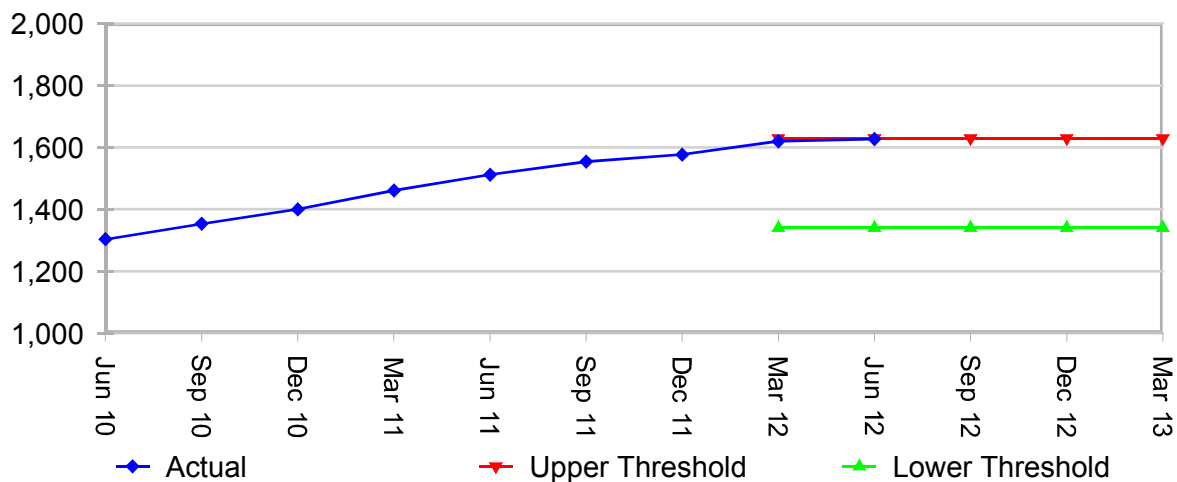
Quarterly number of referrals



Number of children with child protection plans (quarter-end count)

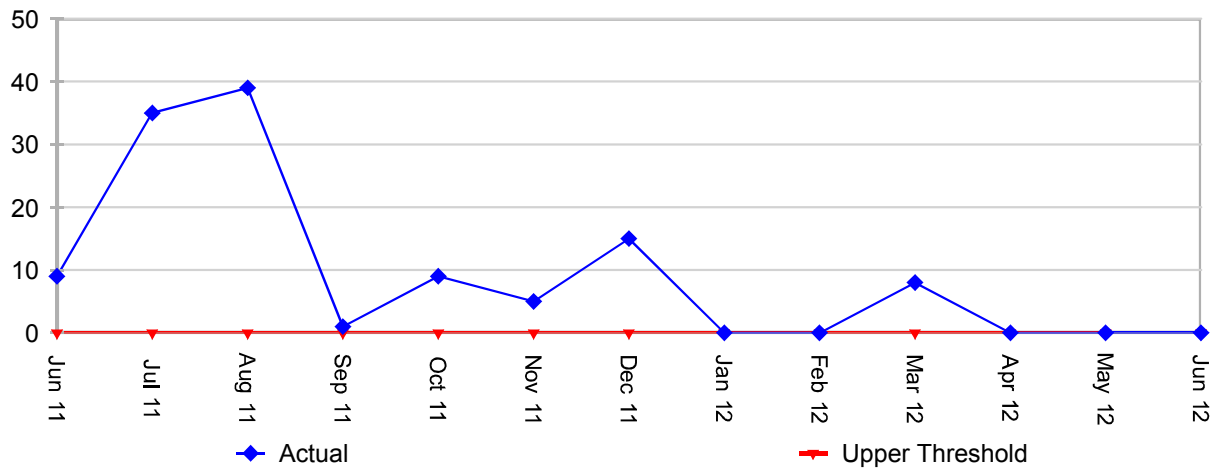


Number of indigenous looked after children (quarter-end count)

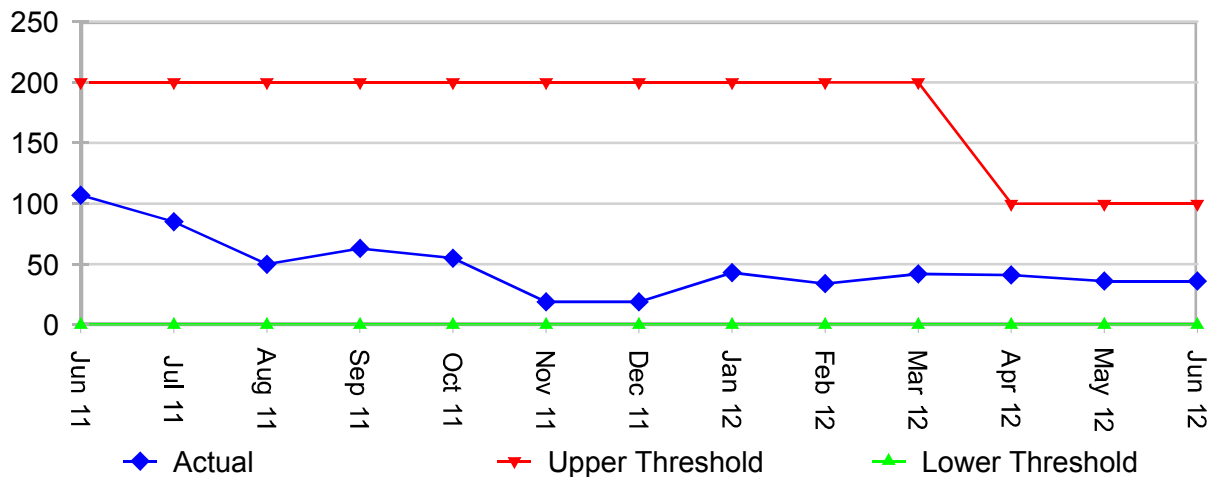


Children's Social Services - Lead indicators

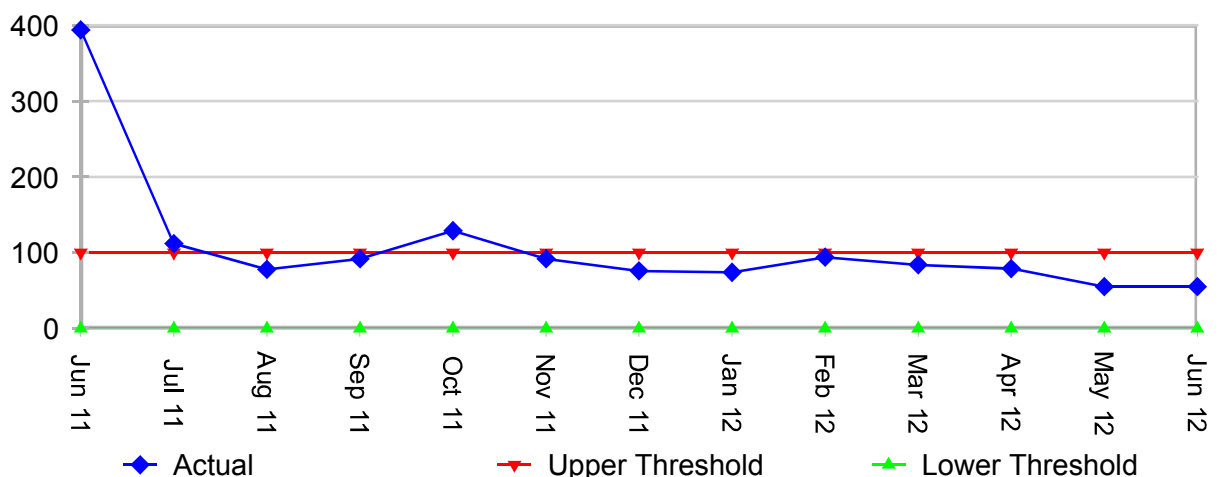
Number of unallocated cases for over 28 days (month-end count)



Initial assessments in progress, out of timescale (month-end count)



Core assessments in progress, out of timescale (month-end count)



Education, Learning and Skills

Bold Steps Priority/Core Service Area	Ensure all pupils meet their full potential, Shape education and skills provision around the needs of the Kent economy
Cabinet Member	Mike Whiting
Portfolio	Education, Learning and Skills
Corporate Director	Patrick Leeson
Directorate	Education, Learning and Skills

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of pupils achieving 5+ A*- C GCSE including English and Maths	AMBER	AMBER	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	GREEN	AMBER	↑
Attainment gap for children with Free School Meals at Key Stage 4	RED	RED	↑
Attainment gap for children with Free School Meals at Key Stage 2	RED	RED	↑
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	AMBER	RED	↑
Number of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (no exceptions)	RED	AMBER	↓
Percentage of pupils permanently excluded from school	AMBER	GREEN	↔
Number of starts on Kent Success Apprenticeship scheme	GREEN	GREEN	↓

Kent Challenge Update

2012 provisional results are, so far, showing an improvement in attainment at all stages in Kent schools and settings, which is now a two year trajectory (most notably at key Stage 2 with a 7.2% increase since 2010). Whilst this is good news, we also know that performance in some schools still does not meet the high standards required. Our school improvement strategy for 2012/13 will support and challenge schools and settings to build on the success of the last two sets of results and ensure that 2013 sees even fewer schools below the floor standard. We are taking this forward through the following actions:

Driving school improvement through district working/collaborative working and; bespoke targeted support and challenge

- Following adjustments to our internal School Improvement team structure to ensure that we can support all schools, there will be six primary Senior Improvement Advisers (SIAs), three secondary SIAs and three Special SIAs. They are responsible for a double district in primary and for an area which is equivalent to four districts in the case of secondary and special schools. Support and challenge

will be targeted on the basis of criteria agreed with schools. The Senior Improvement Advisers are supported by Improvement Advisers and have a commissioning budget to ensure that they can secure the capacity to support schools as required, whether via utilising Edukent or brokering support from other schools or providers. We have also created two literacy and two numeracy roles in order to drive these specific agendas forward over the next two years.

- The three Area Education Officers provide advice, support and guidance to schools on a range of leadership and governance issues. As the intervention arm of the Local Authority, the AEOs work closely with the SIAs to ensure a continuum of advice, support and challenge.
- The capacity of the central school improvement team is enhanced by drawing upon expertise within the district itself via 'school to school' support; utilising Advanced Skills Teachers and Leading Teachers, national and local Leaders of Education or other outstanding Head teachers and other schools personnel; also through securing additional support through EduKent resources or external expertise, through the procurement framework and through working with Kent's Teaching Schools.
- The School Improvement team will work with individual schools, bespoke partnerships or collaborations of satisfactory, good or outstanding schools to facilitate identification of priorities, development of action plans, brokering of activity and monitoring and evaluation of activity against collaborative agreed outcomes.
- Kent Association of Head teachers have also established working parties on a range of subjects to support the collaborative work on school improvement.

Leadership Strategy and Teaching and Learning Strategy

- Each area will have a leadership fund, managed by a steering group in a district/double district and to be utilised to commission support for headship level peer to peer support, coaching and mentoring support and support for middle leadership, aspiring leaders, deputy heads and assistant heads. This support will be designed to improve outcomes in relation to closing the gap between school and national performance in terms of both attainment and progress.
- Development and implementation of a Teaching and Learning strategy with Kent Teaching Schools.
- Focus on Literacy and Numeracy – spreading best practice.
- Provision of individual targeted support for assessment practices.
- Delivering on teacher recruitment and retention recommendations.

Performance Indicators

It should be noted that the first four Performance Indicators in this section are annual indicators, with school attainment results only becoming available once a year. The other indicators in this section are provided with quarterly results.

We are awaiting county level data for provisional results for **GCSE**. Provisional results for **Key Stage 2** are showing continued improvement. We are awaiting further analysis on **achievement gaps** and around national and statistical neighbour performance.

We have seen a dip in the percentage of secondary schools with Good or Outstanding **Ofsted inspection judgements** for overall effectiveness, with the performance of primary schools remaining static and the number of **schools in Ofsted category** increasing since March 2012. Working in collaboration with schools, settings and other education, and learning providers, the bespoke and targeted support and challenge provided through our School Improvement Strategy is designed to deliver improvements to both school performance and attainment overall.

Performance has dropped in relation to the percentage of **SEN statements** issued within 26 weeks. This is an area that will be influenced by government proposals for changes in the way services are provided for children with special needs and disabilities and which Kent is testing with other local authorities as part of the South East 7 (SE7) Pathfinder programme.

Permanent exclusions remain static. Discussions are taking place with schools across all districts to review and improve our alternative curriculum provision and to look at ways of reducing exclusions as part of the development of a new Inclusion Strategy.

KCC is leading by example with the **Kent Success apprenticeship scheme**, which is set to continue to expand as a result of the *Kent Jobs for Kent Young People* campaign. So far, over 500 young people have been employed by KCC as apprentices and of those the 80% who achieve their framework go into full time, permanent employment.

Lead Indicators

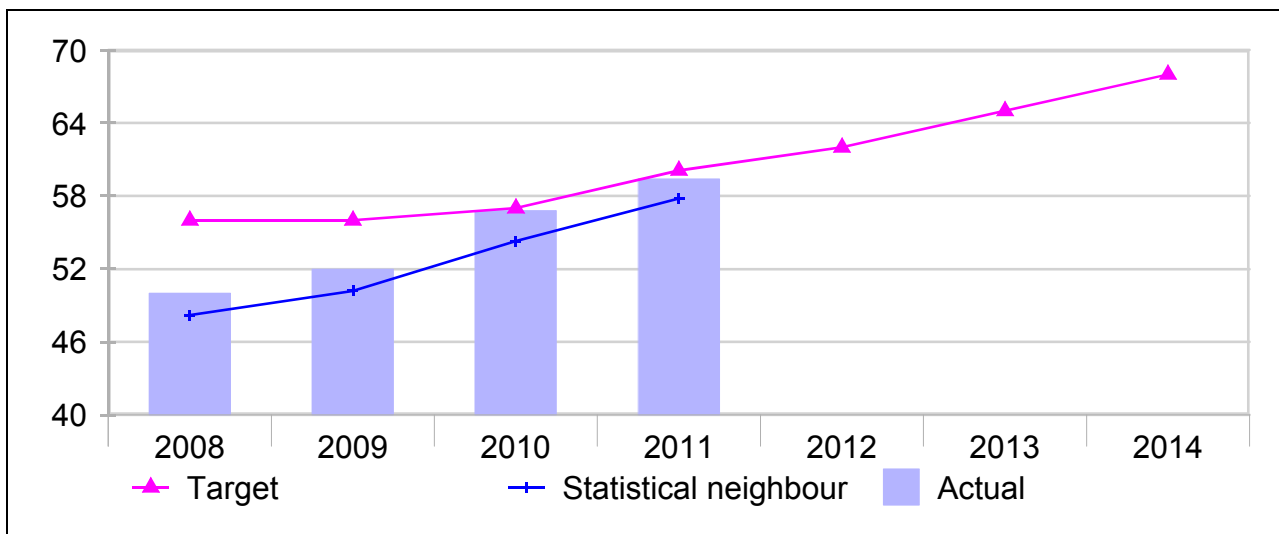
Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

More work is required to develop a set of meaningful set of Lead Indicators for Education, Learning and Skills. To be useful in the context of the Quarterly Performance Report, such indicators should be reportable on a quarterly basis. Much of the activity and service demands in education are on an annual basis. We hope to have developed a suitable set of Quarterly Lead Indicators for the second quarter of this financial year.

Percentage of pupils achieving 5+ GCSE A* to C including English and maths

AMBER
↑



Trend Data – annual	2008	2009	2010	2011	2012	2013	2014
	Actual	50.0%	52.0%	56.8%	59.4%	61%	
Target		56.0%	57.0%	60.1%	62.0%	65.0%	68.0%
RAG Rating		Amber	Amber	Amber	Amber		
Stat. N.	48.2%	50.2%	54.3%	57.8%			

Commentary

The early provisional result for 2012 is 61%, an increase on last year's result with 64 schools showing an improvement in results. These early results are based on information collected from schools by KCC on GCSE results day.

DfE will release the provisional national average result and statistical neighbour results in October. Following Appeals and data validation the early provisional result may increase.

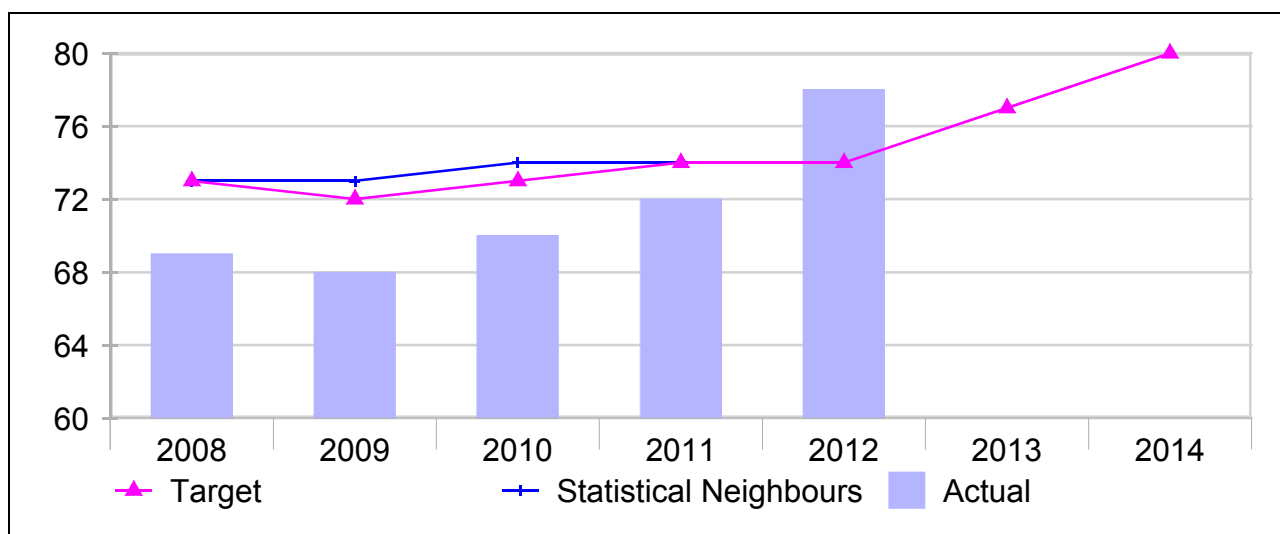
Data Notes

Tolerance: Higher values are better
 Data is reported as result for each year
 Data includes all pupils at state funded schools including academies.

Data Source: Department for Education (DfE)

Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2

GREEN
↑



Trend Data – annual	2008	2009	2010	2011	2012	2013	2014
	Actual	69%	68%	70%	72%	77.5%	
Target	73%	72%	73%	74%	74%	77%	80%
RAG Rating	Red	Red	Red	Amber	Green		
Stat. N.	73%	73%	74%	74%			

Commentary

Provisional results for 2012 show a significant increase on last year's results and against the target. Provisional national and statistical neighbour results are due to be published during September.

277 schools have improved their results this year and there has been significant improvement in the Primary schools that were below the floor standard. Through the work of Kent Challenge and with effective school leadership and meticulous attention to improving the quality of teaching and assessment, the number of schools performing below the 60% floor for level 4 at Key Stage 2 has reduced to 23 schools compared to 70 schools in 2011. This is excellent progress.

Data Notes

Tolerance: Higher values are better

Data is reported as result for each year

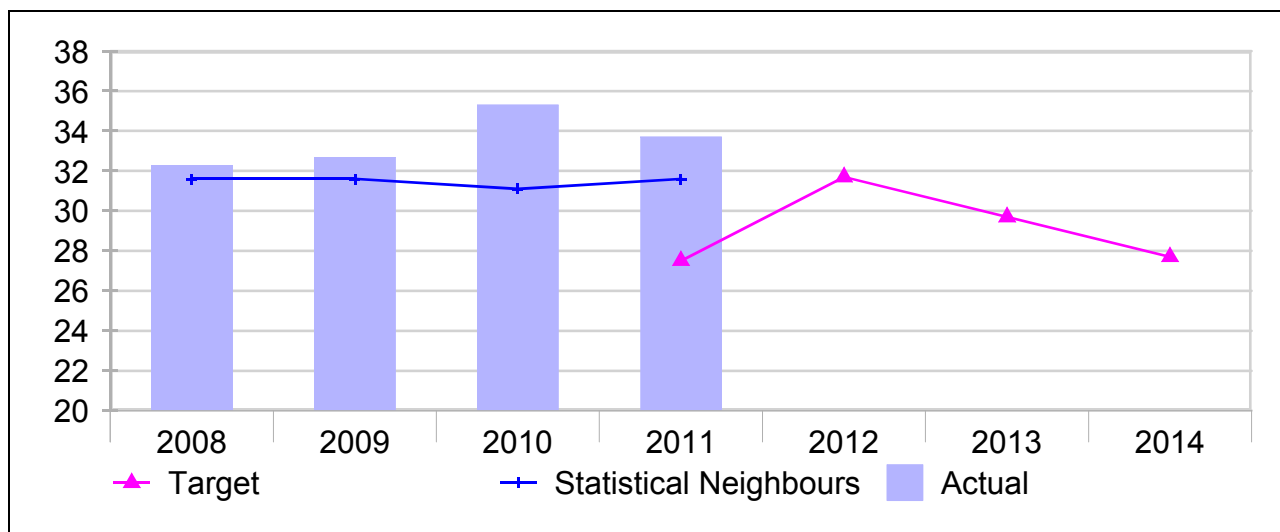
Data includes all pupils at state funded schools including academies.

It should be noted that there have been changes to KS2 assessment this year. Results for Writing are now based on teacher assessment and not on an externally marked test.

Data Source: Department for Education (DfE)

Percentage achievement gap between children with Free Schools Meals (FSM) and other children at GCSE

RED
↑



Trend Data – annual							
	2008	2009	2010	2011	2012	2013	2014
Actual	32.3%	32.7%	35.3%	33.7%			
Target				27.5%	31.7%	29.7%	27.7%
RAG Rating				Red			
Stat. N.	31.6%	31.6%	31.1%	31.6%			

Commentary

Provisional 2012 results for this indicator cannot be produced until KCC receives its pupil level KS4 results datafeed at the end of September.

The DfE publish results at LA, national and statistical neighbour level by a range of pupil characteristics in February 2013.

Note the 2011 target was based on average National performance. The Targets from 2012 onwards now represent a phased trajectory to this level over 3 years.

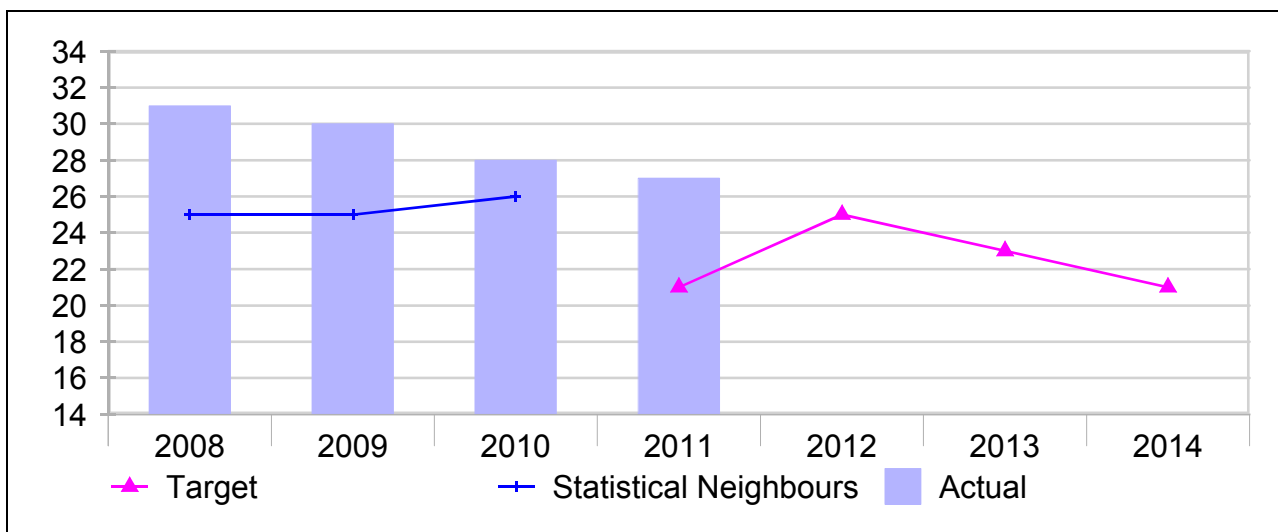
Data Notes

Tolerance: Lower values are better
 Data is reported as result for each year
 Data includes results for pupils at academies

Data Source: Department for Education (DfE)

Percentage achievement gap between children with Free Schools Meals (FSM) and other children at Key Stage 2

RED
↑



Trend Data – annual							
	2008	2009	2010	2011	2012	2013	2014
Actual	31%	30%	28%	27%			
Target				21%	25%	23%	21%
RAG Rating				Red			
Stat. N.	25%	25%	26%				

Commentary

Provisional 2012 results for this indicator cannot be produced until KCC receives its pupil level KS2 results datafeed at the end of September.

The DfE publish results at LA, national and statistical neighbour level by a range of pupil characteristics in February 2013.

Note the 2011 target was based on average National performance. The Targets from 2012 onwards now represent a phased trajectory to this level over 3 years.

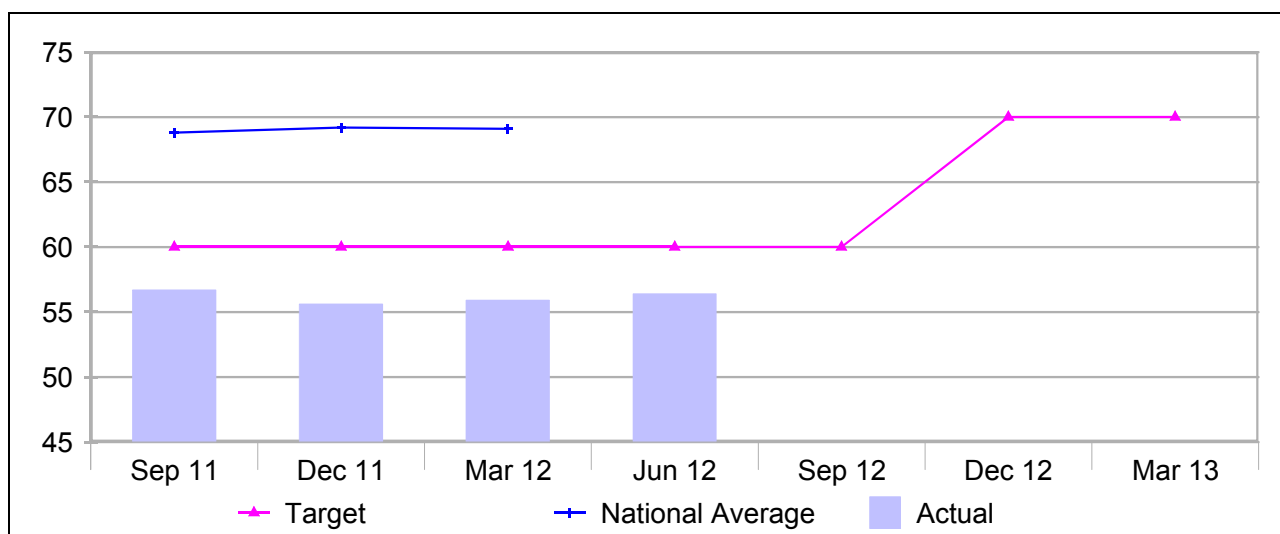
Data Notes

Tolerance: Lower values are better
Data is reported as result for each year
Data includes results for pupils at academies

Data Source: Department for Education (DfE)

Percentage of primary schools with Good or Outstanding Ofsted inspection judgements for overall effectiveness

AMBER
↑



Trend Data – quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	56.7%	55.6%	55.9%	56.4%			
Target	60%	60%	60%	60%	60%	70%	70%
RAG Rating	Amber	Red	Red	Amber			
Nat. Ave.	68.8%	69.2%	69.1%				

Commentary

There has been a slight improvement in results this quarter, although performance has been quite static for the last few quarters. The percentage of primary schools with good or outstanding Ofsted judgements for overall effectiveness has remained around 56%, which is below the target.

It should be noted that the Ofsted framework changed in January 2012, with some additional changes from September 2012.

Data Notes

Tolerance: Higher values are better

Results are reported as snapshot at each quarter-end

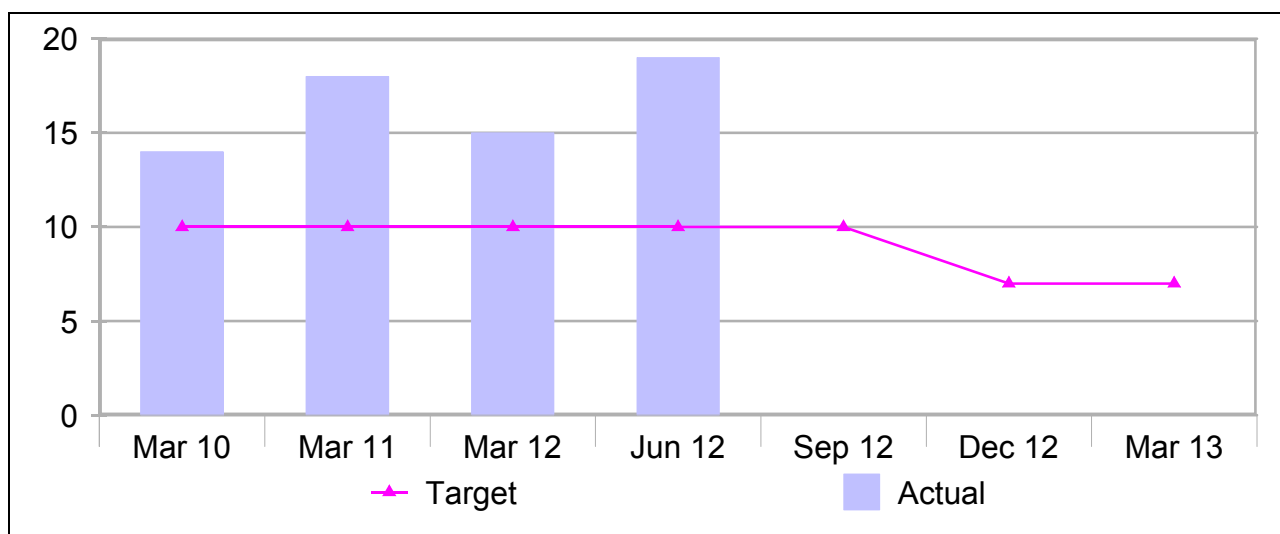
Data is based on most recent inspection judgement

All state schools are included, except new sponsored academies which have not had an inspection since opening as academies (there were 5 such schools in Kent at April 12)

Data Source: Ofsted

Number of schools in Ofsted category (special measures or with notice to improve)

RED
↓



Trend Data – quarter-end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	14	18	15	19			
Target	10	10	10	10	10	7	7
RAG Rating	Amber	Red	Red	Red			
SM	9	11	10	13			

Commentary

The number of schools deemed inadequate by Ofsted has increased since March 2012. At the end of June there were 19 schools in category, of which 13 were in Special Measures.

Of the 19, 15 are primary schools, 2 are secondary schools, 1 is a special school and 1 is a Pupil Referral Unit.

Of these schools only 6 schools in category remain from the previous Ofsted inspection framework, which came to an end in January 2012. Most of these are expected to be out of category by Spring 2013,

Data Notes

Tolerance: Lower values are better

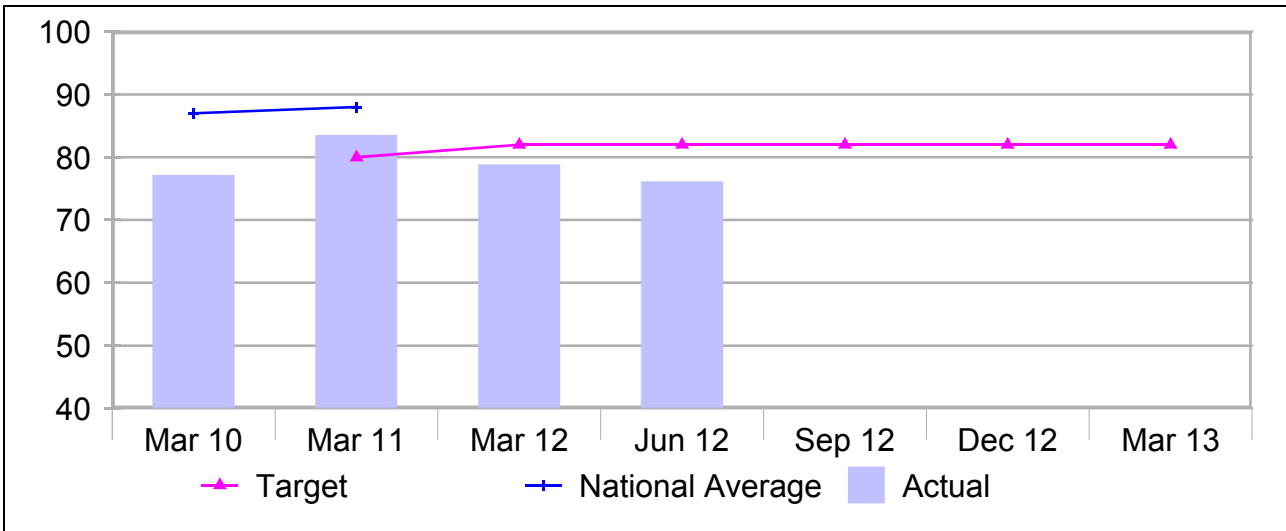
Data is reported as a snapshot position at each quarter-end

Data includes all maintained schools (nursery, primary, secondary, special schools and pupil referral units) but excludes academies and independent schools.

Data Source: Ofsted

Percentage of SEN statements issued within 26 weeks (no exceptions)

RED
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	77.1%	83.5%	78.8%	76.1%			
Target		80%	82%	82%	82%	82%	82%
RAG Rating	Red	Green	Amber	Red			
Nat. Ave.	87%	88%					

Commentary

Performance has dropped from the figure reported in March and is below the target.

Performance in this area that will be influenced by government proposals for changes in the way services are provided for children with special needs and disabilities. Along with other local authorities, Kent is testing these new arrangement as part of the South East 7 (SE7) Pathfinder programme.

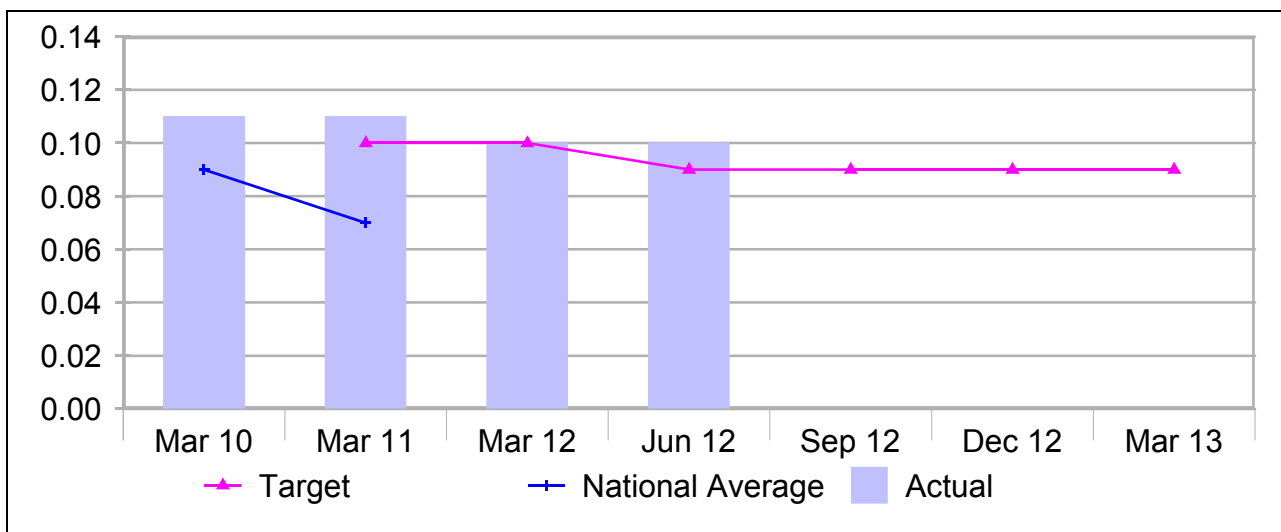
Data Notes

Tolerance: Higher values are better
Results are reported as rolling 12 month
Definition is as per previous National Indicator NI103b.

Data Source: Impulse database

Percentage of pupils permanently excluded from maintained schools and academies

AMBER



Trend Data – quarter end	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	0.11%	0.11%	0.10%	0.10%			
Target		0.10%	0.10%	0.09%	0.09%	0.09%	0.09%
RAG Rating	Green	Amber	Green	Amber			
Nat. Ave.	0.09%	0.07%					
Number of children	238	240	213	219			

Commentary

The latest figure for rate of permanent exclusions is 0.10%, the same as the previous quarter. This is slightly above the target of 0.09%. This equates to 219 permanent exclusions in the last 12 months.

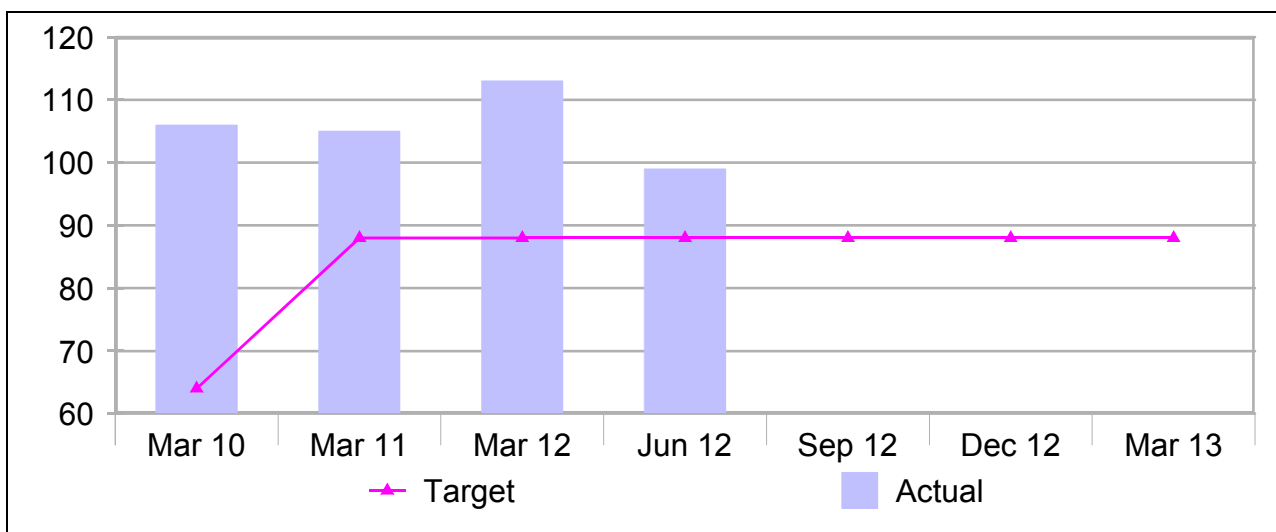
Data Notes

Tolerance: Lower values are better
 Data is reported as rolling 12 month total
 Data includes pupils in maintained schools and academies

Data Source: Impulse database

Number of starts on Kent Success Apprenticeship scheme

GREEN



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	106	105	113	99			
Target	64	88	88	88	88	88	88
RAG Rating	Green	Green	Green	Green			

Commentary

The number of starts on the Kent Success Apprenticeship scheme has been consistently above target and remains so, despite a drop in the last quarter. This scheme is for apprentices within KCC.

The wider Kent Apprenticeship Strategy aims to increase apprenticeships across the Kent economy and future actions include:

- Aligning the Apprenticeship Strategy to the wider “Kent Jobs for Kent young people” campaign.
- Implementing an Apprenticeship Advisory Service that can support employers and young people to access any type of apprenticeship programmes
- Developing employability programmes to equip young people to be ready to access an apprenticeship
- Working with Skills Training UK to maximise the potential of the Youth Contract, to create a pathway into apprenticeship programmes.

Data Notes

Tolerance: Higher values are better
Data is reported as rolling 12 month total.

Data Source: KCC Apprenticeship Team

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Integrated Youth Service

Bold Steps Priority/Core Service Area	Better target youth service provision at those most at risk of falling into offending behaviour
Cabinet Member	Mike Hill
Portfolio	Customer and Communities
Director	Angela Slaven
Directorate	Customer and Communities

Key Activity and Risks

The actions being taken to reduce the number of young people turning to crime include:

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 enable the targeting of siblings of known offenders whose risk of offending is exacerbated as a result of having someone older than themselves in their families involved in offending / anti social behaviour

The YISP is maintaining joint working arrangements with Kent Police to offer support to their Restorative Justice initiatives. These are becoming available countywide and are designed to divert children and young people from the youth justice system, while enabling access to services appropriate to their needs.

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. Research is indicating the effectiveness of these approaches to reducing the likelihood of offending.

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 groups could become demoralised and more vulnerable to offending if other risk factors are also in place (e.g. poor family support).

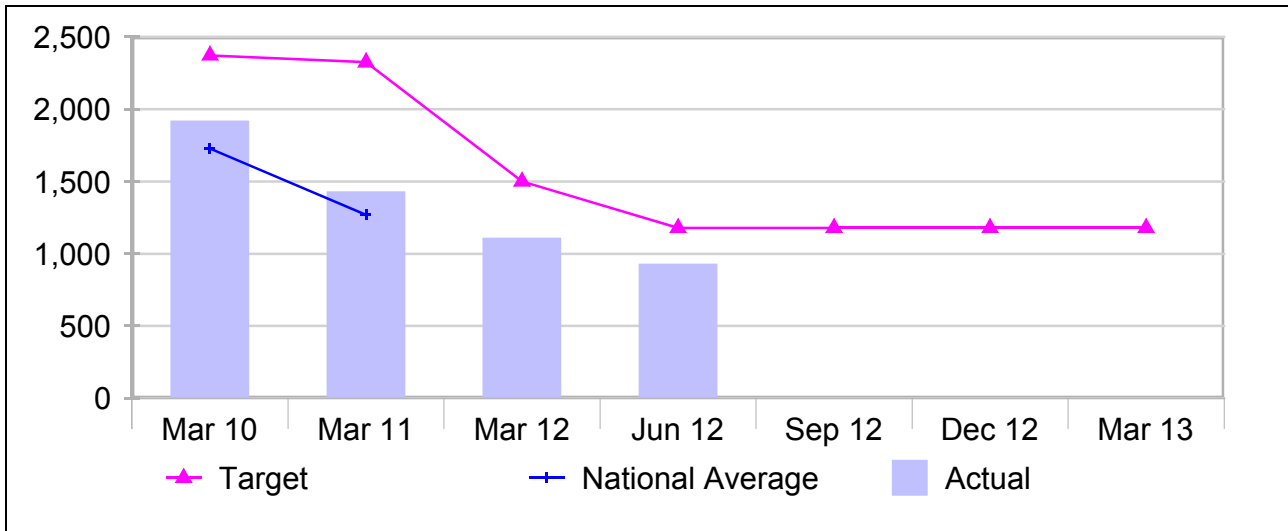
Performance Indicators

The numbers of first time youth offenders in Kent continues to reduce. In recent years this has been both a local and a national trend.

Data for the last year end showed 22% less young people entering the youth justice system in Kent compared to the previous year and provisional data for the first quarter of this year shows a further reduction.

Number of first time entrants to the youth justice system – rolling 12 month totals

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	1,918	1,428	1,108	928			
Target	2,372	2,325	1,500	1,178	1,178	1,178	1,178
RAG Rating	Green	Green	Green	Green			
Nat Ave	1,727	1,269					

Commentary

Data for the last year end showed 22% less young people entering the youth justice system compared to the previous year. Further reductions are expected this year although they are expected to be less marked than they were in the two previous financial years. The trend for continued annual reductions is replicated nationally. Kent Police are committed to supporting effective diversionary measures where they are seen to be more appropriate than a youth justice outcome. A possible risk to this trend being sustained is the election in November of a Police and Crime Commissioner (PCC) for the county who does not support diversion, preferring to see all offending behaviour responded to with a formal youth justice disposal. Preparatory work is being done with Kent Police to advise candidates for the PCC role of the benefits of the current strategy. The interventions provided by the Youth Inclusion Support Panel staff have also proved effective. Only 15% of a cohort of 221 children and young people at risk of entering the youth justice system and receiving a preventative service during 2010 went on to become offenders within 12 months of their intervention being completed.

Data Notes

Tolerance: Lower values are better

Data is reported as rolling 12 month total. The national average shown is a pro-rata conversion of a per 100,000 population rate

Data Source: Careworks case management system for local data. Ministry of Justice for national average.

Adult Social Care

Bold Steps Priority/Core Service Area	Empower social service users through increased use of personal budgets
Cabinet Member	Graham Gibbens
Portfolio	Adult Social Care and Public Health
Corporate Director	Andrew Ireland
Divisions	Older People and Physical Disability Learning Disability and Mental Health

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	AMBER	GREEN	↓
Number of clients receiving a telecare service	AMBER	GREEN	↑
Number of clients provided with an enablement service	AMBER	GREEN	↓
Percentage of assessments completed within six weeks	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↓

Adult Social Care Transformation Programme Update

Following a 3 month period of informal stakeholder engagement, an initial Adult Social Care Transformation Programme Blueprint and Preparation Plan was produced. The blueprint and preparation plan sets out the future vision for adult social care, highlights the key transformation themes and outlines the next 6 month phase of work.

Approximately 750 stakeholders took part in the engagement activities which resulted in the development of our six transformation themes. The following themes will provide the basis for our transformation:

- Prevention, independence and wellbeing
- Supporting recovery, maximising independence and assessing at the right time and in the right place
- Support at home and in the community
- Place to live
- Every penny counts
- Doing the right things well

The adult social care programme will go through a period of understanding and planning (between April - September) in order to fully understand and plan the transformation. Stakeholder engagement will be an important element of the redesign of adult social care. Equality impact assessments will be undertaken on any transformation option under consideration and formal consultations are likely.

From April to June 2012, up to 30 projects were in progress, to understand areas of the business and how they are linked. This included an analysis of activity and costs, outcomes and effectiveness, service user satisfaction levels etc. The combination of the understanding gained from this 3 month period is being used to inform how transformation of the services provided will be delivered and to ensure that any strategic decisions (made as part of the transformation programme) will not be made in isolation or be out of alignment with Bold Steps or the transformation vision.

Following the period of understanding, there will be a 3 month period of planning (July-September). This will include the development of multiple options appraisals, investment appraisals, more detailed proposals for the transformation of social care and related equality impact assessments. It will also identify how savings will be achieved. Stakeholder involvement will be an important element to this work and proposed changes are likely to result in a number of more formal consultations.

The selection of Key Performance Indicators included in this report is likely to be refreshed once the Transformation Programme has completed the Understand and Planning phases. The refresh may set new target levels and/or change the selection of indicators being reported.

Performance Indicators

The percentage of clients with a **personal budget and/or a direct payment** has fallen this quarter, due to removal of clients now in residential care from this indicator. The approach to increasing personal budgets continues to focus on ensuring that all new clients are allocated a personal budget, and that existing clients are allocated a personal budget at review. The target for 2012/13 at 100%, in line with the national target, is unlikely to be met, as for example we have a local agreement with Mental Health services of a target of 70% for their client group.

The number of clients with **telecare** continues to increase and with the increase more rapid this year. Performance in the quarter only fell short of the target by only one client.

The number of clients receiving an **enablement service** has dropped this quarter and performance is behind target. This is in part due to the increasing numbers of clients receiving other services such as intermediate care and short term beds, which are an alternative form of enablement service, but which are not included in the count for this indicator.

Percentage of **assessments completed within six weeks** continues to be ahead of target.

The percentage of **clients satisfied** that desired outcomes have been achieved at their first review, has been slightly behind target for the last two quarters with performance not improving as much as hoped. However, performance is ahead of the same time last year, and the service continues to promote and monitor the achievement of people's outcomes to support further improvement.

Lead Indicators

Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

All Lead Indicators for Adult Social Care are currently within the expected ranges. The expected range is based on the affordable level set in the financial budget. More detail on these indicators can be found within the Council's financial monitoring reports.

The number of **weeks of nursing care for older people** has been increasing in recent quarters and was over 82,000 in the 12 months to June 2012. The forecast for the current financial year is that this will reduce slightly to nearer 81,000 for the 12 months to March 2013.

The number of **weeks of residential care for older people** purchased externally has been reducing over time and was close to 153,000 in the 12 months to June 2013. The forecast for the current financial year is that this will reduce to about 147,500.

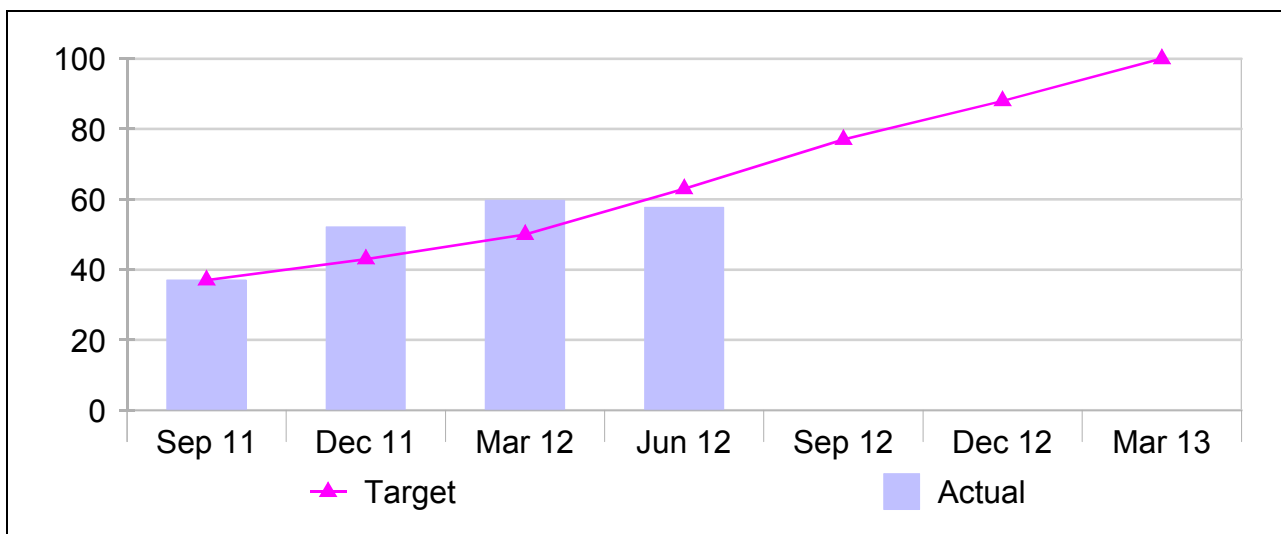
The number of weeks of **residential care for clients with learning disability** appears to have levelled out and is expected to remain close to 40,000 for this financial year.

The number of **hours of domiciliary care** provided for older people has been reducing in recent quarters and this trend is expected to continue. The forecast for the current financial year is that the numbers of weeks will be below 2,300,000.

The number of weeks of **supported accommodation** provided for clients with learning disability has been increasing rapidly in the last two years. This trend is expected to continue this year and the current forecast is that this year will see over 35,000 weeks provided compared to just over 30,000 last year.

Percentage of clients with community based services who receive a personal budget and/or a direct payment

AMBER
↓



Trend Data – quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	37.0%	52.2%	59.7%	57.7%			
Target	37%	43%	50%	63%	75%	88%	100%
RAG Rating	Green	Green	Green	Amber			
Clients	8,892	10,079	11,416	10,253			

Commentary

The target of 50% for March 2012 was exceeded, but latest performance is behind the challenging target for this year.

The result for this quarter is behind last quarter as people who are in residential care cannot currently be allocated a personal budget. Clients that have entered residential care have now been removed from the indicator, causing the percentage to fall from previous levels.

The target for 2012/13 is 100%, in line with the national target, although this is currently being renegotiated. It is unlikely that the 100% target will be met this year. Local agreements with Mental Health services to have a target of 70% will affect the overall Kent position.

Data Notes

Tolerance: Higher values are better.

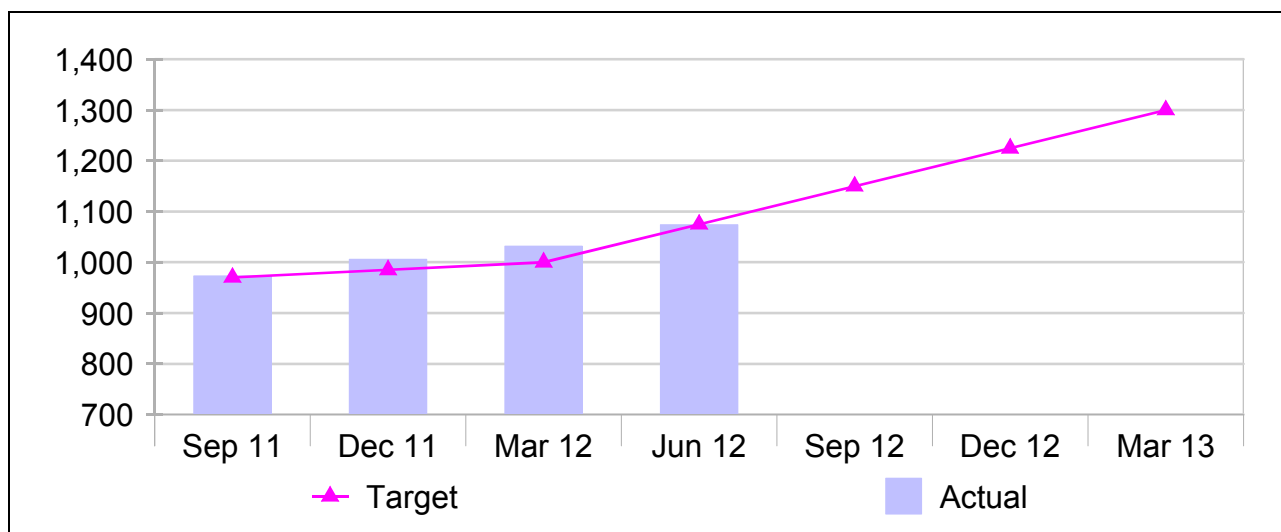
Data is reported as the snapshot position of current clients at the quarter end.

NB This is different from the national indicator which is measured for all clients with a service during the year, including carers.

Data Source: Adult Social Care Swift client system

Number of clients receiving a telecare service

AMBER



Trend Data –quarter end	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	973	1,006	1,032	1,074			
Target	970	985	1,000	1,075	1,150	1,225	1,300
RAG Rating	Green	Green	Green	Amber			

Commentary

The number of people in receipt of telecare exceeded the end of year target and numbers continue to increase in line with expectations.

Although rated as Amber for the latest quarter, performance is almost exactly in line with target.

Data Notes

Tolerance: Higher values are better.

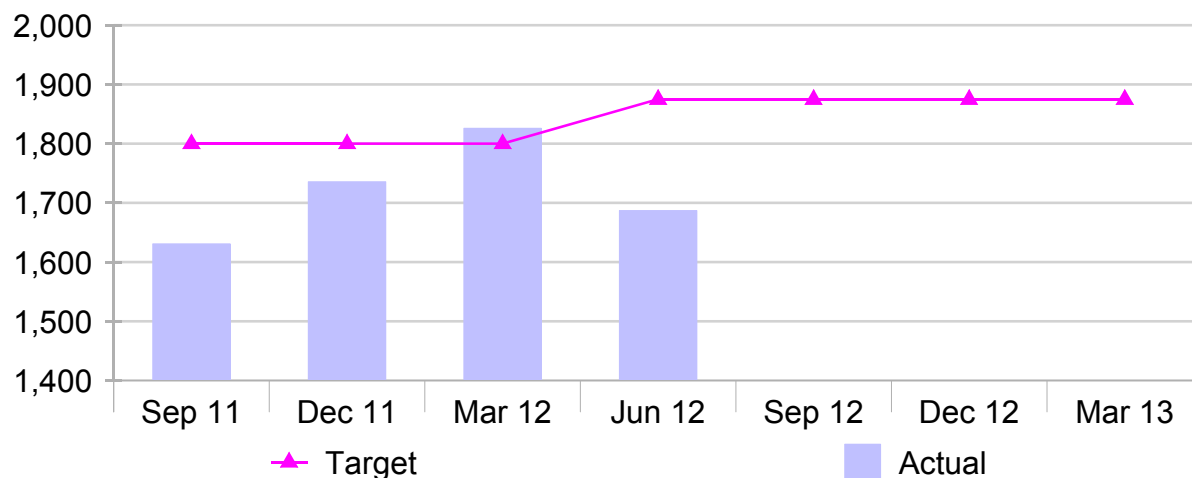
Data is reported as the position at the end of the quarter.

No comparative data from other local authorities is currently available for this indicator.

Data Source: Adult Social Care Swift client system

Number of clients provided with an enablement service

AMBER



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	1,631	1,736	1,826	1,687			
Target	1,800	1,800	1,800	1,875	1,875	1,875	1,875
RAG Rating	Amber	Amber	Green	Amber			

Commentary

The number of clients receiving an enablement service has fallen in the first quarter of this year. This is in some part due to the increasing numbers of clients receiving other enablement type services such as intermediate care and short term beds, which are not included in this indicator.

Changes in the Kent Contact and Assessment team process have also been a contributing factor to the fall in referrals to enablement.

Data Notes

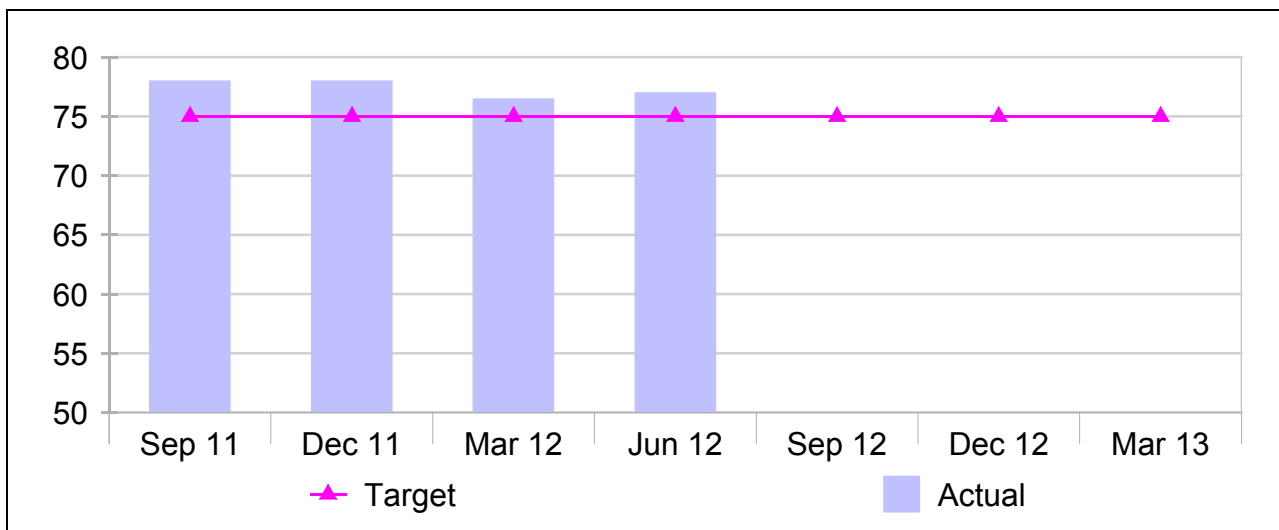
Tolerance: Higher values are better

Data is reported as the number of new clients accessing the service during the quarter.

Data Source: Adult Social Care Swift client system

Percentage of assessments completed within six weeks

GREEN
↑



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	78%	78%	76.5%	77%			
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Green	Green	Green	Green			

Commentary

This indicator serves to ensure that we have the right balance between ensuring enablement is delivered effectively (which is treated as part of an overall assessment process) and ensuring the whole assessment process is timely.

The target is set at 75% of assessments to be within 6 weeks to help deliver this balance. This helps ensure that people do not spend too much time in an enablement service, and nor are people pushed 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.

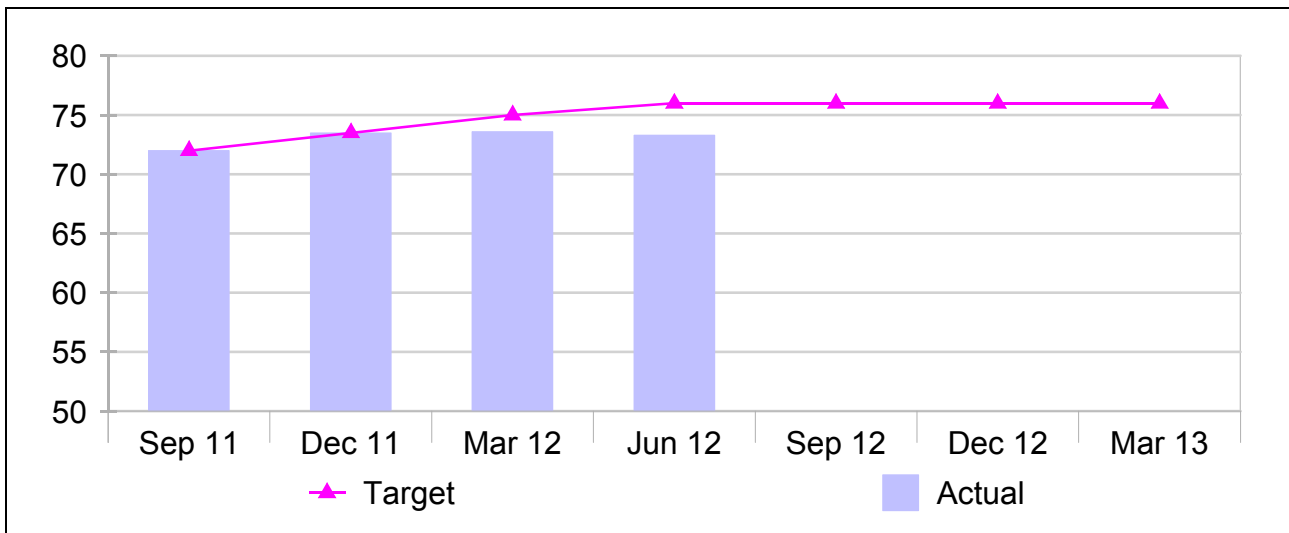
Data Notes

Tolerance: Higher values are better

Data is reported as the number of new clients accessing the service during the quarter.

Data Source: Adult Social Care Swift client system

Percentage of clients who are satisfied that desired outcomes have been achieved at their first review **AMBER**
↓



Trend Data – by quarter	Previous Year			Current Financial Year			
	Sep 11	Dec 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	72%	73.5%	73.6%	73.3%			
Target	72%	73.5%	75%	76%	76%	76%	76%
RAG Rating	Green	Green	Amber	Amber			

Commentary

The percentage of outcomes achieved reduced slightly in the quarter and performance is behind target.

People’s needs and desired outcomes are identified at assessment and during the next review of the service being provided a qualitative indicator of client satisfaction in the delivery and achievement of these outcomes is recorded.

This key indicator is a relatively new way of recording information. The information will increasingly be used to support the process for development and commissioning of services.

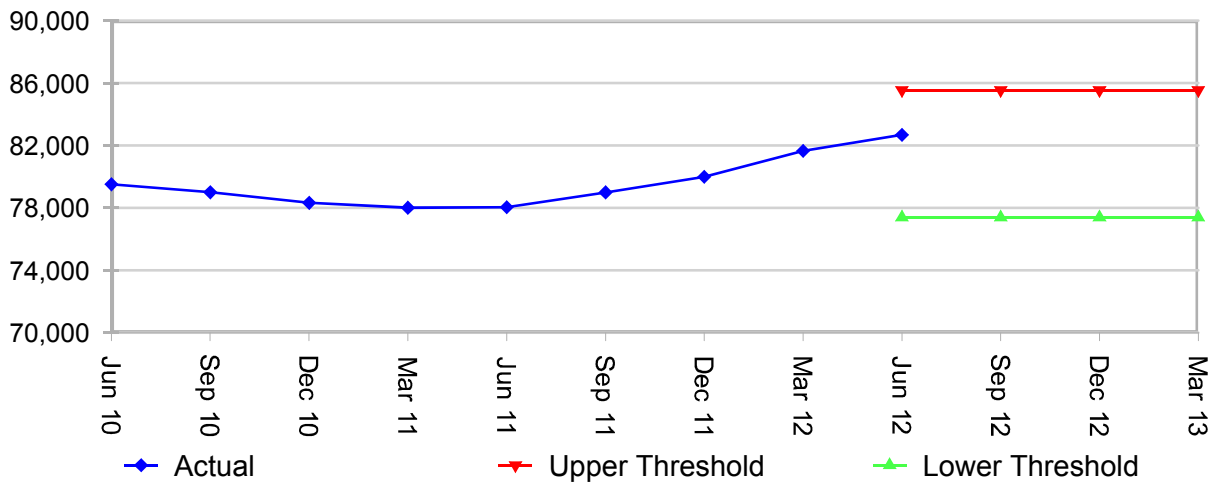
Data Notes

Tolerance: Higher values are better
Data is reported as percentage for each quarter.

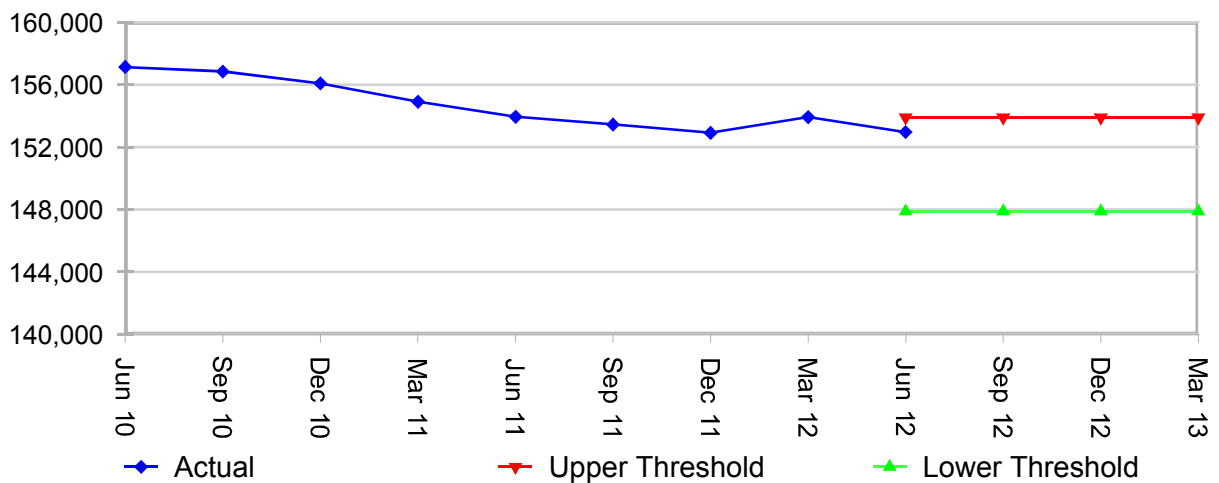
Data Source: Adult Social Care Swift client system

Adult Social Care - Lead indicators

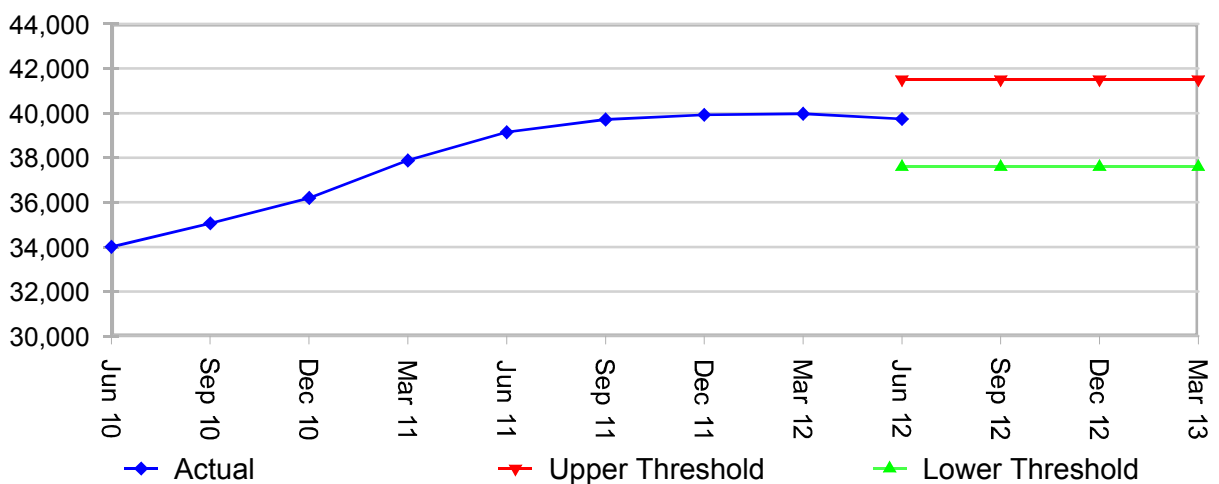
Weeks of nursing care for older people (rolling 12 month)



Weeks of residential care for older people (rolling 12 month)

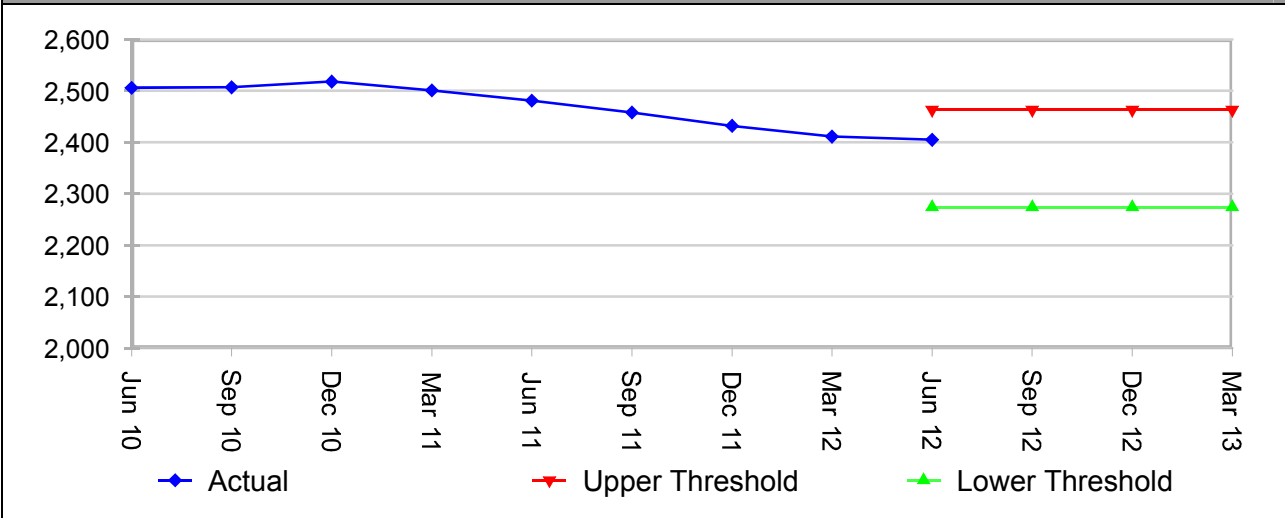


Weeks of residential care for learning disability (rolling 12 month)

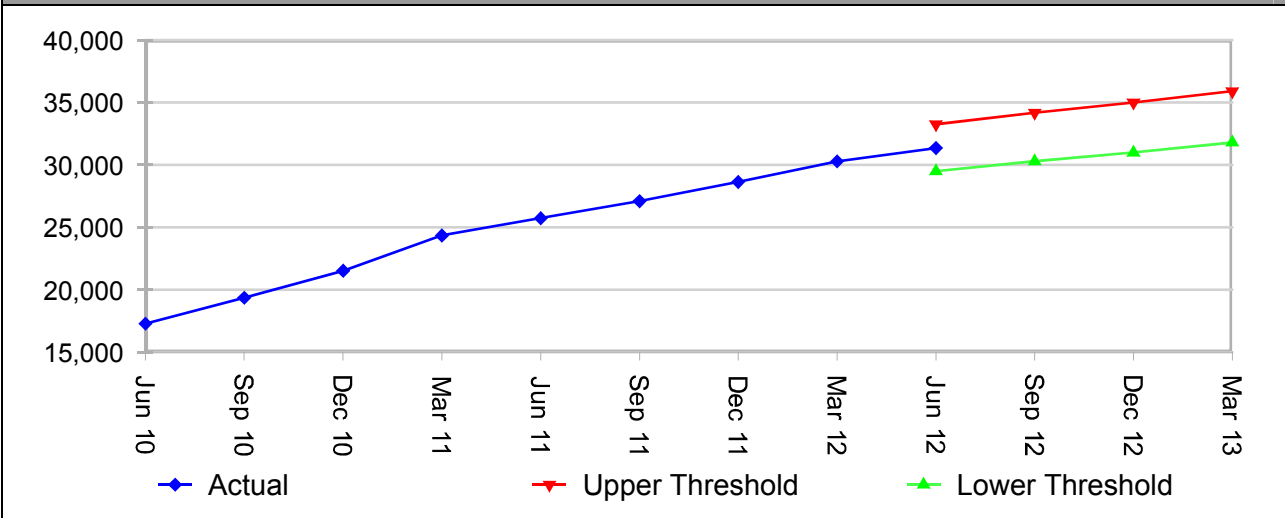


Adult Social Care - Lead indicators

1,000's of hours domiciliary care for older people (rolling 12 month)



Weeks of supported accommodation learning disability (rolling 12 month)



Highways & Transportation

Bold Steps Priority/Core Service Area	Highways
Cabinet Member	Bryan Sweetland
Portfolio	Environment, Highways & Waste
Director	John Burr
Division	Highways & Transportation

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of routine highway repairs completed within 28 days	GREEN	AMBER	↑
Average number of days to repair potholes	GREEN	GREEN	↑
Percentage of satisfied callers for Kent Highways 100 call back survey	GREEN	GREEN	↓

Business Plan progress

Up to the end of June the following key projects were due for completion and have been delivered to target:

- Implementation of the Smartcard contract to equip over 600 buses with Smartcard machines as well as to issue around 320,000 smart travel cards.
- Opening of East Kent Access Phase 2 in May.
- Engaging with county council members to improve the Member Highway Fund process.

Good progress is being made with other key projects to be delivered later in the year including the Lane Rental Pilot, the new consultancy arrangements, planning for any highway response during the Olympics (including the very successful torch relay) and the Village Caretaker scheme.

Performance Indicators

Performance for completing **routine repairs within 28 days** was 95.1% for the first quarter of the year, a 4.7% improvement on last quarter and above target.

Due to continuing low demand for pothole repairs, the average number of days to complete a **pothole repair** continues to improve, reaching an all time best of just 11.4 days.

Due to issues around our ability to respond to soft landscaping issues as a result of the wet weather, **customer satisfaction** based on our 100 call back survey has shown a drop compared to previous results but remains above target.

Lead Indicators

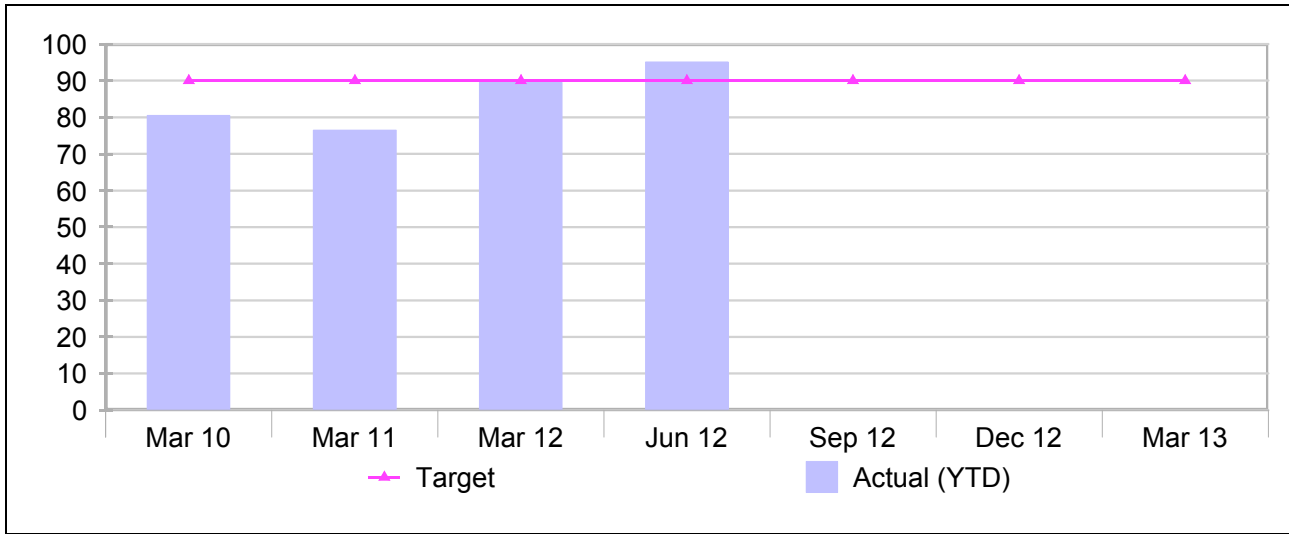
Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

Contacts to the service for the first quarter were 43,704 which were almost the same as last year for the same period. However, this led to over 22,000 **enquiries** being raised and passed through for works orders, which is higher than the same period last year (18,800) and above expectations. The unseasonal weather has had an impact on our drainage and soft landscape services and there has been a significant increase in customer demand here. We are currently reviewing the delivery of grass and weed treatment contracts.

Our current total **work in progress** from customer enquiries is up from 5,411 last quarter to 6,177 but this is within expectations.

Percentage of routine highway repairs completed within 28 days **GREEN**
↑



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	80.5%	76.5%	89.5%	95.1%			
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Amber	Red	Amber	Green			
Jobs	44,065	67,012	61,248	6,486			

Commentary

2012/13 has started well, as we have achieved 95.1%, a 4.7% improvement on last quarter and a 7.9% improvement on the same quarter last year.

Incoming service requests this quarter were nearly half the level we saw for the same time last year. This is despite experiencing some of the wettest weather for this time of year ever recorded, with wet weather usually generating a range of additional public service requests. This is good news as it shows that even when we have peaks in demand we are identifying issues better and dealing with them quickly.

We are continuing to flexibly deploy resources across traditional team boundaries to avoid the build up of backlogs, addressing localised increases in demand in the busier districts.

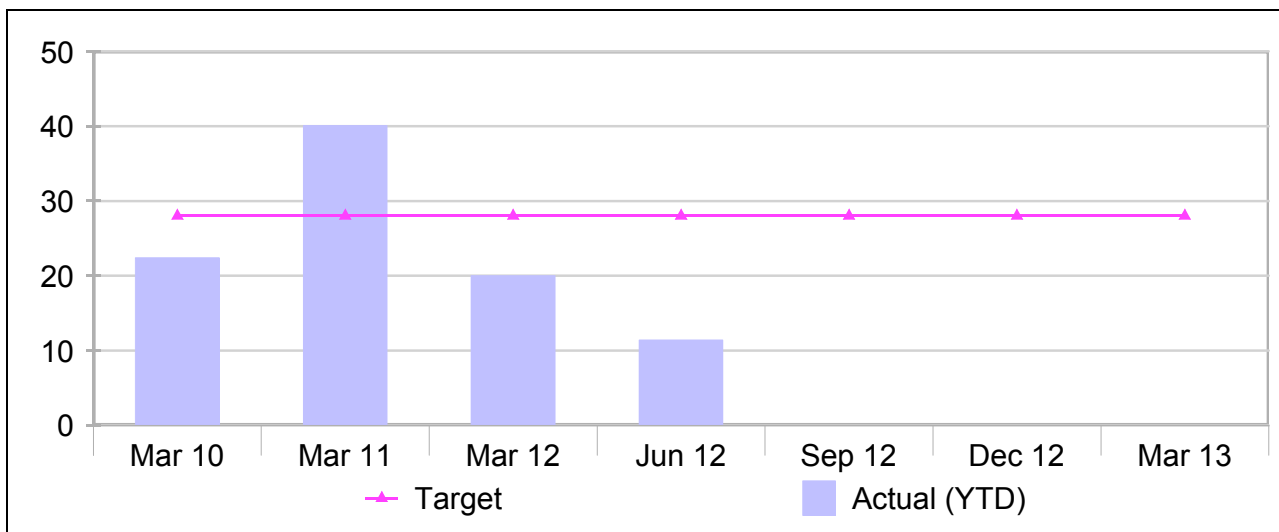
Data Notes

Tolerance: Higher values are better
 Data is reported as year to date figures
 The indicator includes requests for repairs made by the public but not those identified by highway inspectors.

Data Source: KCC IT system (WAMS)

Average number of days to repair potholes

GREEN
↑



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	22.4	40.1	20.0	11.4			
Target	28	28	28	28	28	28	28
RAG Rating	Green	Red	Green	Green			
Jobs	17,217	25,495	11,645	2,501			

Commentary

Despite the prolonged heavy rainfall, the number of required pothole repairs remains very low compared to past trends.

Consequently the average time to complete a pothole repair continues to improve, reaching an all time best of just 11.4 days.

The evidence suggests that our ongoing preventative maintenance programme and improvements in repair quality are helping to keep the number of potholes on our network at a manageable level.

Data Notes

Tolerance: Lower values are better

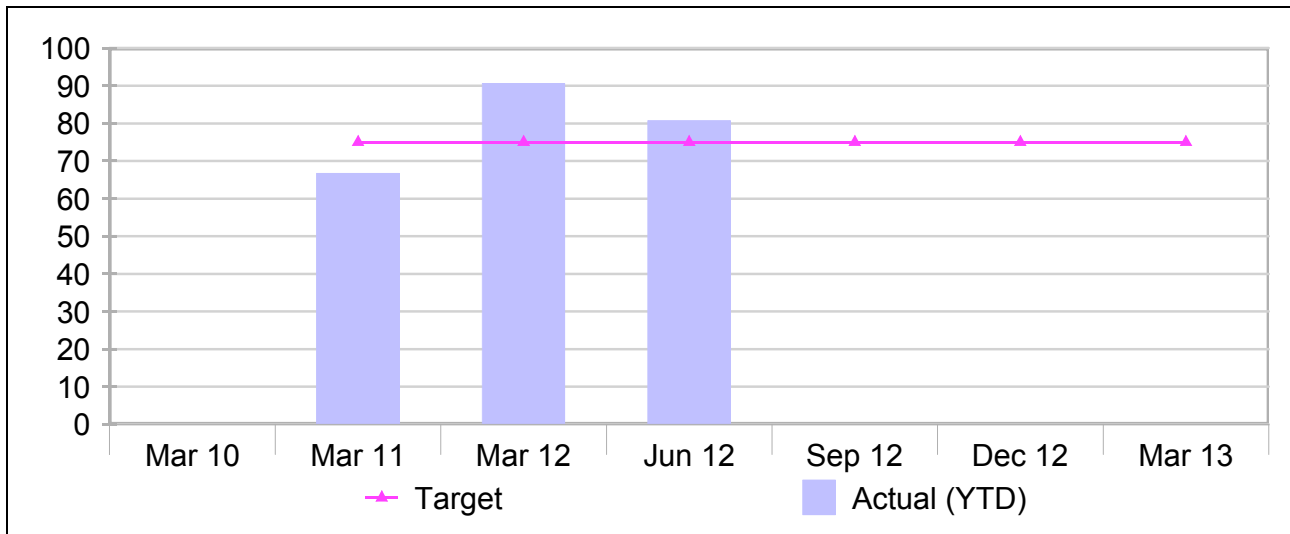
Data is reported as year to date figures.

The indicator looks at both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

Year Mar 10 only includes data from Sept 09 and not April 09.

Data Source: KCC IT systems (WAMS)

Percentage of satisfied callers for Kent Highways and Transportation 100 call back survey GREEN
↓



Trend Data – year to date	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual		66.7%	90.6%	80.7%			
Target		75%	75%	75%	75%	75%	75%
RAG Rating		Amber	Green	Green			

Commentary

Customer satisfaction based on our 100 call back survey is above the target level but lower than for the previous year in the first quarter.

The main issues here have been related to the weather and the fact that we have not been able to meet customer expectations for all requests around soft landscape services.

Soft landscape contacts remain a mix of:

- Customer enquiries querying when the rapidly growing grass will be cut.
- Support required from Highways and Transportation staff to encourage private hedge owners to trim their vegetation that is overhanging the highway.

Data Notes

Tolerance: High values are better

Data is reported as year to date figures.

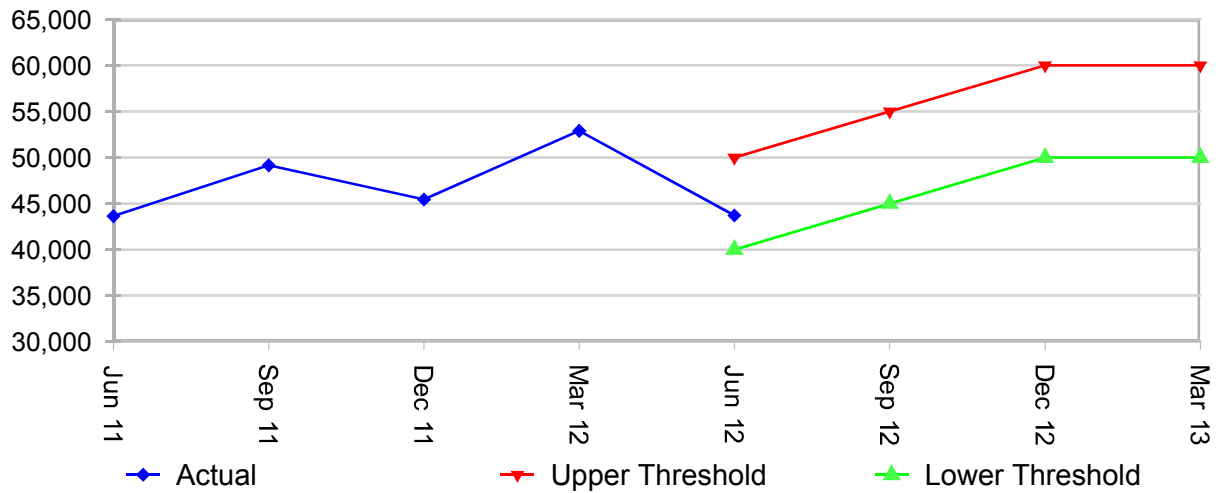
100 customers are asked each month: 'Overall were you satisfied with the response you received from Highways?'

Year Mar 11 only includes data from July 10 and not April 10.

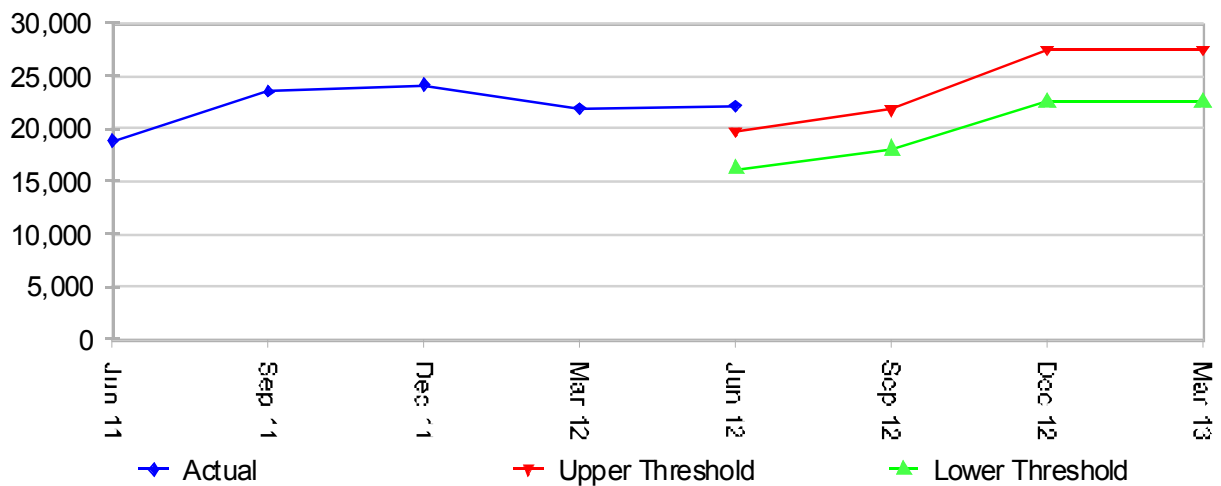
Data Source: Contact Centre telephone survey

Highways & Transportation - Lead indicators

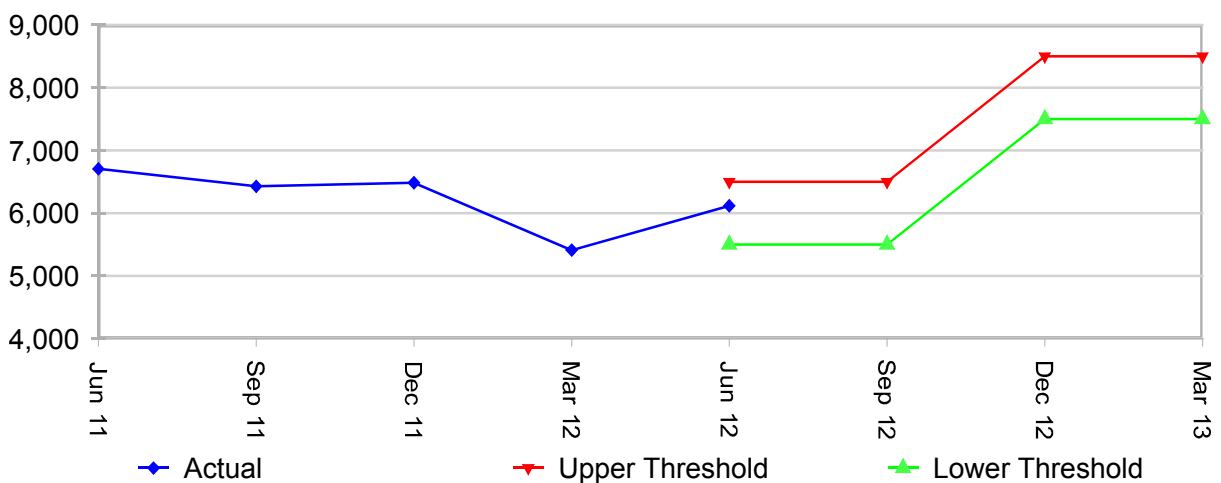
Number of contacts received (by quarter)



Number of enquiries raised (by quarter)



Work in progress (Routine and Programmed customer enquiries)



Waste Management

Bold Steps Priority/Core Service Area	Waste Management
Cabinet Member	Bryan Sweetland
Portfolio	Environment, Highways & Waste
Director	Caroline Arnold
Division	Waste Management

Performance Indicator Summary

Indicator Description	Current Status	Previous Status	Direction of Travel
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	↓
Percentage of waste recycled and composted at Household Waste Recycling Centres	GREEN	GREEN	↑

Business Plan progress

HWRC Implementation:

Following the decision to change the operating policy at the household waste recycling centres, a number of workstreams are in place to implement the various changes in a phased way. The implementation is being supported through a comprehensive communications plan, a focus on fly-tipping prevention, additional customer case support and the equalities impact assessment.

Waste capital programme:

Leading on from the review of household waste recycling centres (HWRC), additional investment has been provided for waste infrastructure projects through the capital programme. Several site searches have been initiated in order to identify new or replacement sites. At the same time work is underway to ensure that if compulsory purchase should become necessary, the business case can be fully demonstrated. Works are set to commence at Herne Bay HWRC to enlarge and improve the site, and redevelopment work is scheduled to commence at the Ashford HWRC in the autumn to provide a new waste transfer station and HWRC.

Performance Indicators

The first quarter result for percentage of **municipal waste not taken to landfill**, is down on last quarter but performance remains ahead of target.

The percentage of **waste recycled and composted at Household Waste Recycling Centres** (HWRC) has increased slightly this quarter and performance remains ahead of target. The target trend for the year ahead is to see a slight drop in recycling rates due to policy changes due to be implemented this year. These changes include new restrictions on the amount of hardcore and rubble that householders can bring to HWRCs.

Lead Indicators

Lead Indicators are a new feature in our Performance Report for this year. Lead Indicators represent the level of demand for services, the external context and other key activity information which we need to be aware of, to successfully manage service delivery. Lead Indicators are not the same as Performance Indicators, and do not have targets or RAG ratings assigned to them.

Lead indicators are assessed against Upper and Lower thresholds, which represent the range of values within which activity is expected to be. If activity is outside of these thresholds this may not necessarily be a good or bad thing. However review of the information encourages the service to ask why we might be outside of the expected range, what the implications of this are, and to consider if any actions need to be taken in response.

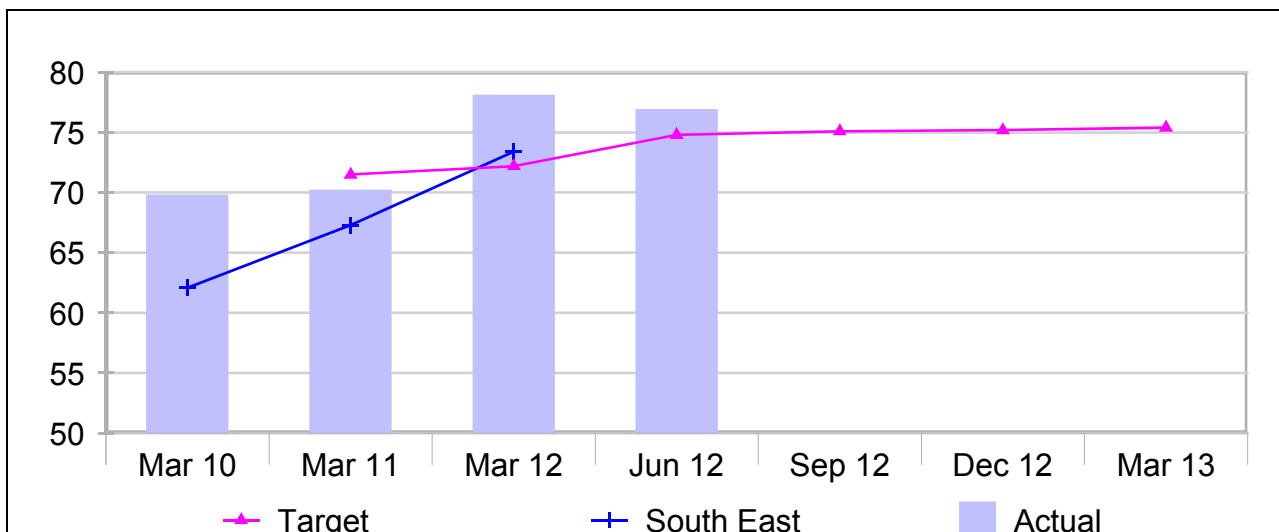
Waste tonnage has shown a reduction in all collection areas in the quarter, waste collected by district councils and waste collected by KCC through Household waste recycling centres. These reductions are in line with expectations and total waste tonnage at 710,000 tonnes for the last 12 months is about close to mid-point of the expected range.

This continues the general trend, seen both locally and nationally, of reductions in household waste collected, with this trend having been evident for the last few years. Prior to this household waste tonnages had been showing a steady increase for many years.

It remains to be seen how far the current trend of reductions in household waste can be sustained and at what point tonnage amounts will level out.

Percentage of municipal waste recycled or converted to energy and not taken to landfill

GREEN
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	69.8%	70.2%	78.1%	76.9%			
Target		71.5%	72.2%	74.8%	75.1%	75.2%	75.4%
RAG Rating		Amber	Green	Green			
South East	54.4%	67.3%	73.4%				

Commentary

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 2013.

The reduced result for period ending June 2012, when compared to March 2012, is due to routine planned maintenance at the Allington Waste to Energy Plant.

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 in 2013 and will result in less than 15% of Kent’s municipal waste being sent to landfill.

Data Notes

Tolerance: Higher values are better

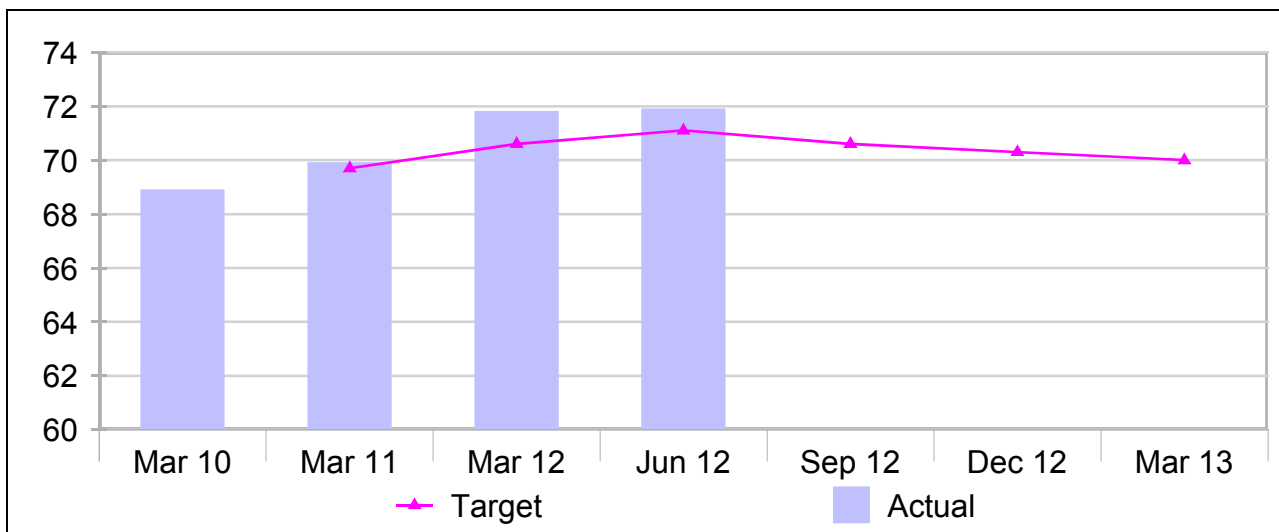
Data is reported as rolling 12 month totals.

Municipal waste is the total waste collected by the local authority and includes household waste, street cleansing and beach waste.

Data Source: KCC Waste Management

Percentage of waste recycled and composted at Household Waste Recycling Centres (HWRC)

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	68.9%	69.9%	71.8%	71.9%			
Target		69.7%	70.6%	71.1%	70.6%	70.3%	70.0%
RAG Rating		Green	Green	Green			

Commentary

For the first quarter of 2012/13 approximately 74% of the waste was recycled and composted at our household waste recycling centres but performance is highly seasonal therefore performance over the last 12 months is 72.0%. The year end forecast is for performance to achieve the target.

The services provided by the network of household waste recycling centres are currently under review and implementation of these changes in policy could impact on the overall performance of the network. The target profile shown above reflects the impact of the proposed service changes including the exclusion of commercial vehicles. This will result in a reduction in soil and hardcore entering the sites which will reduce costs to the authority.

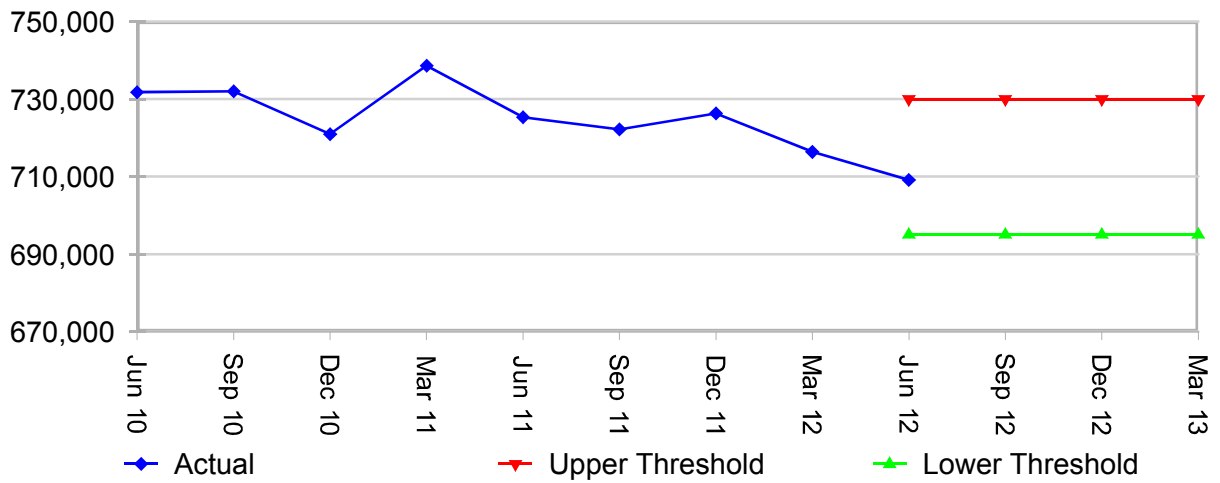
Data Notes

Tolerance: Higher values are better
Data is reported as rolling 12 month total.
No comparator data for other local authorities is currently available for this indicator.

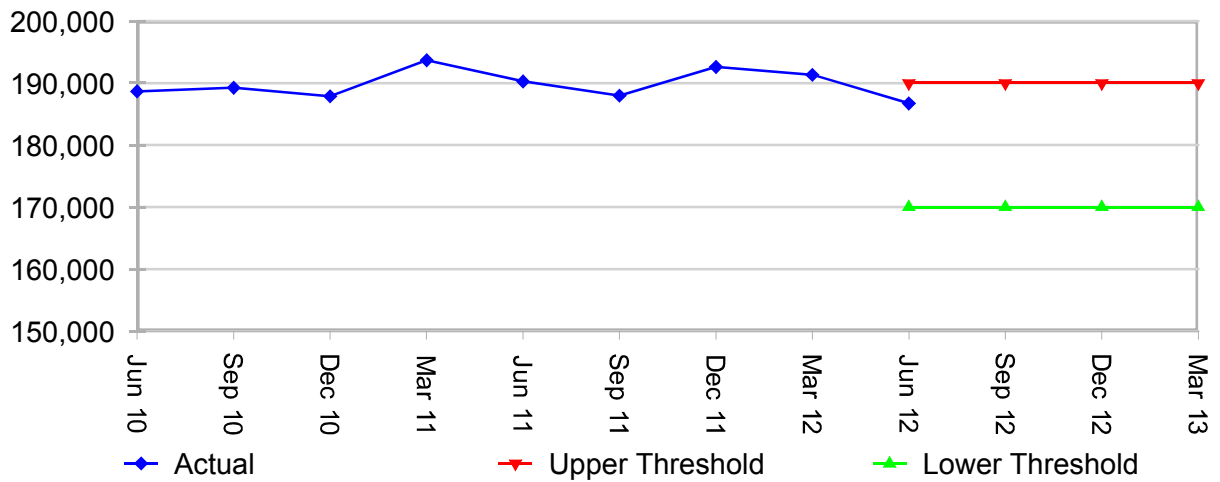
Data Source: KCC Waste Management

Waste Management - Lead indicators

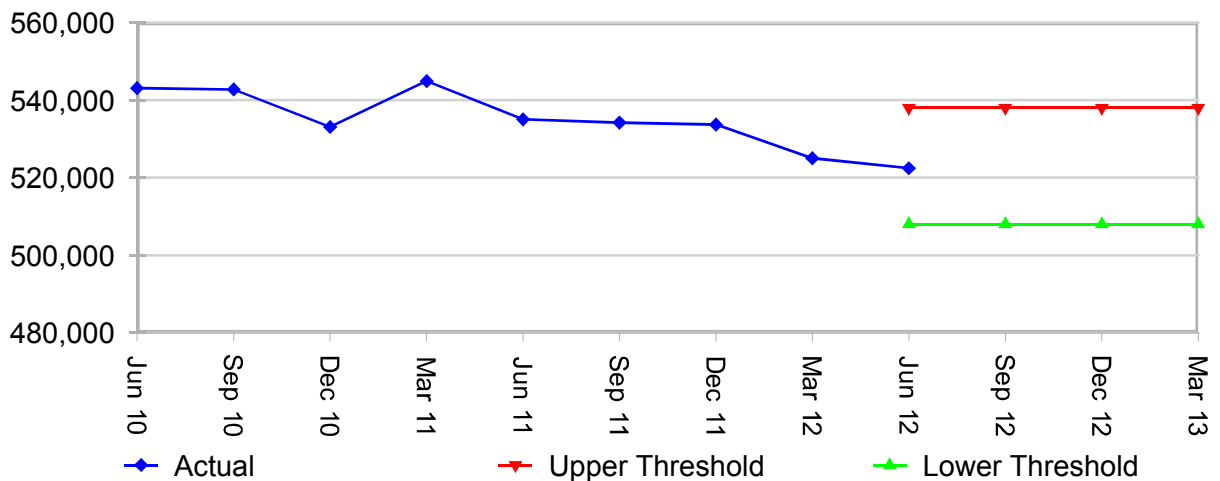
Total Municipal Tonnage (rolling 12 month)



Tonnage managed through HWRC (rolling 12 month)



Tonnage collected by districts (rolling 12 month)



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Environment – CO₂ Emissions

Bold Steps Priority/Core Service Area	Deliver the Kent Environment Strategy
Cabinet Member	Bryan Sweetland
Portfolio	Environment, Highways & Waste
Director	Paul Crick
Directorate	Planning and Environment

Action Plan Progress Report

Our Carbon Management Plan, currently being refreshed and due to be published later in the year will outline how the council intends to meet its carbon dioxide emissions target and embed carbon management across the whole organisation.

A programme of energy efficiency and renewable energy investments is ongoing with over £500,000 due to be invested in 2012/13 using our energy efficiency loan fund. Further investments including boiler replacements will be made using the modernisation of assets budget.

Street lighting electricity consumption is the most significant contributor to the estate carbon footprint and this has remained static since 2010/11. Projects to upgrade to low energy lamps are due to commence in 2012/13, and implementation of part night lighting and light dimming is expected to achieve significant reductions over the next 3 years.

The long term strategy for council buildings is also being refreshed, with a future focus of investment on core offices and strategic buildings as well as engaging all staff to conserve energy and adopt smarter working practices as part of this year's Smart campaign.

A significant number of fleet vehicle leases are due to be renewed this year. Newer vehicles will have lower emissions levels and likely to be more fuel efficient.

As investments in ICT continue further efficiencies and carbon emissions reduction are expected to be realised through further adoption of conferencing technology and more flexible and mobile working models.

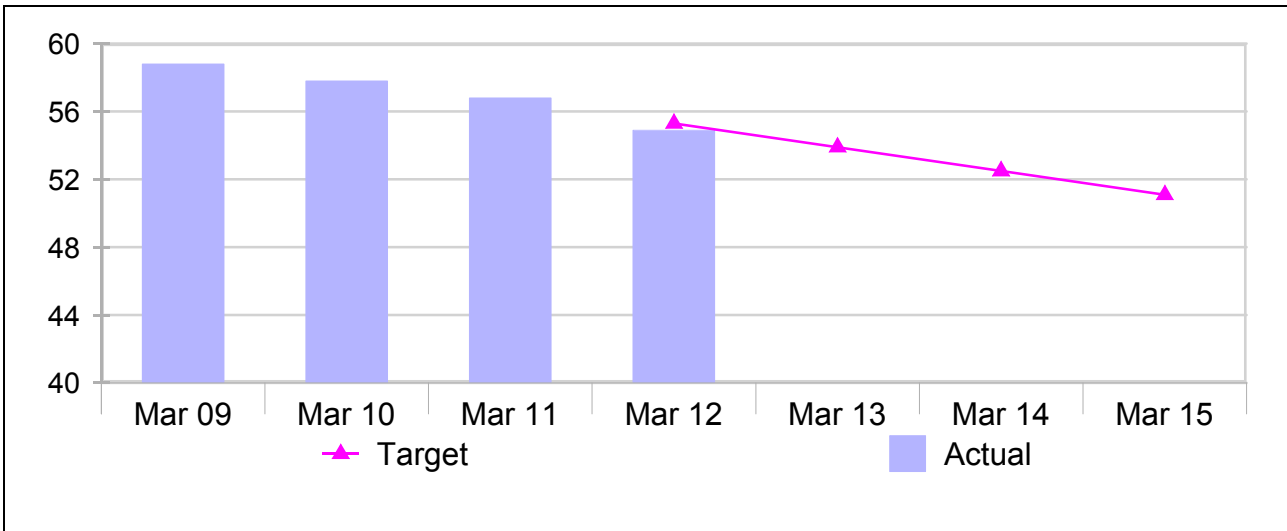
Performance Indicator

Emissions for 2011/12 show a significant reduction on the previous year ahead of the target. This trend has been influenced by the following factors:

- A reduction in electricity consumption from estate buildings
- The impact of a mild winter reducing the consumption of natural gas and oil
- A reduction in business miles for a fourth consecutive year
- Ongoing rationalisation of estate buildings and investment in larger energy efficiency projects such as ICT server replacement
- Engagement of staff to adopt Smart behaviours reducing energy consumption.

**Carbon dioxide Emissions from KCC estate and operations
(1,000's of tonnes CO₂)**

GREEN
↑



Trend Data – annual data	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
	Actual	58.8	57.8	56.8	54.9		
Target				55.3	53.9	52.5	51.1
RAG Rating				Green			

Commentary

For the purposes of corporate performance reporting against the council's carbon emissions target, 2010/11 is being used as the baseline year. This also aligns with the refresh of the council's Carbon Management Plan and the baseline year for the Carbon Reduction Commitment Energy Efficiency Scheme. This data set is derived from energy and fuel use from KCC buildings, streetlighting, fleet transport and business travel.

Data Notes

Tolerance: Lower values are better
 Data is reported as financial year totals
 Data includes emissions from energy and fuel consumed by estate buildings, street lighting, council owned transport and business travel using staff's own vehicles.

Data Source: KCC Sustainability & Climate Change team.

Economic Support

Bold Steps Priority/Core Service Area	Respond to key regeneration challenges working with our partners
Cabinet Member	Mark Dance
Portfolio	Regeneration and Economic Development
Director	Barbara Cooper
Directorate	Economic Development

Progress Report

Activity is focused on three key areas:

1. Building our relationship with business

- **Sector conversations.** In June we delivered a low carbon business conference. Other events being planned for 2012/13 include digital economy and advanced manufacturing. These will be organised in conjunction with Business Advisory Board.
- **Kent Rural PLC** Annual report and evidence base was presented to the Kent Show in July.

2. Unlocking business growth

- In July 2012 the Regeneration Board gave Approval to Plan for a new £3m KCC funded programme to provide high quality flexible business space to support SME growth in Kent.
- Thames Gateway Innovation and Enterprise (TIGER) bid submitted to Round 3 of the Regional Growth Fund for £30.5m. TIGER proposal is to offer direct financial support to innovative businesses seeking investment leading to job creation in North Kent.

3. Promoting Kent to the world

- Started review of Service Level Agreements with Locate in Kent and Visit Kent to ensure we secure maximum value for money from our inward investment and tourism marketing activity.
- Locate in Kent have launched a new look website. The new website is easier to navigate based on research into how visitors had used the previous website. The most visited areas on the old site are now one click away from the new homepage as is information on Locate in Kent partners.
- In April, Visit Kent launched the 'Why do you think Kent is great Campaign'.

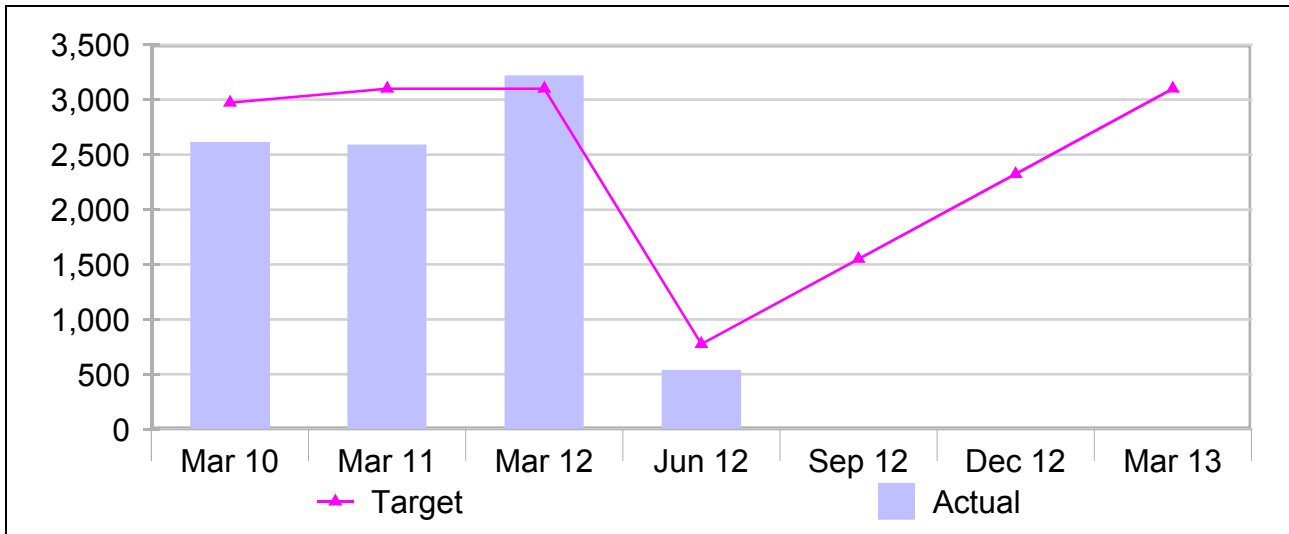
Performance Indicator

The number of gross jobs (direct and indirect) created or safeguarded through investment facilitated by Locate in Kent up to the end of June is behind target but Locate In Kent are confident it will meet its SLA target for 2012/13.

Locate in Kent continues to target key sectors and companies, building particularly on the offer available through Expansion East Kent and Discovery Park. This work is being helped now that new owners have been announced bringing to an end the uncertainty surrounding the site.

Number of gross jobs created in Kent and Medway through inward investment

RED
↓



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Actual	2,611	2,588	3,217	536			
Target	2,973	2,325	3,100	775	1,550	2,325	3,100
RAG Rating	Amber	Red	Green	Red			

Commentary

Performance for the first quarter is behind target but early indications are that figures for quarter 2 will show an improvement.

Data Notes

Tolerance: Higher values are better
Data is reported as count for financial year to date (April to March) at each quarter end.
Gross jobs created include jobs safeguarded and indirect jobs.

Data Source: Locate in Kent monthly monitoring

Risk Management

KCC Risk Register

There are currently twelve risks featuring in the KCC Corporate Risk Register, including one related to implications of the new welfare reform legislation, as proposed at the CMT/Cabinet Member workshop in spring 2012. These are listed below, along with their current risk rating (after current controls have been taken into consideration) and target risk rating, demonstrating the level of risk being aimed for.

Summary Risk Profile

1-6 = Low Risk

8-15 = Medium Risk

16-25 = High Risk

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating
CRR 1	Data and Information Management	12 (Medium)	9 (Medium)
CRR 2	Safeguarding	16 (High)	9 (Medium)
CRR 3	Economic Climate	12 (Medium)	12 (Medium)
CRR 4	Civil Contingencies and Resilience	12 (Medium)	12 (Medium)
CRR 5	Organisational Transformation	16 (High)	8 (Medium)
CRR 6	Localism	16 (High)	9 (Medium)
CRR 7	Governance and Internal Control	9 (Medium)	9 (Medium)
CRR 8	Academies Independence from KCC	20 (High)	12 (Medium)
CRR 9	Health Reform	12 (Medium)	6 (Low)
CRR 10	Management of Demand	25 (High)	16 (High)
CRR 11	Responsiveness to Emerging Government Reforms and Directives	9 (Medium)	4 (Low)
CRR 12	Welfare Reform Act	16 (High)	TBC

The Target risk level for CRR 10 is an interim position, as we clearly would wish to reduce this risk further. Early intervention initiatives are being pursued and the impact of them will need to be evaluated before exploration of further mitigating actions.

Corporate Risk Register Update

The register has been updated, with risk owners asked to focus on any changes to controls in place and progress against actions to mitigate the risks. The main changes to note are:

- A number of amendments have been made to existing controls and actions to provide greater clarity and respond to the changing nature of the risks;
- Ten new controls have been added to the register to ensure that key mechanisms to manage the risks are appropriately recorded;
- There are eight instances where actions have been completed and have subsequently been reclassified as controls;
- Eighteen new actions have been added to the register.

Progress against existing and new actions is being monitored and will be reported quarterly to CMT and Cabinet Members. Actions to mitigate risk showing insufficient progress will be reported to the Performance & Evaluation Board for review. Where actions are deemed as 'ongoing', risk owners will be asked to stipulate review points for progress checks.

A refresh of the Corporate Risk Register will take place in autumn 2012. This will include a review of the target levels of risks, to judge whether the mitigating actions and additional controls have reduced our exposure to risks.

2012/13 Work Programme

A small dedicated Risk Management Team has now been appointed to support the embedding of formal risk management arrangements across the Authority and address recommendations arising from the recently reported audit of risk management arrangements. A comprehensive work plan has been put in place. The main work streams are summarised below:

- Monitoring and reporting schedules are being re-established e.g. to CMT and Cabinet Members; Cabinet Committees; Governance & Audit Committee; and Directorate Management Teams
- Contact is being made with key stakeholders to build relationships and gather fresh ideas, both within KCC and externally (public and private sector)
- Risk Management training / briefings:
 - Members – A briefing for Governance & Audit Committee members is taking place in September and a slot has been provisionally booked for a Cabinet / CMT away day in October. A session on Business Intelligence, Performance & Risk for all Members and Senior Officers will take place before the end of the year.
 - Officers - Risk management training is now listed as 'supporting development' within the Kent Manager standard, with an e-Learning package being procured. A webinar package has been developed and the first one takes place in the autumn. Risk Management also features as part of KCC's e-Induction package for new staff.
- Risk Management guidance has been reviewed and updated, and moved to an updated Risk Management page on KNet, linking to other specialist areas of risk
- A Risk Management Information System has been procured and tested with roll-out from Q2 2012/13 onwards, to allow for corporate oversight of key risks across the authority
- Work with directorates is underway to get more structure to risk management, including development of risk registers where they are not currently in place.

Organisational Development

Bold Steps Priority/ Core Service Area	Change to Keep Succeeding
Cabinet Member	Roger Gough
Portfolio	Business Strategy, Performance and Health Reform
Director	Amanda Beer
Division	Human Resources

Organisation Development and People Plan

Action plans to support the achievement of KCC's organisation development plan for 2011 – 2015 have been discussed by each Directorate management team. Each Directorate is now prioritising its action plan, concentrating on Organisational Development issues which will have most impact on their business delivery.

Organisation Development groups have been established in each Directorate to drive the OD agenda and to prioritise training activity and spend in line with the training strategy and centralised training budget whilst focussing on business need.

A progress update on Kent Manager, the outcomes of the EVP staff survey and action plans supporting the engagement strategy together with a definition of the responsibilities across all these activities for different levels of manager are all scheduled for future Corporate Board meetings.

Talk to the Top sessions covering all of the main office locations across the county have been arranged between now and January next year and will involve Cabinet Members and Directors as well as Corporate Directors.

An internal communications Board has been established to develop a forward plan of messages for staff to support KCC's engagement strategy and business objectives, prioritise the development of internal communication channels and their use and consider feedback, insight and channel monitoring reports to understand trends and staff engagement levels. The Board will also identify where 'deep dive' activity is needed to address specific internal communications issues.

Restructures

There has been a very significant level of restructuring in Divisions and business units since the new Directorate structures were established in April 2011. Since July 2011, the HR team has supported 74 change projects of varying magnitude and there remain a further 150 notified projects to complete. The level of restructure activity throughout the Authority remains high. The significant restructure of Education, Learning and Skills is nearing completion, although Specialist Teaching Services and Pupil Referral Units continue to be the subject of change. Other major HR activity is currently focussed on the Youth Service transformation, Communication and Engagement, and Strategic Commissioning.

The Decision Making Accountability (DMA) model is being applied to all restructures. In order to meet the commitment within 'Bold Steps for Kent' to develop a structure that is as

flat as possible and to create effective spans of control, the intention is to monitor changes in the organisation as restructuring takes place. The aim is to move from an organisation which in December 2011 was 11 layers deep with an average span of control of 5.2 FTE to an organisation with 6 layers from Corporate Director to the front line and an average span of 7 FTEs. Any new structures that fall outside this framework are reported as exceptions to the Corporate Management Team.

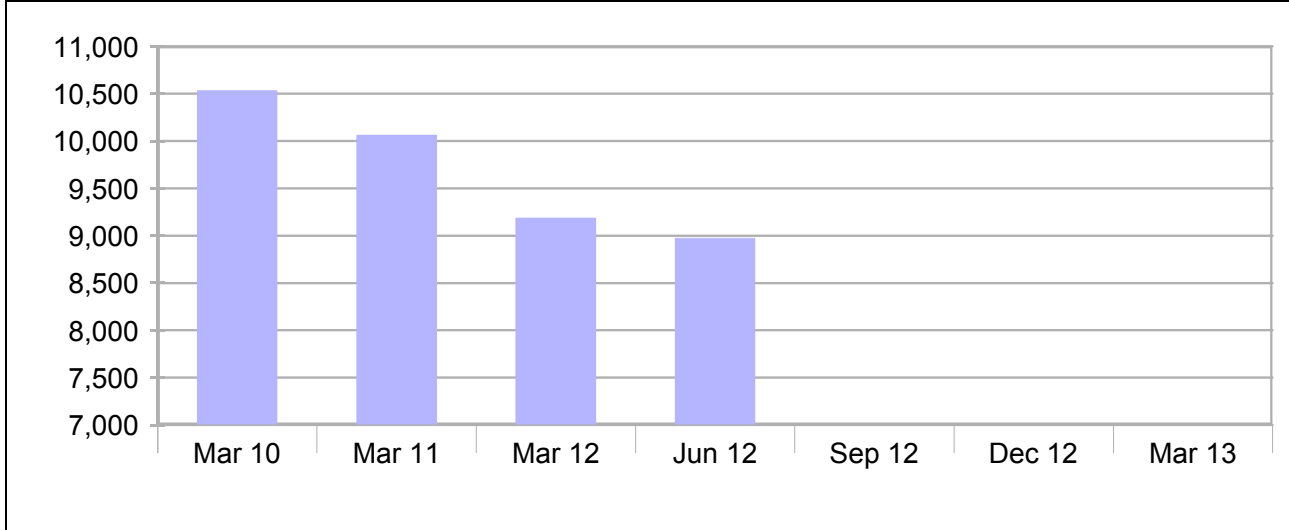
Staffing Numbers and Reductions

Part of the Authority's response to the very significant financial pressures it is facing is to reduce spending on staffing budgets. It is expected that a total of 1,500 posts will be lost over the four financial years from April 2011.

The figures attached show a reduction in FTE (excluding casual, relief, Sessional and supply staff) of 874.3 in the 12 months to March 12 and a further reduction of 215.6 in the first quarter of this year. This reduction includes both redundancies and 'natural wastage' where staff have left KCC and not been replaced. 605 staff were made redundant between 1 April 2011 and 31 March 2012.

The restructures currently under consultation and being planned are likely to result in a further reduction in posts.

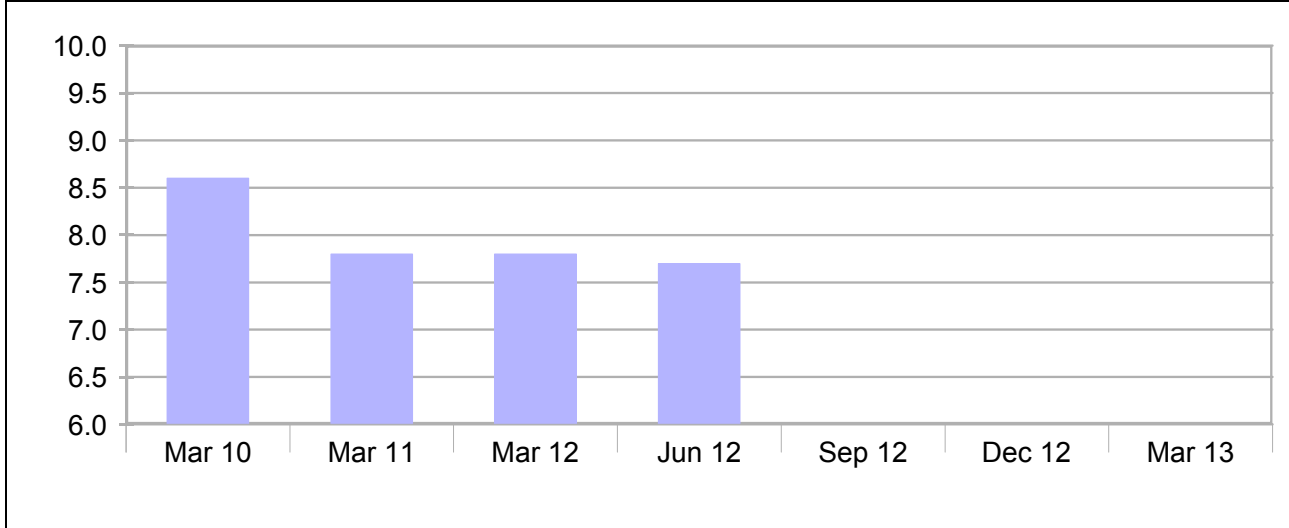
Number of full time equivalent (FTE) staff employed



Trend Data-snapshot	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
FTE	10,530.9	10,060.9	9,186.6	8,971.0			

Data Notes
 Data is reported as count at each quarter end
 Casual Relief, Sessional and Supply (CRSS) staff are not included
 Schools staff are not included

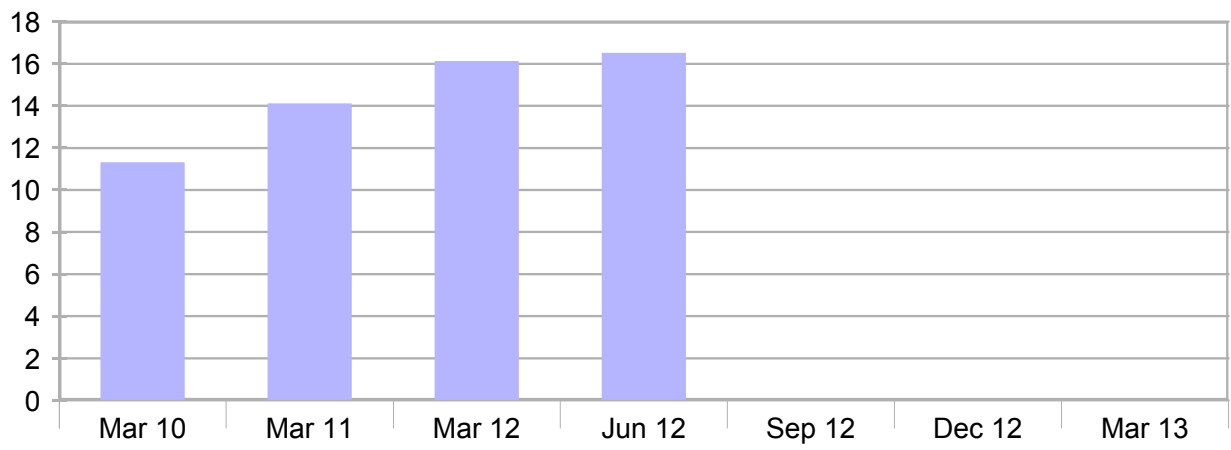
Average number of days of sickness per FTE



Trend Data - rolling 12 months	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Sickness	8.6	7.8	7.8	7.7			

Data Notes
 Data is reported as average days sick per FTE for the past 12 months
 Sickness relating to CRSS staff is included in the count of days lost

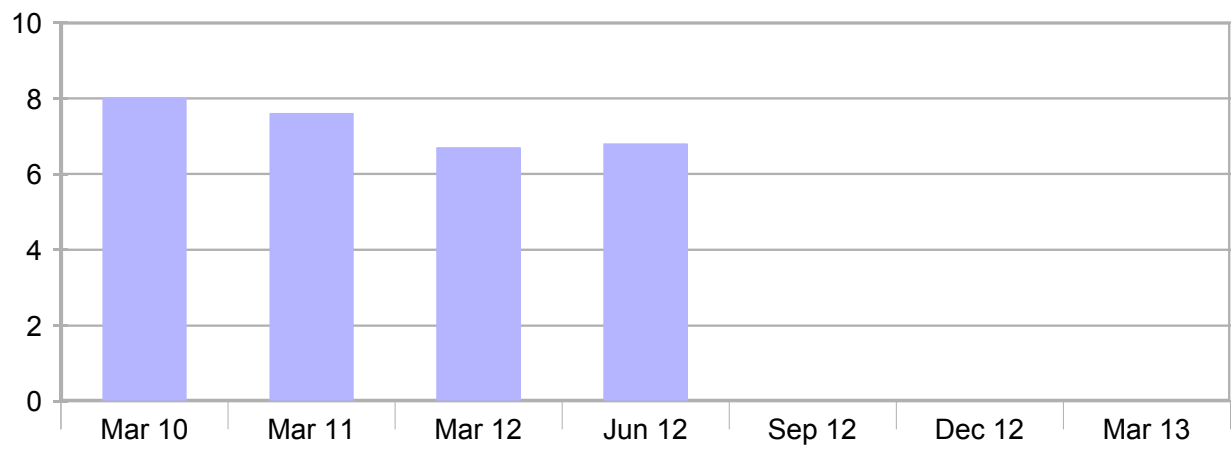
Turnover - percentage of staff leaving as a percentage of headcount



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Turnover	11.3%	14.1%	16.1%	16.5%			

Data Notes
 Data is reported as a rolling 12 month rate
 Casual Relief, Sessional and Supply (CRSS) staff are not included
 Schools staff are not included

Percentage of staff (headcount basis) aged 25 or under



Trend Data - snapshot	Previous Years			Current Financial Year			
	Mar 10	Mar 11	Mar 12	Jun 12	Sep 12	Dec 12	Mar 13
Aged 25	8.0%	7.6%	6.7%	6.8%			

Data Notes
 Data is reported as snapshot position at each quarter end
 Casual Relief, Sessional and Supply (CRSS) staff are not included
 Schools staff are not included

Disciplinarys, Grievances and Employment Tribunals

Trend Data – snapshot	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Disciplinarys	46	39			
Grievances	4	9			
Harassment	7	3			
Performance & Capability					
- Performance	20	27			
- Ill Health	124	100			
Employment Tribunals	0	4			
TOTAL CASES	203	182			

Data Notes

Data is reported as the number of cases open and being dealt with at quarter end.

Health and Safety Incidents

Trend Data – rolling 12 months	Previous Years		Current Financial Year			
	Mar 11	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Incidents reported	1,823	1,350	1,340			
Days lost	1,472	1,027	1,050			

Data Notes

Data is reported as 12 month rolling totals
Schools staff are included

RIDDOR

Trend Data	Previous Years		Current Financial Year			
	Mar 11	Mar 12	Jun 12	Sept 12	Dec 12	Mar 13
Major injury incidents	12	6	1			
Over 3 day injuries	54	42	N/A			
Over 7 day injuries	N/A	N/A	7			

Data Notes

Data is reported as quarter totals for current year and full year counts for previous year
Reporting of this data is a legal requirement under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR 1995).
The requirement to report to the Health & Safety Executive major injury incidents resulting in over 3 days lost time has changed to over 7 days.

By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Cabinet Meeting

Date: 17 September 2012

Subject: Kent County Council Equality Policy Statement and Objectives

Classification: Unrestricted

Summary: This report sets out the new Equality Statement and Policy Objectives for Kent County Council following the implementation of the Equality Act 2010. Cabinet is asked to adopt the standards.

The report was considered by the Policy & Resources Cabinet Committee on 11 July 2012 as part of the decision making process. It is being brought to this Cabinet meeting for final decision.

FOR DECISION

1. Introduction

- 1.1 In April 2010 the Equality Act replaced previous anti-discrimination laws with a single act to make the law simpler. The act covers nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership sex and sexual orientation. Every person has two or more of the protected characteristics, so the act protects everyone against unfair treatment.
- 1.2 The Public Sector Equality Duty ('The Duty' Section 149 of the Equality Act 2010) came into force in April 2011. It requires public bodies to have 'due regard' to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - Foster good relations between people who share a protected characteristic and those who do not.

- 1.3 Implementing the general duties requires a culture change which takes time and commitment. Kent County Council, as a public body must show that it has paid “due regard” to equality issues. This in practice means the Council should prioritise the most significant inequalities in employment and or service delivery.

This is not just about the numbers of people affected. Good practice procedures to fulfil the General Duties include:

- Gathering and analysing information
- Consulting stakeholders
- Carrying out evidence gathering and information on which key decisions have been made via equality impact assessments (EqIAs)
- Prioritising and implementing equality objectives
- Reporting and reviewing
- Monitoring Requirements

- 1.4 The public sector equality duties take a fundamentally different approach. Public authorities are now legally obliged to promote equality of opportunity and eliminate discrimination for service users and staff, rather than waiting for individuals to complain. They have to go beyond ticking boxes and to review progress to ensure that they deliver results. If there are no positive outcomes, public authorities will be failing in their legal duties. This is a step towards a society where equality is the norm and diversity is seen as a benefit to everyone.

2. Kent Context

- 2.1 Kent County Council has experienced a period of significant change with reductions to its budget resulting in major reorganisations and some reductions to staffing and services and it has a new, leaner structure. Maintaining a strong commitment to equality during a period of upheaval is always a challenge; it’s difficult to achieve improvements in service delivery against a backdrop of reductions, but the Council has managed to continue with essential everyday work, adjust to its new conditions and move forwards in some areas.

In light of this, there are other contextual changes:

- 2.2 **Welfare Reform-** Changes to benefit entitlements will mean the profile of our communities, including levels and areas of deprivation, could change. Our role in supporting people to access the information and benefits they are entitled to and influencing the economic conditions and access to jobs, so that work really can pay, will be crucial.

- 2.3 **Education-** Our responsibility for education is changing. As schools become independent and more diverse in nature, our relationship with schools in championing the needs of the most vulnerable, closing the gap in outcomes and improving social mobility may change.
- 2.4 **Partnerships-**Our influence on education, transport and the environment means we are ideally placed to address the root causes of poor health. At the same time, by working in partnership we can support local communities and groups in relation to other key determinants such as housing and employment.
- 2.5 **Health-**The role we play in improving health and wellbeing has become more prominent. The new Health and Wellbeing Board has brought together organisations to coordinate and oversee the development of integrated approaches to the commissioning of services. KCC has a lead responsibility for a range of local public health improvement and prevention work. Addressing health inequalities and ensuring access to public health information is now our responsibility. Healthwatch will be the consumer voice for health and social care. Through these arrangements, the voices of people at risk of discrimination and inequalities need to be heard.
- 2.6 The Council has taken a whole organisation approach to addressing issues of inequality both in relation to the provision of services and the way it manages and develops its workforce. These two areas are not only interlinked, but will also ultimately impact on KCC's ability to deliver its Public Sector Equality Duties.

3. Equality Policy and Objectives

- 3.1 KCC's equality objectives have therefore been developed drawing on the Council's current priorities and taking into account known areas of national concern in relation to equality.
- 3.2 The final policy statement and objectives are in Appendix 1.

4. Risks

- 4.1 KCC is required to set Equality Objectives that are specific and measurable and which will enable the Council to show progress on equality. They must be consistent with the Equality Act. This duty came into force on 6 April 2012. In order to mitigate this risk, KCC's previous equality strategy has been carried over until the revised policy and objectives are agreed.
- 4.2 Duties under previous legislation were focused on race, gender and disability as noted in paragraph 1.1, the Equality Act covers a broader range of

protected characteristics. Consequently, the organisation was at risk of failing to meet duties in relation to the other protected characteristics. which could impact on organisational changes, savings targets and the reputation of the organisation.

- 4.3 April 2010 to March 2011 saw considerable change within the Council. A new centralised Equality and Diversity Team was established and a change in the approach to equality and diversity across the Council. The Equality and Diversity Team has been raising the profile of the new Equality Act to so that policies can be revised, web pages amended and staff are aware of their new obligations and, where appropriate, services will be reviewed to ensure compliance. As a result of a recent internal audit, internal controls have been strengthen and proposed objectives have been made more specific and measurable.

5. Consultation

- 5.1 We consulted with Members, external stake holders, Directorate Management Teams, employees and staff groups between May – July 2012. Changes made as a result of consultation can be seen in Appendix 2.

6. Equality Impact Assessment

- 6.1 Initial screening of the objectives indicated that the revised policy and objectives will have a positive impact on all the protected characteristics. This proposition was tested as part of the consultation... Consultation feedback highlighted the need to improve the recognition, and engagement of vulnerable groups and stakeholders in Kent (Appendix 3 EqIA).

7. Conclusion

- 7.1 The objectives will enable transparency and accountability in relation to defining what the equality issues are in the business priorities for Kent as a County and its administrative body. They will enable Equality performance to be embedded where they will have the greatest impact, within the business. They will also enable Kent County Council to demonstrate compliance and to have a focused and integrated approach towards equality across the organisation.

8. Recommendations

Cabinet is asked to:

1. Agree the proposed equality policy statement and objectives.
2. Agree to KCC equality objectives to run from October 2012 to September 2016.

3. Agree to the objectives to be sent to all committees so that Directorates are able to plan business objectives with the correct equality performance indicators.
4. Agree that actions to achieve the objectives should be determined through annual business plans and priorities.
5. Continue to receive the annual performance report which will help to monitor and review compliance against the objectives and the Equality Act 2010.

Background Documents :

Corporate Board – 18 June 2012
P&R Cabinet Committee Report – 17 July 2012
Equality Impact Assessment

Contact Details

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Appendix 1

KCC Equality & Diversity Policy Statement and Objectives 2012-2016

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets. The different ideas and perspectives that come from diversity will help the Council to deliver better services as well as making Kent a great county in which to live and work.

As a major employer and provider of a wide range of services, KCC is committed to and will challenge inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with all its statutory partners, including social enterprise, business and the voluntary sector, KCC is also committed to achieving the highest possible standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

The Council will promote equality in employment and service delivery by:

Working with all our partners to define and jointly address areas of inequality – In particular through Kent's

- Draft Poverty Strategy
- Bold steps for Education
- Kent Children and Young People's Joint Commissioning Board Strategy
- Mind the Gap - Health & Wellbeing Strategy

We will know that we have been successful when... [\[hyperlink to Strategy and performance measures\]](#)

Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

We will know how well we are doing by knowing:

- % Top earners across the protected characteristics (BME, Sexual Orientation, Disability, Age)
- Turnover by protected characteristics
- TCP Ratings by protected characteristics
- Staffing information during restructures by protected characteristics (numbers redundant, retained and promoted)
- Numbers of apprentices securing employment at end of apprenticeship

- Tribunals and Employee Relations case work profiled by protected characteristics

Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services through:

- keeping residents and staff informed;
- enabling communities to have their say through consultations
- making sure that communities have easy access to accessible information
- knowing who makes up the communities in Kent

We will measure the impact of our engagement through

- the Council's employee engagement survey,
- performance against the employee engagement action plan
- consultations, and the outcome of consultations
- the Community Engagement team activity and user satisfaction tools.

Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions by:

- Understanding what and how the data will be used
- Providing best practice guidance on the collection and use of data for staff
- Offering guidance, updates and training on how to use and collect data
- Clarifying what data need/ use when commissioning services from partners
- Consistent and clear standards in the use of data in defining service need and managing the performance of services

We will measure the impact through:

- The availability of improved levels of data
- Improved use of equality analysis as part of the evidence basis in EqIA's and key decisions.
- Ensuring that the data is used as part of core performance management.
- All parts of the business are able to identify and collect relevant data

Providing inclusive and responsive customer services through:

- Understanding our customers
- Connecting with our customers effectively and efficiently
- Empowering staff to meet service expectations
- Improving access to services

- Working with our partners to improve our customer experience

This will be measured through the success of our customer service strategy
[\[hyperlink to KCC Customer Service Strategy\]](#)

Understanding and responding to the equality impacts when KCC is doing its work by

- Ensuring we understand the impact of all our decision through undertaking equality analysis
- Ensuring that we understand and monitor the cumulative equality impacts of the decisions that are taken within the Council
- Ensuring with have the best internal process for making good decisions that take equality and diversity into account

We will know we have been successful when

- All our key decisions take into account equality analysis
- Our commissioning and procurement activities are more efficient and focused

Appendix 2

Post Consultation Equalities and Diversity policy statement for 2012-2016

Pre Consultation

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets.

As a major employer and provider of a wide range of services, KCC is committed to challenging inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with its statutory partners, social enterprise, business and the voluntary sector, KCC is also committed to achieving the most appropriate standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Post Consultation

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets. The different ideas and perspectives that come from diversity will help the Council to deliver better services as well as making Kent a great county in which to live and work.

As a major employer and provider of a wide range of services, KCC is committed to and will challenge inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with all its statutory partners, including social enterprise, business and the voluntary sector, KCC is also committed to achieving the highest possible standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership,

Key changes

Despite the fact the majority of respondents felt that the statement was appropriate and clear, some helpful suggestions were made around the recognition of the benefits of recognising diversity.

As such a few minor changes have been made to the first paragraph of the statement.

Changes have also been made to the third paragraph to demonstrate our commitment to working with all partners in achieving the highest standard's of service delivery possible

Reason for position

The policy statement is clear , concise and sets the County Council's position in relation to its duties and how it affects resident and visitors to Kent

The Council will promote equality in employment and service delivery by:

pregnancy and maternity, race, religion or belief, sex or sexual orientation.

The Council will promote equality in employment and service delivery by:

Working with partners to address areas of inequality

Working with all our partners to define and jointly address areas of inequality – In particular through Kent’s

- Poverty Strategy
- Bold steps for Education
- Kent Children and Young People’s Joint Commissioning Board Strategy
- Health & Wellbeing Strategy
- Mind the Gap

We will know that we have been successful when... [\[hyperlink to Strategy and performance measures\]](#)

Some respondents felt that this objective was too “high level” and not specific enough in what it meant- As such, some of the key strategies that are being developed in the organisation, will be included so that all can see key areas/ priorities for KCC

Once the strategies have been agreed, a hyperlink to the strategy and performance framework will be created so that the equality work can be seen in context

Issues may emerge over the next few years to which the organisation and partners will need to respond. Working with key partners means that these areas of policy and priority are addressed, and equality is part of the issues that are addressed.

Promoting fair employment practices and creating an organisation that is aware of equality and diversity and able to deliver its Public Sector Equality Duty

Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

Additional /Changed Performance

Some respondents felt that we should be going further than being aware of equality and diversity and that we needed to show commitment to undertaking our duties – the language used has been

One of the greatest resources in KCC both in terms of investment and the ability for KCC to deliver innovative and responsive services to customers is its employees.

Measures

- % Top earners across the protected characteristics (BME, Sexual Orientation, Disability, Age)
- Turnover by protected characteristics
- TCP Ratings by protected characteristics
- Staffing information during restructures by protected characteristics (numbers redundant, retained and promoted)
- Numbers of apprentices securing employment at end of apprenticeship
- Tribunals and Employee Relations case work profiled by protected characteristics

changed slightly to show this commitment.

A number of additional performance measures were put forward which have been included.

Employees are also the agents through which Equality duties will be delivered. From welcoming customers and providing services to the county to undertaking Equality Impact Assessments to developing policy to. Staff will be on the “frontline” of delivering KCCs Public Sector Equality Duties.

Staff are also customers of the authority- from using roads to services such as schools, libraries and Social Care.

The public in Kent and beyond are also the pool of talent from which KCC will draw the best employees. KCC looks to maintain its reputation as an employer that recognises the dignity and well being of its staff and to recognise the ambassadorial role that staff have in promulgating the reputation of the organisation. This helps KCC attract the best staff to the organisation.

Improving the way KCC listens to and engages with its employees, communities and partners to develop policy and services

Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services through:

- keeping residents and staff informed;
- enabling communities to have their say through consultations
- making sure that communities have easy access to accessible information
- knowing who makes up the communities in Kent

We will measure the impact of our engagement through

- the Council's employee engagement survey,
- performance against the

Feedback from consultation noted that KCC should demonstrate how this duty would be discharged.

Some respondents noted that there should be better identification of stakeholder and vulnerable groups

As such the experiences of staff through the "life cycle" of employment is critical- both in relation to liabilities for the organisation as an employer and critically in relation to the experience of staff as employees and ambassadors for the reputation of KCC as an employer and deliverer of services

The Localism Act 2011- speaks of: "Push[ing] power downwards and outwards to the lowest possible level, including individuals neighbourhoods, professionals and communities as well as local Councils and other local institutions" ([DCLG, 2012](#)). Implicit in this approach is that there will be partnership and involvement by local communities in shaping local agendas, and holding to account key decision makers. Calls for transparency through the five key measures will mean that it is important that there is an open dialogue with staff, communities and partners.

An engaged workforce is critical for ensuring that the services KCC delivers are of the highest level. Part of engaging with employees is to ensure that the approach is inclusive and reflects differing perspectives on

employee engagement action plan

- consultations, and the outcome of consultations
- Community engagement team and user satisfaction tools.

engaging with work and the employer.

Improving the collection monitoring and use of data to inform service design delivery and policy decisions.

Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions by:

- Understanding what and how the data will be used
- Providing best practice guidance on the collection and use of data for staff
- Offering guidance, updates and training on how to use and collect data
- Clarifying what data need/ use when commissioning services from partners
- Consistent and clear standards in the use of data

We will measure the impact through:

- The availability of improved levels of data
- Improved use of equality

Internal audit has found KCC to have limited compliance against the requirements of the Equality Act.

The need for consistency in our approach to the collection of data was cited with an emphasis on quality and use.

Improving the way in which information is collected and analysed in relation to the services that KCC delivers will provide more effective performance managements and also be key in enabling effective procurement and commissioning

Telling people why we ask questions and how we will use it will be critical in KCC fulfilling this objective

It is important that KCC has a clear understanding of the community it serves, understands the changes to the community and the impact these changes will have on service provision.

Improving the quality and content of data means that KCC will be better able to respond to the needs of customers, and effectively manage or commission services in a way that is financially sound and purposeful at the point of use.

It also enables the organisation to understand what the customer experience is in relation to the services that they have received and

analysis as part of the evidence basis in EqIA's and key decisions.

- Ensuing that the data is used as part of core performance management.
- All parts of the business are able to identify and collect relevant data

allows the organisation to address issues and to improve change and develop services.

It provides a strong evidential basis for future planning and past performance.

Examples from other sectors show that the organisations that understand their customer base are the ones that grow and thrive. From this comes opportunities for development and innovation

Providing inclusive and responsive customer services

Providing inclusive and responsive customer services through:

- Understanding our customers
- Connecting with our customers effectively and efficiently
- Empowering staff to meet service expectations
- Improving access to services
- Working with our partners to improve our customer experience

This will be measured through the success of our customer service strategy

The Customer service strategy has a number of work streams that will have equality implications and will only be successful if it can demonstrate a clear understanding of who's KCC's customers are and provide and network and responses that meet the needs of those

Understanding who KCC's customers are will be critical in the organisation's ability to shaping and developing creative and efficient responses in order to face the challenge presented

The Customer Service strategy is the standard to which various services across KCC will be expected to operate.

Ensuring equality and diversity is embedded in relation to expected standards of management/monitoring/delivery with out-facing services will result in core considerations being included in the work of the teams who adopt this model. This will serve to bring the organisation

Understanding and responding to the equality impacts when carrying out duties and taking decisions.

[\[hyperlink to KCC Customer Service Strategy\]](#)

Understanding and responding to the equality impacts when KCC is doing its work by

- Ensuring we understand the impact of all our decision through undertaking equality analysis
- Ensuring that we understand and monitor the cumulative equality impacts of the decisions that are taken within the Council
- Ensuring with have the best internal process for making good decisions that take equality and diversity into account

We will know we have been successful when

- All our key decisions take into account equality analysis
- Our commissioning and procurement activities are more efficient and focused.

in the delivery of services

Some respondents felt the objective was to technical and serviced only ticked boxes. However, this objective reminds KCC that it must follow due process in decision making and is related costly to our internal governance structures however demonstrate the comment to the public as to how KCC will fulfil this duty,

Changes to local government in terms of expectations and real per capita funding mean that the way in which KCC has planned and delivered services will have to change.

The move towards a commissioning authority, rather than one that delivers services directly, will mean that what is provided must be focused on the areas identified as priorities by Members, and must also consider the needs of people in relation to their Protected Characteristics.

Furthermore, a change of approach to the Council's core services will work to attract a broader customer base in order to sustain services. Using equality analysis to Improve design, delivery and access will mean that KCC is a provider of choice for those who control their budgets. It will also improve the effectiveness of KCC's commissioning and procurement processes. In addition, the authority that will be able to demonstrate commitment to its Equality Duties and the difference this makes.

Appendix 3

Part 1: INITIAL SCREENING

Context

In April 2010 the Equality Act replaced previous anti-discrimination laws with a single act to make the law simpler. The act covers nine protected characteristics.

Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment.

The Public Sector Equality Duty (Section 149 of the Equality Act 2010) came into force in April 2011. It requires public bodies to have 'due regard' to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

Aims and Objectives

In October 2011 the Government Equality Office (GEO) published guidance on what public bodies are expected to publish in order to show how they meet the Duty. The guidance states that public bodies:

- Must publish their first equality objectives by 6 April 2012, with subsequent objectives published at least every four years
- Must decide how many equality objectives it should set and what they should be
- Objectives should take into account evidence of equality issues across all its functions, consider issues affecting people sharing each protected characteristics and take into account about the three aims of the Duty.

The purpose therefore of setting objectives is to strengthen performance against the requirements of the Equality Duty. Through the analysis of our performance to date, a set of proposed equality objectives have been established to provide a framework for the Council to underpin the priority action necessary to achieve its obligation to meet its public sector general duty. To gain assurance that the proposed Equality Objectives are meaningful and reflective of the priority action required of the Council, the following objectives have been proposed for consultation:

The Council will promote equality in employment and service delivery by:

- Working with partners to address areas of inequality

- Promoting fair employment practices and creating an organisation that is aware of equality and diversity and able to deliver its Public Sector Equality Duty
- Improving the way KCC listens to and engages with its employees, communities and partners to develop policy and services
- Improving the collection monitoring and use of data to inform service design delivery and policy decisions.
- Providing inclusive and responsive customer services.
- Understanding and responding to the equality impacts when carrying out duties and taking decisions.

Beneficiaries

The following beneficiaries have been identified:

- Kent County Council- Members and Officers
- Residents
- Service users
- Strategic Partners
- Voluntary and Community Sector
- Visitors to the County

Consultation and data

To find out more about the population profile of the County, please click here.

<https://shareweb.kent.gov.uk/Documents/facts-and-figures/Equalities%20and%20diversity/kcc-edprofile-apr2012.pdf>

The profile of the County in addition to its close proximity with London and international borders means that the equality objectives will cut across all protected characteristics. As such consultation will be focused at all 9 characteristics and key beneficiaries.

Potential Impact

Adverse Impact:

No adverse impacts have been identified in relation to groups with protected characteristics in the proposed equality objectives. It is envisaged that the adoption of the equality objectives will result in services that have paid due regard to protected characteristics in relation to the design and delivery of services.

Positive Impact:

The objectives will enable the organisation to achieve the outcomes of its plans and at the same time will be able to deliver against its public Sector equality duties.

Part 2: FULL IMPACT ASSESSMENT

Name

KCC Equality Objectives

Responsible Owner/ Senior Officer:

Matt Burrows

Date of Full Equality Impact Assessment:

15 August 2012

Scope of the Assessment

Assumptions made that the objectives identified will respond to the needs of the different PC Groups under the Equality Act

Information and Data

See above consultation and data section.

Involvement and Engagement

A significant number of groups and representatives were directly contacted and invited to participate in the consultation process. In addition to this, awareness was raised through the Kent County Council websites.

Judgement

The final objectives will have a positive impact on all protected characteristics. Key areas of concerns where:

- the recognition of the benefits of recognising diversity.
- commitment to working with all partners in achieving the highest standard's of service delivery possible
- KCC needed to show commitment to undertaking our duties – the language used has been changed slightly to show this commitment
- KCC need to show how this duty would be discharged.

Also it was felt that:

- Improving the way in which information is collected and analysed in relation to the services that KCC delivers will provide more effective performance managements and also be key in enabling effective procurement and commissioning

As such the objectives have been adjusted to reflect these changes

Action Plan

See below

Monitoring and Review

Monitoring and review will be undertaken through the creation of an internal working group who will oversee KCC’s compliance against the requirements of the Equality Act 2010

An annual report will be put before members to demonstrate compliance and progress against the objectives.

Equality and Diversity Team Comments

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: _____ Name: _____

Job Title: _____ Date: _____

DMT Member

Signed: _____ Name: _____

Job Title: _____ Date: _____



Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	Internal management group to oversee the implementation of the Objectives	Review of existing groups	Consistent Compliance with the Equality Act 2010 across KCC	Amanda Honey/ Matt Burrows	September-December 2012	On-cost- part of core delivery.
All	See KCC Objectives embedded in core business	Business plans and performance frameworks aligned against the objectives	Consistent Compliance with the Equality Act 2010 across KCC	Amanda Honey/ Matt Burrows	September – December 2012	On-cost- part of core delivery.
All	Compliance and progress against objectives	Annual Report	Members and Public are aware of progress against objectives and compliance against the Equality Act 2010	Amanda Honey/ Matt Burrows	Annual Reporting cycle	On-cost- part of core delivery.

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By:	Mike Whiting, Cabinet Member for Education, Learning & Skills Patrick Leeson, Corporate Director for Education, Learning & Skills
To:	Cabinet – 17 September 2012
Subject	COMMISSIONING PLAN FOR EDUCATION PROVISION 2012-17
Classification:	Unrestricted

Summary:	This report presents the final Commissioning Plan for Education Provision 2012-17 for consideration and approval, prior to publication
Recommendations:	Cabinet are requested to approve the Plan

1. Introduction

1.1 The Local Authority has held a consultation on its draft Education Commissioning Plan. The Plan sets out how Kent will discharge its statutory responsibility as the Strategic Commissioner of Education Provision, to provide sufficient school places to meet the demands of increased pupil numbers and to make the provision available in a way that is responsive to parental preferences. It reflects the fact that the Local Authority role has changed to being the commissioner, as well as continuing to be a provider, of school places. It sets out the principles by which we will determine proposals, the forecast need for provision for the next four years, and the commissioning needs which arise in each district as a consequence. It includes clear proposals for increased provision in 2013 and 2014 and looks ahead to 2017 with what the forecast data indicate about additional places.

2. Consultation

2.1 On 24 April 2012 Kent County Council placed the draft Commissioning Plan for Education Provision 2012-2017 on public consultation. The consultation lasted for 8 weeks, ending on 19 June.

2.2 During the consultation period a series of meetings were held across the County involving Headteachers, Governor representatives, Members, District Locality Boards and District Councils.

2.3 84 responses were received by 19 June. Of the 84 responses, 45 concerned specific schools, with 30 of these about Weald Primary School. Seven parish councils responded and six District / Borough councils submitted written comments. We received responses from three colleges, two dioceses, Kent Public Health, a property developer and there was a variety of responses from parents, members of the public, headteachers and governors. Some responses were from schools coming forward with proposals. Overall the responses were positive and there was wide appreciation of what we are trying to achieve around openness and transparency. Some responses pointed out inconsistencies in the plan about projected numbers and the need for new provision in in

some areas. The consultation process itself was designed to capture more local intelligence about the need for new school places in each area as a means of revising the forecast data.

2.4 On 10 July Education Cabinet Committee considered the responses to the consultation on the draft Commissioning Plan for Education Provision. Following the Education Cabinet Committee's comments, and taking on board the consultation responses, work was undertaken to make final amendments, and as agreed an amended version will be presented to the Committee on 12 September 2012, prior to the Cabinet meeting on 17 September.

3. Purpose of the Plan

3.1 The Local Authority is the strategic commissioner of education provision in the County. It has duties to ensure:

- there are sufficient places for 3 and 4 year old children to be able to access their free early years entitlement (15 hours per week for 38 weeks a year); from September 2013, this duty will extend to providing free places to disadvantaged 2 year olds;
- all Kent residents of statutory school age (5 to 16 years old) have school places, if their families wish to take these up;
- it provides full-time education to children who are not in school for reasons of illness, exclusion or otherwise;
- that from September 2013 all 16/17 year olds are in full time education or employment with training; and from September 2015 all young people are in such provision up to their 18th birthday;
- that children and young people are assessed, and statements of Special Educational Need (SEN) issued, where appropriate; this may require placement in special education provision in order to meet the child's needs. These responsibilities may extend to young people up to the age of 24;
- that it considers parental representations about the exercise of its functions in relation to the provision of primary and secondary school education.

3.2 The key challenge for the Authority is to ensure that it effectively discharges these duties, while also raising educational standards and meeting parental wishes. In the school sector, the County Council has set the following targets for achievement by 2015:

- There will be more good schools, with at least 85% of primary and secondary schools judged as good or outstanding. All special schools will be good or outstanding
- At least 85% of families secure school places at their first preference school, and 95% secure either their first or second preference
- We maintain at least 5% surplus capacity in the primary school sector in each District of Kent
- We maintain at least 5% surplus capacity in the secondary school sector in each travel to learn area of Kent

3.3 The Plan sets out the data and analysis behind the commissioning decisions which the Authority is making, or is likely to make in future. The Plan also exists to inform Kent residents about when and where provision in their local area may change, and to stimulate the "market" with potential education providers. The Plan seeks to provide transparency about the principles and planning guidance which KCC will use when making commissioning decisions.

4. Overview of Demographic Change

4.1 Since 2002 the birth rate in Kent has increased from 56 births per 1000 women aged 15-44 years to a little over 65 births in 2010. This means that the pupil cohort sizes in each year group in schools have increased from 14600 in 2002 to 17600 in 2010. The long term primary school pupil number forecast indicates that primary school rolls will peak in 2016. Beyond this date, the growth in some districts, such as Ashford and Dartford, offset the reducing school numbers in other Districts. Clearly, these long term forecasts are influenced by anticipated levels of house building and expected inward migration. Our forecasts take into account patterns of school attendance across local authority boundaries, which are predominantly a secondary school factor with 3000 out of county children attending Kent secondary schools, and the fact that only 92% of primary aged, and 87% of secondary aged Kent resident children attend maintained schools and academy schools in Kent. The remainder are educated at home, in independent schools, special schools or in alternative education provision.

4.2 The increasing Reception Year numbers in primary schools are expected to plateau in 2012/13 (16,800 pupils compared to 14,500 in 2006/07), although a spike is expected in 2015/16 (17,200). The total roll of primary schools will increase through the forecast period (from 106,000 in 2008/09) up to 2016/17 (118,000).

4.3 Secondary school pupil numbers will continue to fall until 2016/17 (to 76,600 pupils) when Year 7 intake numbers begin to exceed the outgoing Year 11 cohorts. Year 7 pupil numbers will increase from 15,200 in 2013/14 to 16,800 in 2019/20, then begin to reduce again, and thus secondary school rolls will fall shortly after this time.

5. Commissioning Needs

Early Years

5.1 Kent has been set a target by Government to create 3600 places for 2 year olds by September 2013 to enable the most disadvantaged children to access free provision for up to 15 hours a week (for 38 weeks a year). The target for September 2014 is 7000 places. It is expected that the private and voluntary sectors will provide these places, and officers are working with providers to secure the necessary provision. The Local Authority is the provider of last resort and in situations where no providers come forward, the Authority will need to make its own provision available to parents.

Primary School Places

5.2 In order to meet needs, Kent has added 2171 places in primary schools across Kent in the period 2010 to 2012, at a cost of £10.2m. This has been through a mix of temporary increases in the number of Reception Year children admitted to particular schools to cope with bulges in a locality, permanent enlargements of other schools, and new school provision in areas of housing growth.

5.3 The Commissioning Plan identifies the need for further capacity in the primary sector. In terms of Reception Year places, the need is 1025 places for September 2013 (compared with September 2010); a further 972 places in the period 2014 to 2016; and another 1628 in the period beyond 2016 (please note beyond 2016 need is linked to District Councils' proposed or agreed Local Development Frameworks which typically run to 2025 or 2030, and these provide details of expected housing growth). It is anticipated that the nearly all these needs will be met through permanent expansions of schools.

5.4 In the Commissioning Plan, clear proposals have been identified to address the vast majority of these needs arising in 2013 and 2014 for Reception Year places. These

proposals mean additional provision in 50 schools. In many cases delivery of these additional places, and the necessary accommodation, remains subject to legal processes such as planning approval and therefore substitute proposals may be required in a few cases. The breakdown of number of Reception Year places being added by District is set out below (note, these represent additional places compared to September 2010):

Kent Summary		2013	
District	Temporary Year R Places added	Permanent Year R Places added	
Ashford	60	140	
Shepway	30	15	
Maidstone	0	131	
Tonbridge and Malling	30	43	
Tunbridge Wells	0	170	
Sevenoaks	0	85	
Dartford	0	180	
Gravesham	0	60	
Thanet	0	120	
Swale	0	150	
Total	120	1094	

Kent Summary		2014	
District	Temporary Year R Places added	Permanent Year R Places added	
Ashford	0	140	
Shepway	30	45	
Maidstone	0	131	
Tonbridge and Malling	30	43	
Tunbridge Wells	0	170	
Sevenoaks	0	85	
Dartford	0	210	
Gravesham	0	100	
Thanet	0	120	
Swale	0	150	
Total	60	1194	

5.5 The provision of 1194 permanent Reception Year places equates to 40 forms of entry in Kent's primary schools and will provide 8358 additional places across all year groups from Years R to Year 6. Providing the accommodation for these places is estimated to cost £42.6m. Provision for this has been made in the 2012/13 to 2014/15 Capital Programme, although currently we only have a 2012/13 capital allocation from Government. As some accommodation will not be needed for a few years (as larger Year Reception cohorts work through the school), there is the opportunity to phase some of this expenditure in to the subsequent capital programme, and Officers are working through this detail currently.

Secondary Schools

5.6 The Commissioning Plan identifies the need for 480 Year 7 places in secondary schools to be added by 2016, 390 of which are needed on a permanent basis. This means 13 forms of entry, which is 1950 additional permanent places for 11-16 year olds

pupils in all year groups from Year 7 to Year 11. In July 2012 the Secretary of State for Education announced that three new free schools are likely to open in Kent in September 2013. These schools are expected to offer 240 Year 7 places between them (1200 places in Years 7 to 11). Additionally, a small number of secondary schools/academies, which are their own admissions authorities, have proposed increases to their intake numbers. It is likely, therefore, that much of the need identified in the Commissioning Plan will be addressed by these developments.

5.7 The capital implications of addressing identified need in the secondary sector have not, at this stage, been calculated, as formal proposals need to be invited and developed. The free schools will be funded by Government. Those schools/academies that have increased their intake numbers will have done so on the basis that their governing bodies are satisfied that there is sufficient capacity within the existing accommodation to support this action, or they have funding to increase the accommodation.

5.8 Beyond 2016, the Commissioning Plan identifies the need for a further 3900 permanent new secondary school places (26 forms of entry). All of this need is generated by anticipated growth in Ebbsfleet and Ashford and is therefore subject to the rate of house building. We anticipate developer contributions will provide a significant proportion of the capital costs of these new schools.

5.9 The parental petition for selective provision in Sevenoaks is acknowledged in the Commissioning Plan, and is being actively pursued. The capital costs of supporting this proposal are not yet known.

5.10 The raising of the participation age to 18 years means that education or employment with training opportunities need to be made for an estimated 6000 young people aged 16-18 years, who current do not access education or employment with training. We anticipate most of these opportunities will be made in the further education sector, and in the employment/work base provider sectors. The Education Funding Agency is responsible for capital funding post 16, including in school sixth forms. The Commissioning Plan recognises that more work needs to be done to fully understand the commissioning needs of this group of young people, and more detail will be set out shortly in the 14-24 Learning, Employment and Skills Strategy.

Special Educational Needs

5.11 Work continues in moving forward with the Special School Review proposals to deliver enhanced accommodation for the 10 remaining special schools in Kent which require capital investment. An agreed capital pot of £30m exists to support this. Complete delivery of this programme will provide an additional 372 places in maintained special schools compared to the current pupil numbers.

5.12 The Authority is undertaking an SEN review, and this will influence the next iteration of the Commissioning Plan.

6. Next Steps

6.1 Officers are working with early years providers to ensure that we achieve our targets for the provision of free places for disadvantaged 2 year olds. We are confident that we can deliver this new provision in good time.

6.2 Proposals for increasing primary school capacity for 2013 and 2014 are already in train, as set out in the Commissioning Plan. Capital schemes are being worked to ensure we can deliver these developments in the designated schools. Public consultations on significant school enlargements will be undertaken in the Autumn where legally

necessary, and reported through the Education Cabinet Committee. The early stages of commissioning are beginning for new school provision which will be needed from 2015.

6.3 The Plan will be reviewed, updated and published annually, in the autumn term, following updating of pupil number forecast information and 6 monthly monitoring.

6.4 Further work is being undertaken to refine the Capital Programme as proposals are developed.

6.5 The final approved Plan will be published in October 2012.

7. Recommendations

7.1 Cabinet is asked to approve the Commissioning Plan for Education Provision 2012-2017.

8. Background Documents

Education Cabinet Committee report dated 9 May 2012
Draft Commissioning Plan for Education Provision 2012-17

Lead Officer Contact details

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Commissioning Plan for Education Provision

KENT

2012 – 2017

Final Version



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Contact Details

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Foreword

The role of local authorities within the education sector has been redefined by a combination of legislation. Local authorities have significant core responsibilities as strategic commissioners of education provision, agents for school improvement and champions of children and their communities.

These three responsibilities are intertwined. The role of strategic commissioner is to ensure there is sufficient, suitable education provision, in the right place for all local children and young people; and also to ensure we achieve improved educational standards and good outcomes for children and young people, by ensuring they can attend a good or outstanding school.

New provision opens opportunities to make schools better environments in which to learn. Expansion of popular and successful schools makes these accessible to more pupils. Places should be removed where capacity is not needed and it is necessary to protect standards and the quality of education. However, an element of surplus capacity ensures parents are able to exercise choice, whilst balancing this with the need to achieve an efficient and effective education system.

The County Council's goals by 2015 are to ensure:

- There will be more good schools, with at least 85% of primary and secondary schools judged as good or outstanding. All special schools will be good or outstanding
- At least 85% of families secure school places at their first preference school, and 95% secure either their first or second preference
- We maintain at least 5% surplus capacity in the primary school sector in each District of Kent
- We maintain at least 5% surplus capacity in the secondary school sector in each travel to learn area of Kent
- We make appropriate provision for children with special educational needs so as to reduce by 10% the number who need to attend independent and out of county provision away from their local community

The context within which the Local Authority fulfils its role is changing. The Local Authority is increasingly operating in a more diverse educational environment where decisions about school size and capacity are taken following dialogue and negotiation with a number of providers in the light of local demand. Many schools can now make their own decisions about expansion and there are new providers coming into the market, such as free schools. Nevertheless the Local Authority remains the strategic commissioner of education provision, with a duty to plan strategically and ensure we have the right number and quality of school places for local children and their families. We have a statutory responsibility to monitor the supply and demand for places and for ensuring that there is sufficient capacity to meet demand.

This Commissioning Plan sets out our future plans as strategic commissioner of education provision across all types and phases of education. We will update this on an annual basis and consult regularly on future developments.

County Councillor Mike Whiting
Cabinet Member for Education, Learning and Skills

1. Introduction

- 1.1 This Commissioning Plan for new educational provision in Kent is key to achieving our aim to be the most forward looking area in England for education and learning and one of the best places for children and young people to grow up, learn, develop and achieve.
- 1.2 Good and outstanding schools are the basis of strong communities and a strong local economy. All parents want their children to go to a good school and they want a choice of schools. And all children and young people should be able to achieve well at school, from the earliest years through primary and secondary education, no matter what their background. The goal of the education system in Kent is for all young people to have the best opportunities and to gain the right qualifications for rewarding employment and independence as they become young adults. Securing good quality school places in every community is essential for every young person to have the best start in life.
- 1.3 In Kent we are seeing a significant increase in pupil numbers and consequently a need for new provision. The number of primary-aged pupils is expected to rise significantly from 116,600 in 2011, to 127,300 in 2016. Beyond this point numbers remain comparatively level, although increases in some Districts are off-set by reductions in others. There will be a need to continue to make new provision available in some Districts on a permanent basis.
- 1.4 The secondary-aged population, while reducing between now and 2015 will rise through the latter part of this decade, and fall again in the first half of the 2020s. The number of 11 to 16 year olds in Kent secondary schools is 80,372 in 2011-12, which will fall to 77,600 in 2015 and is forecast to rise to a peak of around 83,200 in 2021. The falling numbers to 2015 mask significant growth in some districts that run counter to the overall trend, so that additional forms of entry in Year 7 in some areas will still be needed.
- 1.5 This Commissioning Plan, therefore, identifies the need for permanent new school provision as follows: 22.1 forms of entry in primary schools and 4 forms of entry in secondary schools across Kent by 2013. By 2016 we will need 30.4 additional forms of entry in primary schools and 13 forms of entry in Year 7 in secondary schools because of growth in some areas, for example in Ashford, Sittingbourne, Tonbridge and Malling and Gravesham. This is roughly equivalent to 25 new primary schools and 2 new secondary schools, although much of it will be achieved by expanding existing schools. Beyond this period we are forecasting a need for 51 new forms of entry in primary schools and 26 new forms of entry in secondary schools. While in many cases these needs are dependent upon future housing development, the increase in demand for education places is significant.
- 1.6 By clearly setting out the Local Authority's future commissioning needs and plans we hope parents and providers will be in a better position to make proposals and suggestions regarding how these needs can be met. This is a different approach to setting out predetermined solutions to perceived need, and should enable a greater range of options to be considered. We welcome the fact that new providers, such as free schools, will be entering the market and believe that parents and communities should have a strong voice in proposals for future school development. The Local Authority also recognises that popular schools may wish to expand, or be under pressure from the local community to do so. We support this greater diversity in the

range of education provision available to Kent children and young people. As the Strategic Commissioner of Education Provision, we welcome proposals from existing schools and new providers that address the needs, identified in this Plan, for new provision to meet increased demand and to improve the quality of education.

- 1.7 The draft Plan was widely consulted on during May and June 2012, and the responses to the consultation have informed this final version for publication. We will continue to consult regularly, review our forecast data and publish a revised Plan on an annual basis. This is an on-going process which will evolve as circumstances change and we take on board the views of parents and communities about the future shape of education provision in Kent.

Patrick Leeson
Corporate Director
Education, Learning and Skills

2. Executive Summary

2.1 Purpose

Kent County Council (the Local Authority) is the Strategic Commissioner of Education Provision in the County. This Commissioning Plan sets out how we will carry out our responsibility for ensuring there are sufficient places of high quality for all learners, while at the same time fulfilling our other responsibilities to raise education standards, and be the champion of children and their families in securing good quality education. The Plan also supports the delivery of the Local Authority's Medium Term Plan, "Bold Steps for Kent", and its "Vision for Kent 2011-21". The purpose of the Commissioning Plan is to be transparent about the future need for education provision in Kent, in order to enable parents and education providers to put forward proposals as to how these needs might best be met.

2.2 Statutory Duties

This Plan seeks to provide the framework within which we discharge the commissioning of future education provision. The Local Authority has duties to ensure:

- there are sufficient places for 3 and 4 year old children to be able to access their free early years entitlement (15 hours per week for 38 weeks a year); from September 2013, this duty will extend to providing free places to disadvantaged 2 year olds;
- all Kent residents of statutory school age (5 to 16 years old) have school places, if their families wish to take these up;
- it provides full-time education to children who are not in school for reasons of illness, exclusion or otherwise;
- that from September 2013 all 16/17 year olds are in full time education or employment with training; and from September 2015 all young people are in such provision up to their 18th birthday;
- that children and young people's learning needs are assessed, and statements of Special Educational Need (SEN) issued, where appropriate; this may require placement in special school provision in order to meet the child's needs. These responsibilities may extend to young people up to the age of 25;
- that it considers parental representations about the exercise of its functions in relation to the provision of primary and secondary school education.

2.3 Delivering Bold Steps – Vision for Education, Learning and Skills

"Our aim is to be the most forward looking area in England for education and learning so that we are the best place for children and young people to grow up, learn, develop and achieve. We want Kent to be a place where families thrive and all children learn and develop well from the earliest years so that they are ready for school, have excellent foundations for learning and are equipped for success in life, no matter what their background. We want every child to go to a good or outstanding school. We have the same expectations for every child and young person to make good progress in their learning, to achieve well at school and to have the best opportunities for an independent economic and social life as they become young adults."

- 2.4** In support of achieving this vision, by 2015 the Local Authority is planning to maintain a modest surplus of primary and secondary school places (between 5% and 7%); to increase the percentage of parents securing their preferred school(s) (at least 85% to secure their first preference, and 95% to secure either their first or second preference); to improve the quality of schools (at least 85% of primary and secondary schools, and all special schools, will be judged as good or better); and to further

develop in-County special education provision so as to reduce (by at least 10%) the number of out-County independent and non-state maintained special school places commissioned for Kent pupils.

2.5 Principles and Guidelines

It is important that the Local Authority is open about the principles and planning guidelines it will adhere to when making commissioning decisions or assessing the relative merits of any proposals it might receive. This Commissioning Plan sets these out.

2.6 Forecasting Future Education Provision Needs

The Local Authority uses data on births and pre-school population figures from the Health Authority to inform the forecasting of pre-school and primary school pupil rolls. Secondary school and post-16 education needs are calculated from primary school rolls and transfer rates to secondary schools. Migration in and out of different parts of Kent and housing developments are taken into account. The methodology for forecasting the future needs for special education provision is being developed further, alongside the Local Authority SEN review, and will be incorporated into the next edition of this plan. Over the last five years, forecasting for primary and secondary pupils at County level has generally been accurate to within plus or minus 1%. As would be expected, local forecasting has a greater variance, largely due to migration and pupil mobility.

2.7 The increasing birth rate in Kent mirrors that of England and Wales. Since 2002, the birth rate has risen from 56 births per 1000 women aged 15-44 years, to a little over 65 in 2010. The birth rates and trends in individual Districts in Kent vary. Long term primary-aged population forecasts indicate primary school rolls will peak around the year 2016. Beyond this date, the growth in some Districts, such as Ashford and Dartford, offset the reducing population in other Districts. This data is used to ensure short and medium term planning decisions make sense in the long term context, with temporary and permanent accommodation solutions being used to meet changing demand.

2.8 The increasing Reception Year numbers are expected to plateau in 2012/13, although a spike is expected in 2015/16. The total pupil number attending primary schools will increase throughout the forecast period up to 2016/17. Secondary school rolls will continue to fall, until 2016/17 when the Year 7 pupil intake numbers begin to exceed the outgoing Year 11 pupil numbers. Year 7 rolls will begin to reduce again from 2020, and thus secondary school rolls will fall shortly after this time.

2.9 Commissioning Additional Temporary and Permanent Places

The Local Authority uses both temporary and permanent increases in school provision to help manage capacity. Where forecasts indicate fluctuating pressure on places, or where short term local demographic factors influence demand, a temporary solution might be sought as the most appropriate or cost effective option. Where forecasts indicate increases in demand caused by new housing development, rising indigenous population or longer term demographic factors, a permanent solution may be the more appropriate solution. Temporary solutions may also be established as a precursor to a permanent solution if rising trends continue.

Commissioned additional places 2010 to 2014

Year	Cumulative temporary places added	Cumulative permanent places added	Total
2010	80	200	280
2011	270	658	928
2012	560	1611	2171
2013	675	3407	4082
2014	735	4459	5194

The cumulative number of places will continue to increase over the next 5-6 years as we admit additional pupils in to Year R, and enlarged cohorts work through all the subsequent school year groups.

2.10 Kent's Forward Plan

Detailed analysis, at District level, of the future need for primary and secondary school places is contained in this Plan. This clearly sets out what provision needs to be commissioned, where, and when. We need permanent accommodation as follows: 22.1 forms of entry (FE) in primary provision and 4 forms of entry in secondary schools across Kent by 2013; 30.4 forms of entry in primary, and 13 forms of entry in secondary by 2016; and 51 forms of entry in primary schools and 26 forms of entry in secondary schools beyond this period. Temporary enlargements (bulge year groups) will also be required. It is recognised that in many cases these needs are dependent upon future planned housing developments, and thus the timing may need to be adjusted. We will keep this under review. However, by clearly setting out the Local Authority's future commissioning plans, it is hoped parents and providers will be in a better position to make proposals and suggestions regarding how these needs are met. The identified needs have been costed to enable the Local Authority's future capital programmes to be delivered.

2.11 Funding for School Places

The Local Authority has a key role in securing funding to provide sufficient numbers of pupil places. The cost of additional school places is currently met from basic need grant from the government, supported borrowing by the County Council and S106 property developer contributions. Other funding options include the Academies and Free Schools programmes. There is a current government funding review for school building which will impact on education provision planning and may result in changes to the existing developer contribution mechanism.

2.12 Special Educational Needs

The Local Authority is currently developing a new strategy for SEN to ensure we make better provision for pupils with special educational needs and disabilities. At present we do not have enough provision in the county for children with autism and behavioural and emotional needs, and there is insufficient provision for post 16 students with learning difficulties and disabilities. Future decisions on SEN provision as well as capacity issues will be considered within the context of the need to consider cost effectiveness and value for money. This Plan provides details of the Special Schools and Units within mainstream schools in Kent, but at this stage does not forecast future needs. This will form part of the next edition of the Plan.

2.13 Early Years Education

In Kent, there is currently sufficient childcare provision for children aged 3 and 4 years. However, the position changes on a regular basis, as providers join and leave

the market. The need for new provision relating to the extension of the entitlement to free provision for 2 year olds in lower income families has been calculated at a District level. The Government has set Kent a target of establishing 3600 places by September 2013 and 7000 places by September 2014. The Local Authority will work with providers to ensure this demand is met.

2.14 Post-16 Education and Training in Kent

The Plan recognises the need to ensure that education or employment with training pathways are available to young people in line with the legislative changes for raising the participation age for young people to age 18 by 2015. This programme of work requires new education and training provision for approximately 6000 more 16-18 year olds each year, and more detailed plans are set out in the 14-24 Learning, Employment and Skills Strategy.

3. The Kent Context

3.1 Bold Steps for Kent¹

Our plans for improvement are set out in Bold Steps for Kent, the local authority's medium-term plan for the next four years, which was approved by the County Council on 16 December 2010.

3.2 There are three clear aims that run throughout Bold Steps for Kent:

- To help the Kent economy grow.
- To put the citizen in control.
- To tackle disadvantage.

3.3 In discharging our role as strategic commissioner of education provision we seek to support delivery of these aims.

3.4 Vision for Kent 2011 - 2021:

A county of differences

- Kent is a collection of diverse small towns - there is no big city.
- Kent's diversity is clear to see when we look at the difference between the richest and poorest areas in the county. For example, in Tunbridge Wells, only 4% of the population is amongst the poorest 20%, while in Thanet it is 42%. Pockets of significant deprivation are found across Kent.
- Numbers of children achieving the expected level in English and Maths when they leave primary school varies by 20% between the best and worst performing areas, and children from low-income families, those with special educational needs and looked after children do less well than other children².

3.5 A Place of Change

Over 100,000 new dwellings are currently planned in Kent by 2026, with the particular focus on the County's two major growth areas in The Thames Gateway and Ashford, where there are pressing demographic challenges in the future. This demand for housing (53,000 in The Thames Gateway and 25,000 in Ashford) places significant pressure on all services and public infrastructure – and shapes the school organisation challenges that we face in the future.

3.6 A Place of Diversity and Choice

Over 240,000 children and young people are educated in Kent schools. There are 765 private and voluntary early years providers and accredited childminders, 1 maintained nursery school, 33 infant schools, 33 junior schools, 450 primary schools, 99 secondary schools³, 24 special schools and 18 pupil referral units.

3.7 The County has a diversity of provision with 247 community schools, 67 academies, 37 foundation schools including a number of trusts and 198 Voluntary-Aided / Voluntary-Controlled schools belonging to Canterbury and Rochester Church of England Dioceses and the Roman Catholic Archdiocese of Southwark, plus Methodist provision. There are 31 single-sex secondary schools, 66 non-selective (high and comprehensive) secondary schools and 33 grammar schools in Kent. Appendix 2 gives a detailed breakdown of Kent schools by type and category.

¹ Read a full copy of the document here:

http://www.kent.gov.uk/your_council/priorities,_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx

² For more information on children and young people in Kent, see Kent's Children and Young People's Strategic Planning Framework 2011-2014.

³ The Primary and Secondary sections of the Folkestone Academy are included within these figures.

- 3.8 There are five general and one specialist further and higher education colleges in Kent, based on 11 sites across the County (see p. 87 for more detail).
- 3.9 Kent has a long history of working with private and voluntary education providers in the pre-school and school sector. The growth in government funded academies and free schools is adding to this, and there are academy chains, such as The Kemnal Trust, Woodards Academies Trust, and the Academies Enterprise Trust sponsoring a small number of schools in the County. Similarly, we have strong links with the training providers and employers in the County who provide invaluable training and apprenticeship opportunities for many of our young people.
- 3.10 There is a wide variety of providers of schools each bringing their own ethos and ideas to the system. This provides parents with choice and helps all schools continue to improve as each learn from the successes of others.
- 3.11 We aim to support and work with the family of schools in Kent, to ensure all children and young people in Kent get the very best education opportunities and achieve well.

4. The Role of the Local Authority in Commissioning Education Provision

4.1 In the national policy context the local authority is the commissioner of education provision. Providers will come from the private, voluntary, charitable and maintained sectors. The role of the local authority is set within a legal framework of statutory duties which are set out below. Within this framework, the local authority continues to be the major provider of education by maintaining most Kent schools and it also fulfils the function of “provider of last resort” to ensure new provision is made when no other acceptable provider comes forward.

Statutory Duties

4.2 Education in Kent can be divided into three age-determined phases (although there is some overlap between these). The three main phases are:

- Early Years, primarily delivered by private, voluntary and independent pre-school providers and accredited childminders, 68 schools with a maintained nursery provision and one maintained nursery school;
- 4-16, “compulsory school age” during which schools are the main providers;
- Post 16, colleges and schools both offer substantial provision, with colleges as the sole provider for young people aged 19-25.

4.3 The local authority also has specific duties in relation to provision for pupils who have special educational needs.

Duties to Provide for Under 5s

4.4 Section 6 of the 2006 Childcare Act gives local authorities a duty to secure the provision of early education and childcare to meet the requirements of parents in their area who require childcare in order to enable them to:

- (a) take up, or remain in, work, or
- (b) undertake education or training which could reasonably be expected to assist them to obtain work.

4.5 Section 7 of the 2006 Childcare Act places a duty on local authorities to ensure that all parents of three and four year olds are able to access the minimum free entitlement (15 hours per week for 38 weeks a year) for up to two years before their child reaches compulsory school age. Local authorities must ensure that sufficient early education and childcare is available which offers the early years free entitlement, including sufficient ‘stand-alone’ places for parents who want to take up only the free entitlement as well as sufficient accessible places for low income families.

4.6 Section 11 of the 2006 Childcare Act places a duty on local authorities to undertake a regular childcare sufficiency assessment⁴ including an annual action plan.

4.7 Kent has participated in a successful pilot project since 2009 delivering 430 places of 12 hours per week funded Early Education provision to eligible 2 year olds. The

⁴ The 2011 full report, can be found on the KCC website at:

<http://www.kent.gov.uk/education-and-learning/childcare-and-nursery-education/cmna-consultation.htm>

focus is on low income families and Kent will increase this offer to 500 places in 2012, 3600 places by 2013 and to 7000 places by 2014.

- 4.8 The Government's consultation on 'Proposed changes to the Entitlement to Free Early Education and Childcare Sufficiency' concluded in February 2012 with guidelines on statutory duties for local authorities expected in April 2012. The Government intends to introduce the duty of providing 570 hours of free early education, equivalent to 15 hours a week over 38 weeks, for the most disadvantaged two year olds from September 2013.

Duties to Provide for Ages 4-16

- 4.9 The law requires local authorities to make provision for the education of children from the first term they begin statutory education as a five year old to the end of the academic year in which their sixteenth birthday falls either at school or otherwise. Kent has a rising 5's policy, which means it admits 4 year old children to Reception classes in primary schools. Most Kent parents choose to send their children to Kent schools. Some parents choose to educate their children independently, either at independent schools or otherwise than at school (ie at home); others will send their children to maintained schools outside Kent (as Kent maintained schools admit some children from other areas). Kent will offer a school place to any resident between 4 and 16 years old.
- 4.10 From age 14 to 16 a minority of young people are offered college placements or alternative curriculum provision, usually through school links. Some children are educated in special schools or non-school forms of special education because of their special educational needs.
- 4.11 The Local Authority has a statutory duty to provide full time education for pupils "not in education by reason of illness, exclusion or otherwise" (section 19 of the 1996 Education Act) and which is appropriate to individual pupil needs. This duty is discharged through Pupil Referral Units.

Duties to Provide for Post 16 Students

- 4.12 As a result of the Apprenticeships, Skills, Children and Learning Act 2009, local authorities are lead strategic commissioners of 16-19 education and training. This means we have a new duty to ensure that sufficient suitable education and training opportunities are accessible to all young people in the county aged 16-19 and those aged 19-24 who have a learning difficulty.⁵
- 4.13 The Education and Skills Act 2008 places a duty on all young people to participate in education or training until their 18th birthday.
- From 1 September 2013, young people will be required to continue in education or training until the end of the academic year in which they turn 17. From 1 September 2015, they will be required to continue until their 18th birthday.
 - This does not necessarily mean staying in school. Young people will be able to choose how they participate post-16, which could be through full-time education, such as school, college or otherwise; an Apprenticeship; part-time education or training if they are employed, self employed; or volunteering for 20 hours or more a week.

⁵ Details of Kent's 14-19 policy are contained in the **14-19 Plan 2010-2015** and a needs analysis outlining our commissioning priorities can be found on the public website.

- 4.14 As a result of the duty on all young people to participate in education or training until their 18th birthday there are new duties for the Local Authority to:
- promote the effective participation in education or training of all 16 and 17 year olds resident in their area; and
 - make arrangements to identify young people resident in their area who are not participating and ensure they are supported to access appropriate provision.
- 4.15 These new duties complement the existing duties to:
- secure sufficient suitable education and training provision for all 16-19 year olds
 - encourage, enable and assist young people to participate,
 - have processes in place to deliver the 'September Guarantee' of an education or training place for all 16 and 17 year olds
 - track young people's participation, local authorities will be supported by duties on learning providers to notify them when a young person leaves learning.

Duties to Provide for Special Educational Needs and Disabilities

- 4.16 The Education Act 1996 and the Special Educational Needs (SEN) and Disability Act 2001 place duties on the Local Authority to ensure that, where necessary, the special educational needs of children and young people in schools (including academies) and pre-school settings are assessed and Statements of SEN issued where appropriate. There is a further duty on the Local Authority to arrange the provision for children with Statements and to keep their Statements annually under review, up to 19 years of age. The SEN Code of Practice 2001 provides recommended guidance on how the legal duties should be discharged. The SEN and Disability Act 2001 places a duty on both schools and the Local Authority to ensure that children and young people with disabilities are not unfairly discriminated against. There are also two key Acts relating to disability discrimination, namely the Disability Discrimination Acts of 1995 and 2005, which apply to both the Local Authority and all schools and settings. These pieces of legislation provide a definition of disability and of discriminatory behaviour, setting out clear expectations of all responsible bodies. All these pieces of legislation have clear implications for how the Local Authority commissions its provision for children and young people with SEN and disabilities.
- 4.17 At the time of writing this Plan, there is a Green Paper on SEN and Disabilities out for consultation and we await the Government's response to the consultation.

Duty to Respond to Parental Representations

- 4.18 Section 14A of the Education Act 1996 placed a duty on local authorities to consider parental representations about the exercise of their functions in relation to the provision of primary and secondary education. The Education and Inspections Act 2006 placed a duty on local authorities to promote diversity and increase parental choice in planning and securing the provision of school places. Representation may include concerns about the quality and quantity of provision available, or about a broader choice of provision, for example, access to a Church school education.

The National Context

- 4.19 The Academies Act 2010 enabled more schools to become academies, and the Education Act 2011 has increased the powers of the Secretary of State to intervene in poorly performing schools, and require these to become academies. The 2011 Act creates a presumption that all new schools will be academies or free schools.

Expansion of Successful and Popular Schools

- 4.20 We are committed to ensuring that every parent can choose a good or outstanding school for their child. Therefore, there is a strong presumption in this Plan that successful and popular schools will be supported to expand. No single definition of a successful and popular school exists, but the school's quality of education as judged by Ofsted, the results in national tests and examinations, the progress rates achieved for all groups of pupils, its rate of improvement and its popularity with parents are factors to be considered. The existence of surplus capacity in neighbouring less popular schools should not in itself be sufficient to prevent the expansion of a popular school, but compelling objective evidence that expansion would have a damaging effect on standards overall in an area may be a reason to limit such expansion in some exceptional cases.

Federations and Statutory Collaborations

- 4.21 The Education Act 2002 (sections 24 and 25) provide for schools to join together in a (hard) federation under the governance of a single governing body. Regulations enable two or more governing bodies to enter in to a statutory collaboration (known as a soft federation) through which they may jointly discharge their responsibilities. Both models can be used to help raise standards in schools and to improve value for money. Where these arrangements are demonstrably improving standards and providing value for money, we would want to support expansion where it is needed in the local area.

5. What are we Seeking to Achieve?

5.1 Delivering Bold Steps – Vision for Education, Learning and Skills

5.2 School organisation and decisions about school organisation can have a significant impact on securing our vision for a high performing education system where every child and young person can go to a good or outstanding school. Our decisions and planning will seek to support delivery of the following related objectives: By 2015 -

- “There will be more good schools, with at least 85% of primary and secondary schools judged as good or outstanding. All special schools will be good or outstanding.” (Delivering Bold Steps)
- “We will help parents to access a preferred school place for their child by increasing ... the number of parents who get their first preference of school to 85%. First and second preferences combined will improve to 95%.” (Delivering Bold Steps)
- “We will maintain at least 5% surplus capacity in school places and ensure we keep pace with demand for school places in each District by providing places of good quality that parents want for their children” (Delivering Bold Steps)
- “We will reduce the number of independent and out of County special school placements by 10% to ensure the needs of Kent Children are met in their locality by developing our SEN strategy to provide more local and cost effective provision.” (Delivering Bold Steps)

5.3 It is important to balance the need for school places and meeting parental preference with the efficient delivery of high quality education services. This requires a modest surplus of school places in any given locality. Too much surplus capacity is financially wasteful, and can impact negatively on school standards. The current guidance provided by the Audit Commission suggests that local authorities should aim to have no more than 10% surplus capacity overall, and recommends that local authorities develop their own notional ‘target’ figure. Audit Commission guidance suggests that local authorities should consider removing excessive surplus capacity in order to secure value for money.

5.4 The local authority will seek to maintain between 5% and 7% surplus capacity in school places and ensure we keep pace with demand for school places in each District by providing places of good quality that parents want for their children. We will take action to reduce surplus capacity where this exceeds 10%, and will seek to exert a downward pressure on levels of surplus capacity where these are forecast to remain significantly above 5% throughout the forecast period.

5.5 It should be noted that overall figures of surplus capacity aggregated at District level can mask localised pressures or a deficit of places in individual year groups. For example it is possible to have surplus capacity but not enough Reception Year places. The level of surplus capacity across any given locality can therefore only be a guide to the actual availability of spaces, and it may be necessary to increase capacity in one area of a District, while simultaneously reducing capacity elsewhere in the District.

- 5.6 It is also important to recognise that the local authority cannot achieve these ambitions without working in partnership with schools and other partners. The increasingly diverse environment in which decisions about school sizes and locations are now taken means that the local authority has to commission school places in an open and transparent fashion, and work closely with all education providers, to secure the best for Kent's children and young people.
- 5.7 The local authority holds similar ambitions for the Early Years and post-16 age groups. We will continue to work with Early Years providers to respond positively to the ever changing needs of families to ensure high quality childcare provision is available to give children the best start in life and support families' working commitments. We are committed to delivering the Government's drive to extend free entitlement to two year olds from disadvantaged backgrounds, and we will work closely with providers to make this happen. Similarly we will work with schools, colleges, employers and training organisations to ensure appropriate pathways and provision are in place for the young people aged 16-19 in Kent.

6. Principles and Guidelines

6.1 It is important that the local authority is open and transparent in its role as the Strategic Commissioner of Education Provision in Kent. To help guide us in this role we will abide by clear principles, and consider school organisation proposals against our planning guidelines. We stress that planning guidelines are not absolutes, but a starting point for consideration of proposals.

6.2 These are our over-arching principles:

- We will always put the needs of the learners first.
- Every child should have access to a local good or outstanding school, which is appropriate to their needs.
- All education provision in Kent should be rated “good” or better, and be financially efficient and viable.
- We will aim to meet the needs and aspirations of parents and the local community.
- We will promote parental preference.
- We recognise perceptions may differ as to benefits and detrimental impacts of proposals. We aim to ensure our consultation processes capture the voice of all communities. To be supported, proposals must demonstrate overall benefit.
- Organisational changes should promote greater diversity of provision in a locality.
- The needs of Looked After Children and those with SEN will be given priority in any commissioning decision.
- We will give priority to organisational changes that create environments better able to meet the needs of vulnerable children, including those who have SEN and disabilities, those from minority ethnic communities and / or are from low income families.
- We will make the most efficient use of resources.
- Any educational provision facing challenges in difficult times will be supported and challenged to recover in an efficient and timely manner, but where sufficient progress is not so achieved we will seek to commission alternative provision / provider.
- If a provision is considered or found to be inadequate by Ofsted, we will seek to commission alternative provision where we and the local community believe this to be the quickest route to provide high quality provision.
- In areas of high housing growth we will actively seek developer contributions to fund or part fund new / additional provision.
- In areas of high surplus capacity we will take action to reduce such surplus.⁶

6.3 Planning Guidelines – Primary:

- The curriculum is generally delivered in key stage specific classes. Therefore, for curriculum viability primary schools should be able to operate at least 4 classes.
- Where possible, planned Published Admission Numbers (PANs) will be multiples of 30 but where this is not possible, multiples of 15 will be used.
- We believe all through primary schools deliver better continuity of learning as the model for primary phase education in Kent. When the opportunity arises we will consider the possibility of either amalgamation of separate infant and junior schools into a single primary school or federation of the schools. However, we

⁶ Actions might include re-classifying accommodation, removing temporary or unsuitable accommodation, leasing spaces to other users, promoting closures or amalgamations. We recognise that, increasingly, providers will be responsible for making such decisions about the use of their buildings, but we believe we all recognise the economic imperatives for such actions.

will have regard to existing local arrangements and seek to avoid leaving existing schools without links on which they have previously depended.

- All present primary school provision is co-educational, and we anticipate that future arrangements will conform to this pattern.
- Over time we have concluded that 2fe provision (420 places) is preferred in terms of efficient deployment of resources.

6.4 Planning Guidelines – Secondary:

- All schools must be able to offer a broad and balanced curriculum and progression pathways for 14-19 year olds either alone or via robust partnership arrangements.
- PANs for secondary schools will not normally be less than 120 or greater than 360. PANs for secondary schools will normally be multiples of 30.
- Over time we have concluded that the ideal size for the efficient deployment of resources is 8fe.
- All but one of our maintained secondary schools admit pupils at age 11. Any new secondary provision would be expected to follow this model, except where it is proposed to be all-aged (primary and secondary).
- Proposals for additional secondary places will need to demonstrate a proper balance between selective and non selective school places.

6.5 Planning Guidelines - Special Educational Needs:

- We will aim, over time, to build capacity in mainstream schools, by broadening the skills and special arrangements that can be made within this sector to ensure compliance with the relevant duties under SEN and disability legislation.
- For children and young people where mainstream provision is not appropriate, we will seek to make appropriate provision through Kent special schools. For young people aged 16 – 19 provision may be at school or college and for young people aged 19 – 25 provision is likely to be college based.
- For young people over 18 we will consider joint commissioning with Adult Social Services and the Health Service to ensure continuity between the two services.
- We recognise the need for children and young people to live within their local community where possible and will seek, therefore, to place them in day places unless residential provision is needed for care or health reasons. In such cases agreement to joint placement and support will be sought from the relevant teams within KCC or the Health Service.

6.6 Planning Guidelines - Expansion of Popular Schools and New Provision

- The local authority supports diversity in the range of education provision available to our children and young people. We recognise that new providers will be entering the market, and that parents and communities are able to make free school applications.
- The local authority also recognises that popular schools may wish to expand, or be under pressure from the local community to do so.
- As the Strategic Commissioner of Education Provision, the local authority welcomes proposals from existing schools and new providers that address the needs identified in this Plan, which include new provision to meet increased demand, and new provision to address concerns about quality.
- In order for the local authority to support any such proposal, they must adhere to the planning principles and guidelines set out above, and meet an identified need.

7. Capital Funding

- 7.1 The Local Authority as Strategic Commissioner of Education Provision has a key role in securing funding to provide sufficient education provision in the County, particularly in schools.
- 7.2 The cost of providing additional school places is met from government basic need grant funding and/or supported borrowing by KCC and S106 developer contribution monies. Kent has benefitted from significant Government grant under the Building Schools for the Future programme (to invest in improving its secondary school estate) and the academies programme.
- 7.3 At the time of writing the Government is currently reviewing the arrangements for the allocation of Government funding for school building. Pending any changes resulting from the review, the Government is confirming funding support on a year by year basis. The 2012-13 allocations were confirmed in December 2011. This creates difficulty in planning investment programmes extending beyond one financial year.
- 7.4 Whilst the review is still in progress it is clear that priority, as was previously the case, will continue to be given to the need for new pupil place provision. Government funding will be allocated on a formulaic basis assessed from information provided by local authorities about forecast numbers of pupils and school capacity. Such funding will only provide for predicted growth in numbers arising from changes in the birth rate and from inward net migration.
- 7.5 For new pupil places required because of new housing development it is necessary to look to other funding, specifically developer contribution monies.
- 7.6 In the past developer contribution funding has been secured through the negotiation of S106 agreements. Whilst S106 remains for meeting specific requirements of individual developments, the arrangement is to be supplemented by the Community Infrastructure Levy (CIL). CIL is a local tariff on all development to provide new service capacity to support development.
- 7.7 Account will be taken of existing capacity prior to seeking contributions from either S106 or CIL. Further information on Kent's approach to developer contributions can be found at: www.kent.gov.uk/community_and_living/regeneration_and_economy/economic_strategy.aspx
- 7.8 The Local Authority has produced an Integrated Infrastructure Financing Model (IIFM) which is used to assess the infrastructure needs arising from new housing, particularly over the long term. This first considers the service needs of the indigenous population of a locality over time. It then looks at the proposed timing of new housing and the expected increase in population, to determine what additional service capacity is needed to support the new residents. Where surplus service capacity is expected to exist after the needs of the indigenous population are served, this is available to support the need arising from new housing. In cases where services are not expected to be able to cope with the indigenous population's needs the costs of increasing service capacity are identified and costed. These costs are not passed on to developers. Developers are asked only to contribute to needs arising from additional housing which cannot be accommodated within any surplus service capacity.

- 7.9 It is important to note that the forecasts utilised in this Plan derive from a school pupil forecasting system (explained in Section 8), which utilises and rolls forward live pupil information. IIFM is looking primarily at the long term infrastructure needs arising from new housing, and in the context of primary education, for example, looking to assess the needs of a population group that has yet to be born. These two methodologies are brought together in this Commissioning Plan in Section 11, where the short and medium term commissioning needs derive from the school forecasting process and the long term needs arise from IIFM.
- 7.10 The draft Kent County Council Medium Term Plan (MTP)⁷ 2012/13 to 2014/15 provides for a future basic need programme totalling £31.987m. The Government has only confirmed the 2012/13 grant allocation and the MTP figure includes estimates for expected allocations for 2013/14 and 2014/15. The total figure includes a one off allocation of £4.443m allocated to the County Council from an additional £500m made available nationally in November 2011 and targeted at those authorities identified as having the greatest need in managing shortfalls in pupil place provision. Projects to be included within the future basic need programme are yet to be identified. The MTP also identifies projects in areas of development to be undertaken within both the life term of the Plan as well as later years.
- 7.11 Proposals which are driven by parental issues, rather than a basic need for new places, may be funded by the Government's free school programme, or through the County Council if funding is available.
- 7.12 Availability of Capital and Planning Permission**
Statutory proposals to alter school provision cannot be published without the necessary capital funding being identified and secured. Planning permission is required where there are proposals to increase the footprint of a building and in certain other circumstances. Where planning permission is required, school organisation proposals may be approved subject to planning consent being obtained.
- 7.13 Existing Premises and Sites**
In drawing up options and proposals around reshaping provision and/or providing additional places, the local authority will conduct an option appraisal on existing premises and sites to inform feasibility. The issues to be considered will include:
- the condition and suitability of existing premises
 - the ability to expand or alter the premises, including arrangements whilst works are in process
 - the works required to expand or alter the premises and the estimated associated capital costs
 - the size and topography of the site
 - road access to the site, including transport and safety issues
- 7.14 Value for Money**
New school design and build decisions will be based on the long term sustainability of school rolls. The build method for new accommodation will be that which is the most appropriate to meet either a bulge in school population or a permanent enlargement, and represents good value for money.
- 7.15 The Challenge in Providing Additional Primary Places**

⁷ The draft Education, Learning & Skills Capital Investment Plans 2012/13 to 2014/15 are attached at Appendix 3.

The planning window for additional primary places is short and child birth information and planning applications will be constantly monitored in order to plan ahead effectively. This will often mean that schools that are commissioned to provide additional places will have a temporary expansion followed by a permanent expansion once statutory consultation has been completed.

7.16 Early Years

The local authority does not have access to capital funding to support the creation of Early Years places, or the modernisation of buildings. However, it may seek S106 contributions towards early education provision whenever possible. Generally this will be linked to the provision of new schools.

7.17 Post-16

The Education Funding Agency (EFA) is responsible for managing the government's 16-19 Demographic Growth (Basic Needs) fund (DGCF). This fund is intended to support the creation of accommodation for new learners aged 16-19. This demand may arise from either population growth or the increase in participation by young people who are not in education, employment or training (NEET). In particular the EFA wants to identify new learners with learning difficulties and/or disabilities who require provision. At the time of writing, guidance on accessing this funding in 2012/13 is not available.

8. School Pupil Forecasting Methodology

- 8.1 To inform the process of forecasting primary school pupil numbers, KCC receives information from The Kent and Medway Public Health Observatory to track the number of births and location of pre-school age children. The pre-school age population is forecast into primary school rolls according to trend-based intake patterns.. Secondary school forecasts are calculated by projecting forward the Year 6 cohort of feeder primary schools, according to trend-based intake patterns. If the size of the Year 6 cohort at feeder primary schools is forecast to rise, the projected Year 7 cohort size at corresponding secondary school(s) will also be forecast to rise in line with the pattern of transfer rates.
- 8.2 It is recognised that past trends are not always an indication of the future. However, for the secondary phase, travel to school patterns are firmly established, parental preference is arguably more constant than in the primary phase and large numbers of pupils are drawn from a wide area. Consequently, forecasts have been found to be fairly accurate.
- 8.3 Pupil forecasts are compared with school capacities to give the projected surplus or deficit of places in each area. It is important to note that where a deficit is identified within the next few years, and where that deficit is 'real', work will already be underway to address the situation.
- 8.4 An adjustment is made for the expected pupil product from new housing developments. Projected new housing is based on information received from District Councils, including through the annual Housing Information Audit (HIA) assessments. The HIA gives local level detail of housing allocations and planning permissions that have yet to be started, or are in progress. The HIA, together with housing information from Local Development Framework (LDF) Core Strategies is the most accurate reflection of short, medium and long term building projects at the local level.
- 8.5 Pupil product ratios used per new dwelling are informed by the MORI New Build Survey 2005. KCC has developed a system that models the expected number of pupils once a new dwelling becomes occupied, and then how this changes over time as the dwelling ages. Different pupil product ratios are now used for different dwelling types, when these are known. Flats and houses, for example, will be expected to generate different numbers of secondary aged pupils. In reality, depending on the type of dwelling, the specific locality and local population structure, the anticipated pupil product could be a high or low estimate of additional pupils but over a District area this is expected to be fairly accurate. In calculating the pupil product adjustment for a District as a whole, it is necessary to look at the projected rate of new house building, compared with the historic rate of house building. This is because pupil forecasts are based on historic trends, which inherently include a rate for additional pupils generated from new housing developments in the past.
- 8.6 Forecasting future demand for school places can never be completely precise given the broad assumptions which have to be made about movements in and out of any given locality, the pace of individual developments, patterns of occupation and not least the demand for places at individual schools. This will be a function of geography, school reputation, past and present achievement levels and the availability of alternative provision.

Historic Accuracy of Forecasts⁸

- 8.7 Historic accuracy has been considered by comparing the number of children on school rolls against the forecast numbers. Thus the forecasts produced in 2007, which cover the five years up to 2011/12, have been compared to the rolls for those five years; the 2008 forecasts compared to the roll for the four years to 2011/12, etc. In total this provides 15 points of comparison.

Table 1 - Historic accuracy of primary forecasts at County Level

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.0	100.3	100.2	99.9	99.7			
Forecast (2008)		100.8	101.3	101.8	102.5			
Forecast (2009)			100.1	100.2	100.9			
Forecast (2010)				100.2	100.6			
Forecast (2011)					100.5			

Note: In these tables 100 represents the total. 101 represents a 1% overestimate; 99 represents a 1% underestimate of pupil numbers.

- 8.8 Over the last five years the forecasts for the primary school roll in Kent have been accurate to within one percent on 12 of these 15 points of comparison (Table 1). The forecasts produced in 2008 proved to have over-forecast in three of the four years (2009/10 to 2011/12), being 2.5% out by the year 2011/12.
- 8.9 At District level the forecasts have been more variable. The accuracy ranges from Maidstone, with 14 out of 15 comparison points being within 1%, to Ashford which has been persistently over-forecast by more than 1% (on 12 of the 15 comparison points).
- 8.10 The secondary forecasts have been accurate to within 1% on 13 of the 15 points of comparison, with one occasion forecasting 1.2% too low and one 1.5% too high (Table 2).
- 8.11 At a District level the forecasts have varied more, with some significantly over-forecast (Sevenoaks), while others have been under-forecast (Tonbridge & Malling).

Table 2 - Historical accuracy of forecasts at secondary level

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	98.8	99.0	99.0	99.4	99.2			
Forecast (2008)		100.3	99.8	100.0	100.2			
Forecast (2009)			99.7	99.6	99.8			
Forecast (2010)				101.0	101.5			
Forecast (2011)					100.4			

⁸ For more detail see Appendix 4.

Quality Assurance of Forecasts

- 8.12 KCC Provision Planning and Operations Unit carries out a yearly quality assurance on the forecasting process.
- 8.13 The pre-school population data forms part of the core dataset for generating forecasts and this is obtained from an external organisation; the Kent and Medway Public Health Observatory (KMPHA). They provide an excerpt from a database maintained by the Kent Primary Care Agency (KPCA) which is subject to their own QA processes. The degree to which KCC can interrogate this data is limited, which is a risk factor in the forecasting process. However, the data received is checked against previous years and a report on the yearly change in cohort sizes is produced. Any deviations from expectation (for example a decrease in cohort size from one year to another in a known growth area) will be questioned via our Management Information Unit (MIU).
- 8.14 The forecasting process includes various assumptions, such as the average change in size of pre-school cohort groups from birth to entering school reception classes, average change in size of school cohort groups from one year to the next, school intake percentages, travel to school patterns and levels of forecast housing growth (being achievable). Forecasts are compared to actual reported data to gauge the degree of variance across the planning area (for primary) and District area (for secondary).
- 8.15 Where variance levels are unacceptably high, in-depth analysis will be carried out, potentially with the result of later-year forecasts being adjusted and assumptions for some/all schools and areas revised for the following forecasting round.
- 8.16 We continue to seek to improve our forecasting processes. To this end we are currently working with the University of Leeds.

Risk Assessments and Scenario Forecasting

- 8.17 The forecasts produced for this Plan have been generated by a different forecasting system to that which produced previous forecasts. The forecasts produced by this new system have been compared to those produced by the former system. This comparison and the historic accuracy of the forecasts for each District area have been used to give each a confidence level. This process will be further refined during the year, which will enable us to develop scenario approaches to forecasting.

9. Overview of Kent's Demographic Trends

9.1 Kent Birth Rates and Long Term Forecasts

Chart 1 shows the changing birth rate in England and Wales, and in Kent over the past 20 years. Chart 2 shows the number of births in Kent. These demonstrate that the upward trend we have seen in the number of Reception Year children entering our schools will continue for the next few years, and as from 2013 the pattern of declining numbers of Year 7 pupils entering our secondary schools will reverse. The trend for individual Districts⁹ in Kent will vary, and will affect the District forecasts contained in Appendix 1.

Chart 1 – Birth rates in England & Wales and Kent

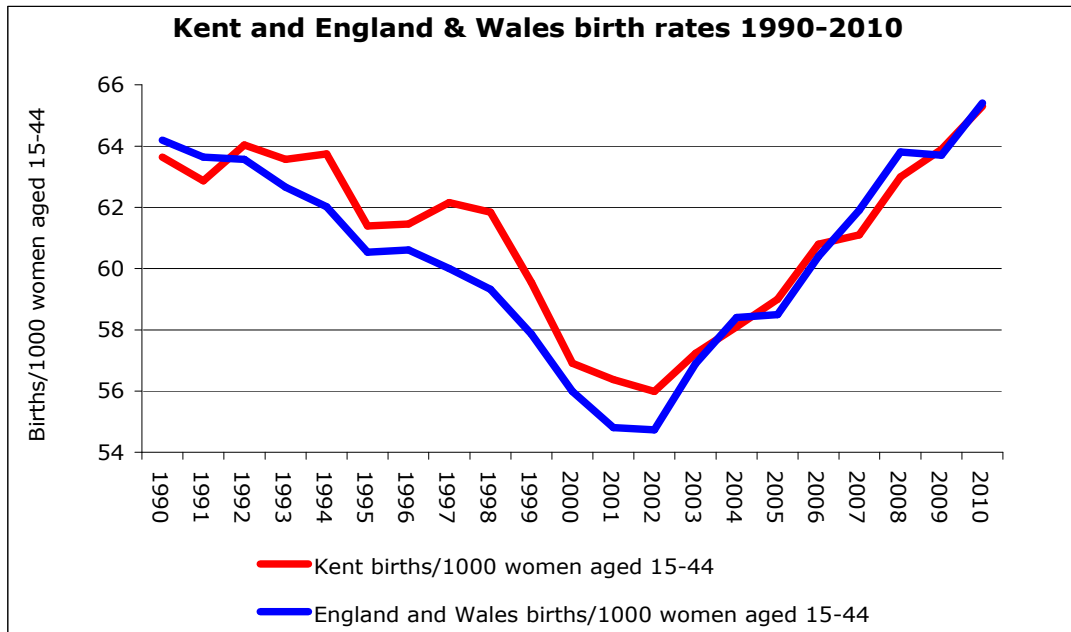
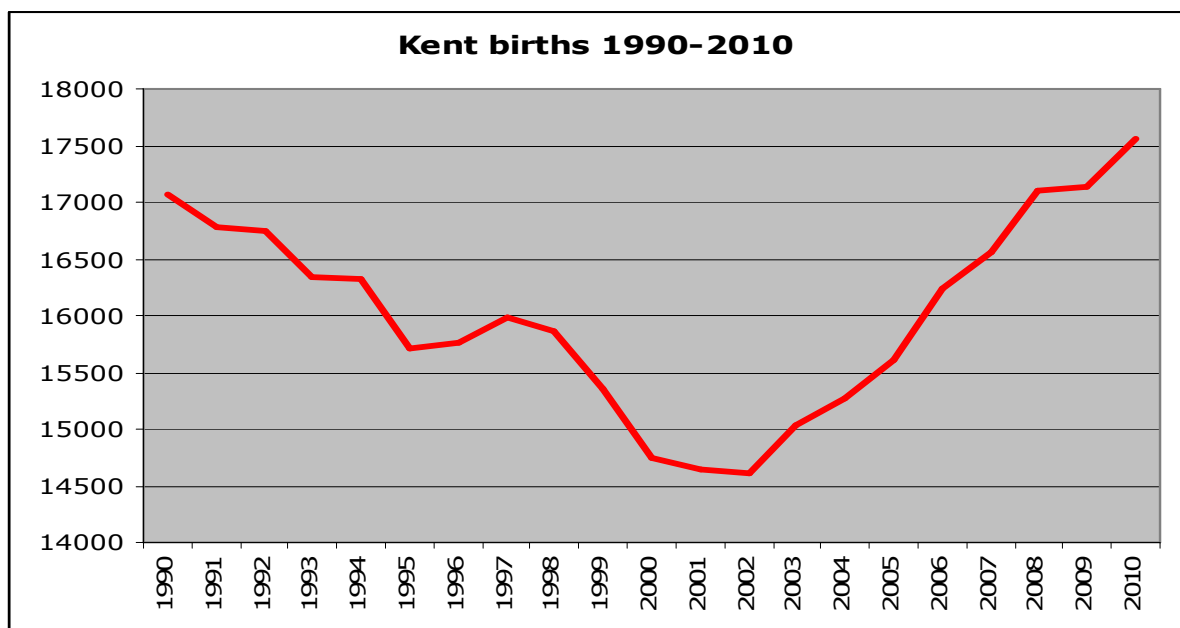


Chart 2 – Number of births in Kent



Notes: (1) Births data shown above is by calendar year from the Office for National Statistics release FM01

⁹ For district level data see Appendix 5

- 9.2 Chart 2 (above) indicates that the number of births in Kent has increased by in excess of 20% between the period 2002 and 2010.
- 9.3 Tables 3 and 4 below provide long term population forecasts. These allow for planned housing developments and expected in-migration to the County. In Kent there is a resident-based take-up of mainstream education of about 92% at the primary phase and 87% at the secondary phase (mid year population estimate 2010 compared with annual schools census January 2011). This ranges from 79% primary take-up and 68% secondary take-up of mainstream places in Tunbridge Wells to near 100% take-up in some eastern Kent areas. Those not attending maintained schools in Kent are instead educated at home (1,045 pupils), attend independent schools, special schools or alternative education provision.

Table 3
Long term primary-age population forecast by Kent District

District	2011	2016	2021	2026
Ashford	10700	12600	13600	14800
Canterbury	10500	10900	10900	10300
Dartford	8000	9400	10200	11200
Dover	8000	9100	9400	9900
Gravesham	8200	9400	9600	10100
Maidstone	11900	12600	11900	11700
Sevenoaks	9900	10400	9600	9300
Shepway	7500	8200	7700	7600
Swale	11300	12300	11700	11600
Thanet	10400	11400	11100	10600
Tonbridge & Malling	10700	10900	10200	10100
Tunbridge Wells	9500	10100	9100	8900
Kent	116600	127300	125000	126100

Notes:

- (1) KCC strategy forecast (October 2011), Research and Evaluation, KCC
(2) All figures have been individually rounded to the nearest one hundred and therefore may not sum

Table 4
Long term secondary-age population forecast by Kent District

District	2011	2016	2021	2026
Ashford	7500	8400	9800	10200
Canterbury	8500	7900	8300	8500
Dartford	5700	5800	6900	7400
Dover	6700	6100	7100	7200
Gravesham	6200	5800	6900	7000
Maidstone	8600	8400	9100	8700
Sevenoaks	7000	6900	7600	6900
Shepway	5800	5200	6000	5700
Swale	8600	8100	9200	8700
Thanet	8500	7500	8500	8300
Tonbridge & Malling	7800	7800	8200	7800
Tunbridge Wells	7700	7000	7800	7000
Kent	88600	84900	95400	93400

Notes:

- (1) KCC strategy forecast (October 2011), Research and Evaluation, KCC
(2) All figures have been individually rounded to the nearest one hundred and therefore may not sum

- 9.4 Table 3 indicates that the number of primary-aged children in Kent is expected to rise significantly from 116,600 in 2011, to 127,300 in 2016. Beyond this point the population remains comparatively stable, although increases in some Districts are off-set by reductions in others. This indicates there will be a need to continue to make new provision available in some Districts on a permanent basis, while in others, temporary solutions may represent better value for money.
- 9.5 Table 4 shows the secondary-aged population reducing between now and 2016, before rising through the latter part of this decade, and falling again in the first half of the 2020s.

9.6 Long Term Primary Forecasts

Our primary forecasts provide a medium term view of the need for primary school places. Long term primary forecasts, before children are born, are inherently difficult to produce. However, it is important to have a view of the longer term to avoid making poor short and medium term decisions. We are developing long term primary forecasts (Appendix 6) for each District using base data from the long term primary aged population data and historic uptake of places in each District. These help guide the decisions made in Section 11.

9.7 Housing

Table 5 provides an overview of completions and planned housing by District. The planned housing numbers are used as part of the forecasting process but the current volatility in the UK and global economies, and Kent housing market means that the eventual level of house completions may differ significantly from the planned level, and this will alter the need for school places. A comparison of historic actual and planned levels of housing completions by District has been completed¹⁰. This information informs the District confidence levels referred to in Section 8.16 above. The number of planned house completions in the period 2011-16 is very high when compared to completion rates of the past, and in view of the current economic climate.

Table 5
Completions and future planned housing for Kent Districts

District	1996-2001	2001-06	2006-11	2011-16	2016-21	2021-26
Ashford	3236	4020	2653	7091	8274	1472
Canterbury	2775	2662	3651	1880	500	100
Dartford	1438	2839	2423	5081	5432	4165
Dover	937	1796	1507	1628	2411	1563
Gravesham	399	1283	1554	1633	1332	756
Maidstone	2275	3232	3629	2063	218	N/A
Sevenoaks	1370	1487	1363	1189	875	261
Shepway	1912	2451	1513	2109	3066	1823
Swale	2549	3196	3332	1607	2636	3296
Thanet	1461	2214	3773	3538	638	300
Tonbridge & Malling	1754	3169	3358	4011	1077	N/A
Tunbridge Wells	1457	1790	2031	916	N/A	N/A
Kent	21563	30139	30787	32746	26459	13736

Notes:

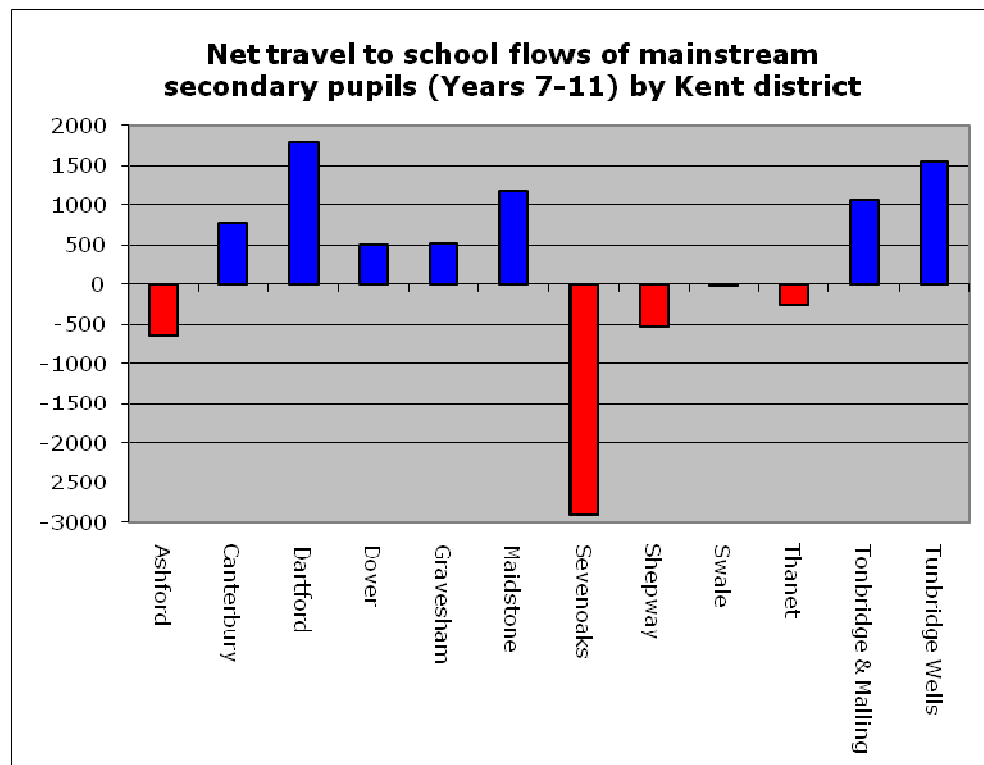
- (1) Future planned housing from Kent Integrated Infrastructure and Finance Model (IIFM) April 2012
(2) It should be noted that where future planned housing looks very low it may be that Districts have yet to make housing allocations for those years
(3) Districts are no longer obliged to follow South East England Regional Assembly (SEERA) housing allocation levels and are now to be determined locally

¹⁰ Appendix 7 – Historic actual versus planned levels of housing completions, at District level.

9.8 Travel to School Patterns (pupil migration)

Travel to school patterns from one District to another at the primary phase are relatively insignificant but the situation is very different at the secondary phase where there are some significant cross border flows (Chart 3), including into and out of the County as well as between Kent Districts.

Chart 3



Notes: (1) Management Information Unit, KCC, based in analysis of District of home address against District of school location, Annual Schools Census (ASC) 2011

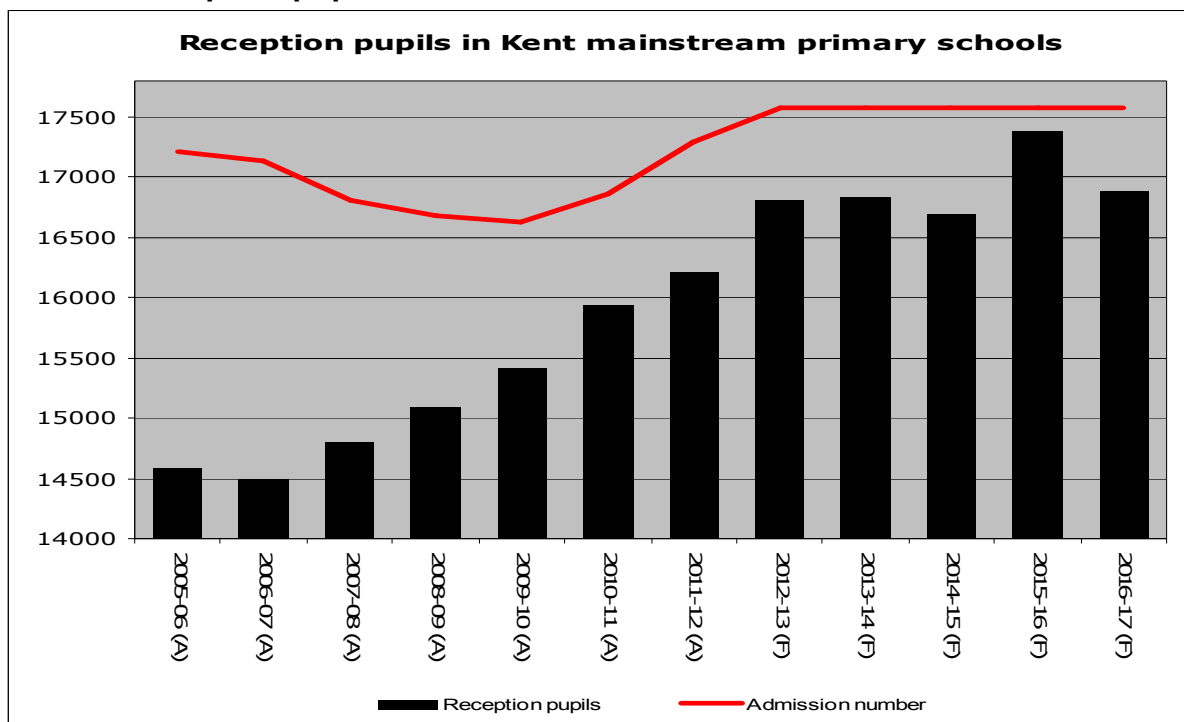
9.9 The headlines for secondary travel to school patterns are as follows:

- Pupils often travel significant distances, especially in the west of the County to grammar school and denominational provision
- 3000 out of County children travel into Kent secondary schools (predominantly grammar schools). This figure includes: 700 Medway children, 1,200 children travel into Dartford from London Boroughs (mainly Bexley Borough), 270 travel into Tonbridge and 500+ into Tunbridge Wells
- Only around 25% of children resident in Sevenoaks attend mainstream secondary provision within Sevenoaks District; 1,000 travel to Dartford, 1,300 to Tonbridge and 700+ to Tunbridge Wells

9.10 Current and Forecast Pupils in Mainstream Primary Education

Chart 4 (below) shows that the number of Reception pupils in Kent schools has risen from 14,498 in 2006-07 to 16,209 in 2011-12. This is an increase of almost 12%. In 2006-07 Reception year groups at Kent primary schools operated with over 15% surplus capacity. This has reduced to 6% in 2011-12. The number of Reception pupils is forecast to be around 16,600 to 16,800 over the next five years, apart from in 2015-16 where there is expected to be a peak of about 17,200 pupils.

Chart 4
Forecast reception pupil numbers



Notes: (1) KCC pupil forecasts (2011-based), Provision Planning and Operations, KCC

9.11 Table 6 presents Reception Year group data at District level. It shows that the growth in pupil numbers is not uniform across the County, nor is the level of surplus capacity. The current surplus capacity for Reception year groups varies from 2% in Swale to 15% in Sevenoaks. If no further action is taken (apart from the completion of projects already planned and proposed) by the end of the forecasting period (2016-17) there will be 4% surplus capacity in Reception year groups across the county. Action will be taken in those Districts where surplus capacity will fall below 5% to provide additional places. Solutions will vary from brand new provision to expansion of existing facilities through permanent or temporary means.

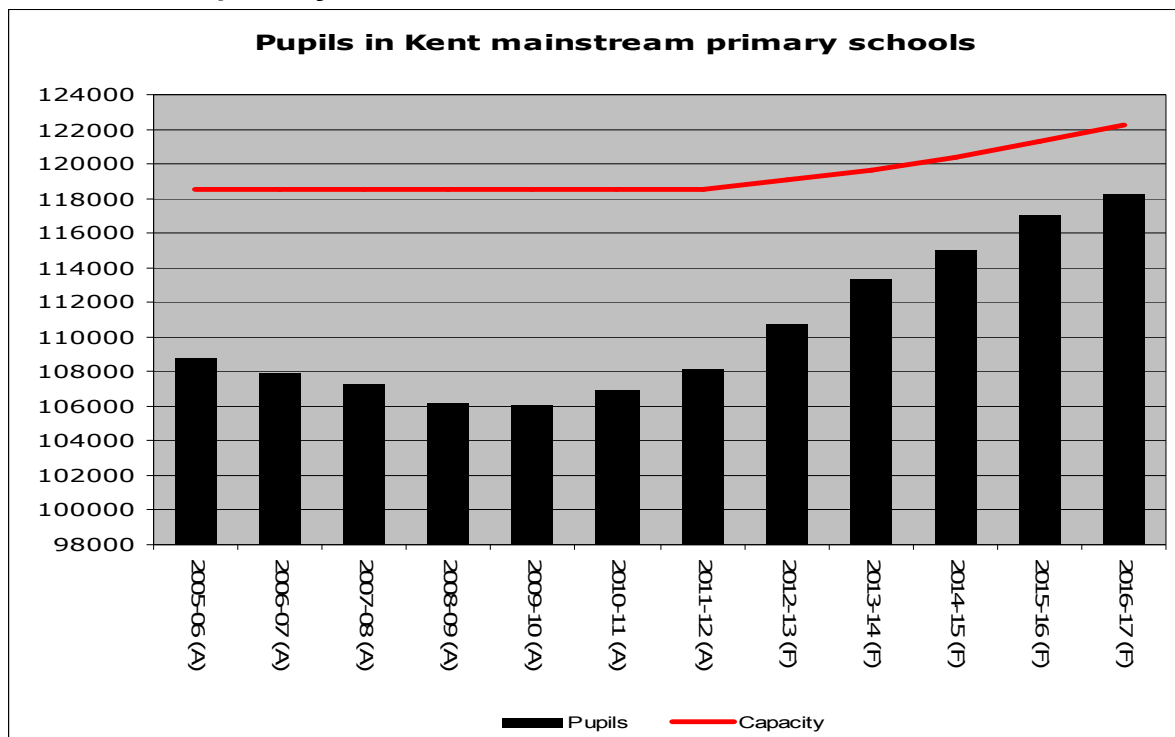
Table 6
Current and forecast Reception Year pupils in mainstream schools by Kent District

District	Admission numbers		Pupil roll 2011-12	Surplus places 2011-12	Surplus capacity 2011-12 (%)	Pupil roll 2016-17	Surplus places 2016-17	Surplus capacity 2016-17 (%)
	2011-12	2016-17						
Ashford	1456	1559	1415	41	2.8	1540	19	1.2
Canterbury	1510	1506	1361	149	9.9	1435	71	4.7
Dartford	1275	1380	1210	65	5.1	1299	81	5.9
Dover	1297	1260	1201	96	7.4	1202	58	4.6
Gravesham	1304	1346	1242	62	4.8	1301	45	3.3
Maidstone	1736	1800	1622	114	6.6	1718	82	4.6
Sevenoaks	1436	1366	1220	216	15.0	1252	114	8.3
Shepway	1201	1210	1128	73	6.1	1150	60	5.0
Swale	1696	1719	1662	34	2.0	1724	-5	-0.3
Thanet	1498	1560	1459	39	2.6	1595	-35	-2.2
T&M	1561	1566	1479	82	5.3	1394	172	11.0
T Wells	1321	1311	1210	111	8.4	1276	35	2.7
Kent	17291	17583	16209	1082	6.3	16886	697	4.0

Notes: (1) Provision Planning and Operations, KCC (December 2011)
(2) 2011-12 (A) pupil roll data from Schools Census (Autumn term), October 2011

9.12 Chart 5 and Table 7 (below) show that the number of primary pupils in Kent schools is forecast to rise from 106,097 in 2009-10 to around 118,000 in 2016-17. This is an increase of 11.2%. Kent primary schools currently operate with almost 9% surplus capacity but this is forecast to decrease over the coming years to a little over 3% by 2016/17 (taking into account the planned capacity changes (see Section 11)).

Chart 5
Forecast total primary school rolls



Notes: (1) KCC pupil forecasts (2011-based), Provision Planning and Operations, KCC

Table 7
Current and forecast primary pupils in mainstream schools by Kent District

District	Capacity 2011-12	Pupil roll 2011-12	Surplus places 2011-12	Surplus capacity 2011-12 (%)	Capacity 2016-17	Pupil roll 2016-17	Surplus places 2016-17	Surplus capacity 2016-17 (%)
Ashford	10011	9522	489	4.9	10757	10751	6	0.1
Canterbury	10895	9534	1361	12.5	10592	9861	731	6.9
Dartford	8504	7925	579	6.8	9380	9348	32	0.3
Dover	9100	7688	1412	15.5	8913	8459	454	5.1
Gravesham	8631	8228	403	4.7	9304	9059	245	2.6
Maidstone	11969	10902	1067	8.9	12442	11894	548	4.4
Sevenoaks	9302	8327	975	10.5	9661	8892	769	8.0
Shepway	8633	7636	997	11.5	8461	8245	216	2.6
Swale	11791	11022	769	6.5	11929	11937	-8	-0.1
Thanet	10545	9910	635	6.0	10799	11056	-257	-2.4
T&M	10772	9770	1002	9.3	10972	10154	818	7.5
T Wells	8329	7639	690	8.3	9059	8614	445	4.9
Kent	118482	108103	10379	8.8	122269	118270	3999	3.3

Notes: (1) Provision Planning and Operations, KCC (December 2011)

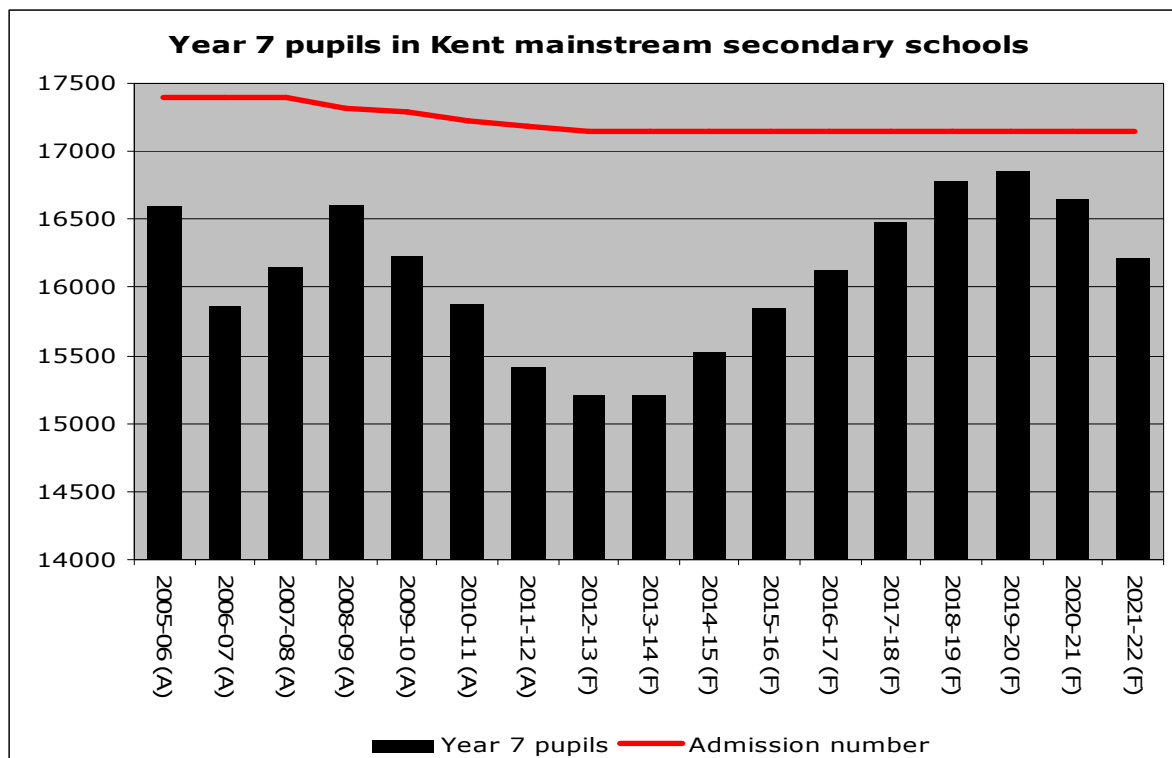
(2) 2011-12 (A) pupil roll data from Schools Census (Autumn term), October 2011

9.13 Table 7 shows that current surplus capacity for primary year groups (Reception - Year 6) varies across the County; from 5% in Gravesham to 16% in Dover.

9.14 Current and Forecast Pupils in Mainstream Secondary Education

Chart 6 indicates how Year 7 pupil numbers in Kent schools are forecast to rise up to 2019-20 before falling again. Table 8 below provides an overview of this at District level. Chart 7 and Table 9 below provide similar information but for pupil numbers of Years 7 – 11.

Chart 6
Forecast Year 7 pupil numbers



Notes: (1) KCC pupil forecasts (2011-based), Provision Planning and Operations, KCC

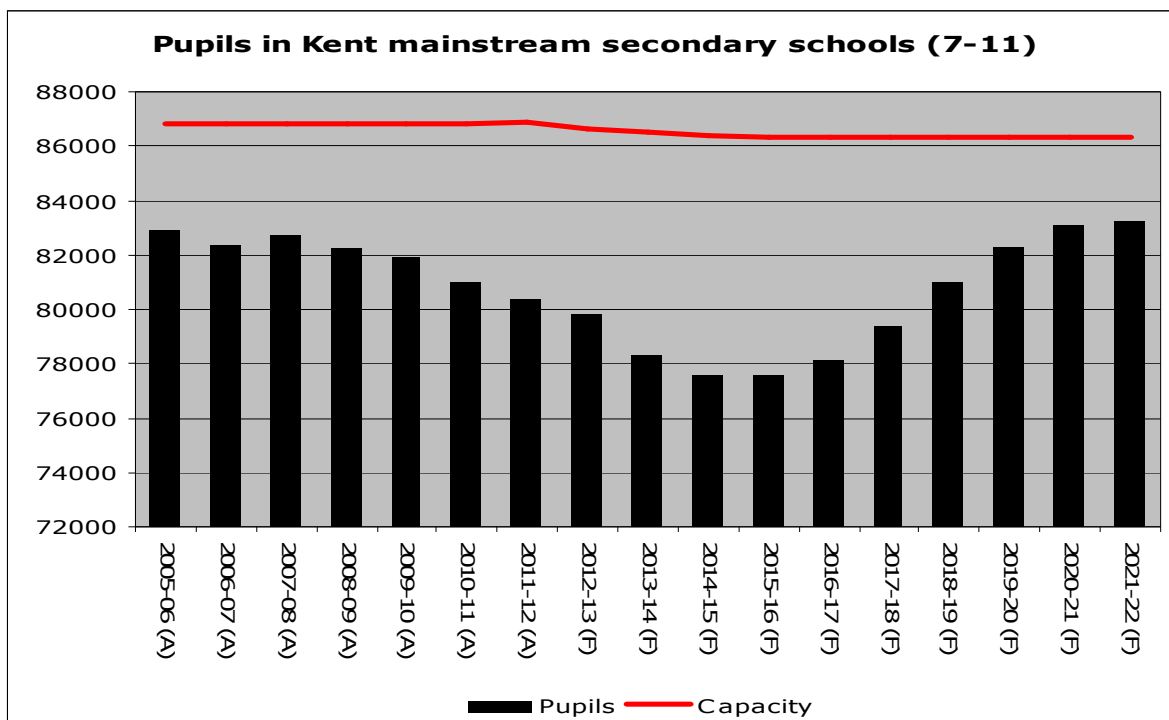
- 9.15** The number of Year 7 pupils in Kent schools has fallen for three consecutive years from 16,605 in 2008-09 to 15,421 in 2011-12 and is expected to continue falling to around 15,200 in 2013-14. Thereafter, Year 7 rolls are forecast to rise to a peak of around 16,900 in 2019-20, a growth of 9% on current numbers, before declining once again.
- 9.16** Table 8 (below) shows that current surplus capacity for Year 7 is 10% across Kent, but the figure varies from District to District with the extremes being from 3% in Dartford to 27% in Sevenoaks. By the end of the forecasting period (2021-22) there will be 5% surplus capacity in Year 7 across the County, an improvement in the situation two years prior when only 2% surplus capacity is forecast.

Table 8
Current and forecast Year 7 pupils in mainstream schools by Kent District

District	Admission numbers		Pupil roll 2011-12	Surplus places 2011-12	Surplus capacity 2011-12 (%)	Pupil roll 2021-22	Surplus places 2021-22	Surplus capacity 2021-22 (%)
	2011-12	2021-22						
Ashford	1351	1361	1258	93	6.9	1345	16	1.2
Canterbury	1718	1724	1481	237	13.8	1401	323	18.7
Dartford	1405	1435	1366	39	2.8	1664	-229	-16.0
Dover	1418	1393	1183	235	16.6	1358	35	2.5
Gravesham	1284	1284	1160	124	9.7	1257	27	2.1
Maidstone	1965	1965	1805	160	8.1	1817	148	7.5
Sevenoaks	510	510	372	138	27.1	410	100	19.6
Shepway	1210	1210	1022	188	15.5	961	249	20.6
Swale	1642	1657	1571	71	4.3	1661	-4	-0.2
Thanet	1544	1544	1460	84	5.4	1487	57	3.7
T&M	1642	1649	1544	98	6.0	1564	85	5.2
T Wells	1499	1409	1199	300	20.0	1292	117	8.3
Kent	17188	17141	15421	1767	10.3	16217	924	5.4

Notes: (1) Provision Planning and Operations, KCC (December 2011)
(2) 2011-12 (A) pupil roll data from Schools Census (Autumn term), October 2011

Chart 7
Forecast total secondary school rolls



Notes: KCC pupil forecasts (2011-based), Provision Planning and Operations, KCC

9.17 Chart 7 shows that the number of Year 7-11 pupils in Kent schools has been declining over the previous six years from 82,934 in 2005-06 to 80,372 in 2011-12 and is expected to continue falling to around 77,600 in 2015-16. Thereafter it is forecast to rise to a peak of around 83,200 in 2021-22 – a growth of just over 4% on current roll numbers.

Table 9
Current and forecast secondary pupils (Years 7-11) in mainstream schools by Kent District

District	Capacity 2011-12	Pupil roll 2011-12	Surplus places 2011-12	Surplus capacity 2011-12 (%)	Capacity 2021-22	Pupil roll 2021-22	Surplus places 2021-22	Surplus capacity 2021-22 (%)
Ashford	6755	6343	412	6.1	6805	7038	-233	-3.4
Canterbury	8590	7901	689	8.0	8620	7433	1187	13.8
Dartford	7025	6840	185	2.6	7175	8157	-982	-13.7
Dover	7055	6361	694	9.8	6965	6952	13	0.2
Gravesham	6574	6203	371	5.6	6420	6453	-33	-0.5
Maidstone	9930	9119	811	8.2	9930	9276	654	6.6
Sevenoaks	2550	2029	521	20.4	2550	2045	505	19.8
Shepway	6050	5340	710	11.7	6050	4908	1142	18.9
Swale	8285	7998	287	3.5	8346	7953	393	4.7
Thanet	8008	7591	417	5.2	7720	7560	160	2.1
T&M	8210	7760	450	5.5	8245	8171	74	0.9
T Wells	7871	6887	984	12.5	7480	7270	210	2.8
Kent	86903	80372	6531	7.5	86306	83216	3090	3.6

Notes: (1) Provision Planning and Operations, KCC (December 2011)
(2) 2011-12 (A) pupil roll data from Schools Census (Autumn term), October 2011

9.18 Table 9 shows that current surplus capacity for secondary year groups (Years 7-11) is 7% across Kent, with the extreme ranges being 3% surplus in Dartford to 20% in Sevenoaks. This is forecast to decrease over the coming years, such that by the end of the forecasting period (2021-22) there will be 4% surplus capacity in secondary schools across the County. While these figures indicate that across Kent there will be sufficient places for all children, this will not be true for all Districts (for example Ashford, Dartford and Gravesham). The different demographic trends resulting from house building and inward migration will require additional capacity to be added to meet localised demand at times when rolls are falling in other parts of the County. The District level data in Appendix 1 highlights these differences, and are reflected in the commissioning plans in Section 11.

10. Areas of Kent

10.1 For the purposes of administration and service delivery Kent is divided into three areas; East, Mid and West Kent. These areas are used for place planning purposes, using Districts as the building blocks. For primary school organisation purposes, each District is broken down into planning areas. These are used to identify the need to address surplus or deficit capacity within a locality, recognising that substantial housing development or pupil migration may involve more than one planning area.

10.2 East Kent

East Kent comprises the four Districts of Dover, Thanet, Swale and Canterbury.

10.3 Three of these four Districts (excluding Canterbury) exhibit a high degree of deprivation and social and economic challenge. Dover is scheduled for major regeneration, including substantial housing development, over the next twenty years and this will have an impact on the need for primary school places. Some regeneration is planned for parts of Thanet where significant localised pressures are already emerging in relation to the demand for primary school places.

10.4 New house building continues to be a significant feature in Swale. Canterbury is relatively stable in terms of population growth and potential housing development and this is reflected in the detailed roll forecasts included in this Plan.

10.5 Mid Kent

Mid Kent comprises the four Districts of Ashford, Maidstone, Shepway and Tonbridge & Malling.

10.6 The socio-economic profile of the area is extreme with Shepway being one of Kent's most deprived Districts, while Tonbridge and Malling is the least deprived. The demographics of each District are different; with Ashford being one of the major growth areas in the South East of England with forecast need continuing to grow. The Malling area of Tonbridge and Malling is subject to several major housing development sites which will cause pressure points, rather than District-wide demand. Shepway has differing demographics between Folkestone Town and the rural Romney Marsh. In Maidstone pupil numbers remain more stable.

10.7 West Kent

West Kent comprises the four Districts of Dartford, Gravesham, Sevenoaks and Tunbridge Wells.

10.8 On cursory observation, the four Districts are quite dissimilar, but a detailed look shows a similarity that is repeated across all four. The larger towns (Dartford, Gravesend, Sevenoaks and Tunbridge Wells) all have more capacity pressures than the outlying villages and rural areas.

10.9 As part of the Kent Thameside area, Dartford and Gravesham are undergoing significant developmental change as part of an era of house building, job creation and environmental enhancement in the Kent Thameside development area. Eventually, more than twenty thousand new homes will be created across the area. However, the current recession has suspended much of the work on the developments and appears to have delayed the house building process for several

years. Once house building re-commences, the expected children from these new housing developments will mean additional school places.

10.10 Boundary Factors

Kent shares local authority boundaries with one unitary authority (Medway), two London Boroughs (Bromley and Bexley) and two County Councils (Surrey and East Sussex). There are also two other authority boundaries that are close enough to facilitate cross border pupil movement (Thurrock and West Sussex).

11. Analysis and Forward Plan for each District

EAST KENT

CANTERBURY

District Analysis – Primary

There are currently 37 primary schools in the Canterbury District and a total of 1510 places available annually in Reception Year. The number of Reception Year pupils is expected to peak in 2015/16 at 1466 places. This means that over the next 5 years there will be sufficient places to meet anticipated demand although in 2015/16 the level of surplus places for Reception Year will fall below the 5% operating surplus. The number of surplus places across the whole primary age range will reduce from 12% to 7%.

Canterbury City Reception Year numbers are expected to increase slightly over the medium term but any increased demand can be managed through commissioning extra places in the more popular existing schools. This will also support maintenance of a 5% operating surplus.

Very low levels of housing development are currently projected for Canterbury up to 2015 and the impact on the demand for places will therefore be minimal. In the longer term, if new housing developments proceed primary school provision will need to be reviewed.

Herne Bay Reception Year numbers declined in September 2011 and it will be necessary to keep under review surplus capacity in the planning area. If numbers continue to decline it may be necessary to remove surplus capacity in some schools.

The long term population forecast is for the primary aged population to increase to 10900 in 2021 before falling back to 10300 in 2026.

Accuracy of forecasts – In recent years forecasts for Canterbury primary schools have been very accurate.

District Analysis – Secondary

The number of secondary school Year 7 places in Canterbury is 1718. This exceeds the projected demand for places over the coming 10 year period. Currently four of the ten secondary schools in the District are academies. A secondary Free School is proposed for Wye (see Ashford district analysis), which may result in increased surplus capacity in Canterbury, since a significant number of pupils currently travel to Canterbury schools. No change in provision is expected to be required in the short, medium or long term. In the longer term if new housing developments proceed, the local authority may need to commission additional provision.

Accuracy of forecasts – in recent years forecasts for Canterbury secondary schools have been very accurate.

Canterbury Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Canterbury	No change	Any additional places needed can be managed by commissioning extra places in existing schools.	If new housing developments proceed, KCC may need to commission capacity in Canterbury
Herne Bay	Keep surplus capacity under review	Possibly remove surplus capacity in some schools.	

Canterbury Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
No change	No change.	If new housing developments proceed, KCC may need to commission additional secondary provision.

SWALE

District Analysis – Primary

There are 49 primary schools in the Swale District, providing 1696 Reception Year places. Surplus places in Swale are forecast to reduce and a deficit of 43 Reception Year places is predicted in 2014 when Reception Year rolls are forecast to peak at 1822 pupils. This means action is needed to increase capacity.

On the Isle of Sheppey school rolls are forecast to increase over the next three years, especially in Sheerness. Action is therefore planned for expansion of primary school capacity in Sheppey in response to the rising birth rate and proposed housing development at Thistle Hill. There was a shortfall of Reception Year places for entry in September 2011 and an additional 35 places were commissioned. These were in addition to the published admission numbers for the planning areas. Reception Year forecasts show a continual increase and the demand for places will be managed through temporary arrangements with schools and the permanent enlargement of Halfway Houses Primary School by one form of entry (2FE to 3FE). Longer term, depending on the rate of new housing at Thistle Hill and Rushenden, new provision will need to be commissioned by the local authority.

Sittingbourne is a growth area with further new housing proposed. School rolls are forecast to increase. 2FE to 3FE may be needed to meet demand generated by housing developments at East Hall Farm, Stone Farm and Iwade, including the permanent enlargement of Landsdowne Primary School by 1FE (to 2FE). Up to 1625 new housing units are anticipated from these three developments. Discussions with other schools will take place regarding temporary and permanent expansion. Numbers are expected to reduce in the more rural areas of Sittingbourne and as traditionally parents have sought places in these locations, this will help to ease any pressure on places in Sittingbourne Town

Expansion is already underway in some Faversham primary schools to meet the increased demand for Reception Year places. Due to the increased demand for Reception Year places for entry in September 2011 an additional 1.3FE were commissioned. 15 places at Bysing Wood School, 15 places at Ethelbert Road School and 10 places at Ospringe School. In the medium term this provision will need to be made permanent to meet continuing demand.

The long term population forecast is for the primary aged population to increase to 12300 in 2016 before falling back to 11600 in 2026.

Accuracy of forecasts – Primary forecasts for Swale have been generally accurate over the last few years.

District Analysis – Secondary

There are currently 1642 places in Year 7 in secondary schools in Swale. This exceeds the demand for secondary school places in the District in each of the next 10 years. However, surplus capacity in The Abbey School in Faversham and the Isle of Sheppey Academy masks a pressure on places in Sittingbourne. All 9 of the secondary schools in the Swale district are academies. By 2018 the demand for secondary school places in Swale will have almost peaked and the pressure on secondary school places in Sittingbourne will be acute. Action will need to be taken in order to maintain sufficient local capacity and to maintain a degree of parental choice. This will involve consultation with existing providers to consider the scope for the expansion of existing provision.

Swale Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Sittingbourne	The additional school places needed will initially be provided by adding places at existing schools. New places commissioned for September 2012 on a temporary basis – 30 Year R places at The Westlands Primary School.	2FE to 3FE may be needed. This will be managed through expansion of existing schools, including Lansdowne Primary School enlargement (1FE to 2FE).	If new housing development proceeds, the local authority will need to commission new provision to meet the demand for places
Sheerness, Queenborough, Halfway and Minster	The forecast Reception Year increase will be managed through temporary arrangements with schools until permanent solutions are agreed. <ul style="list-style-type: none"> ▪ Queenborough – 10 places in Year R (permanent from September 2013) Minster-in-Sheppey – 30 places in Year R on a temporary basis for two years 	Up to 2FE will be required on a permanent basis to meet demand, including the permanent enlargement of Halfway Houses Primary School (2FE to 3FE)	The local authority will need to commission additional provision at Thistle Hill and Rushenden schools, depending on the rate of new housing.
Faversham	Additional Year R places were needed for entry in September 2011 and these were commissioned on a temporary basis initially Ethelbert Road – 15 places Bysing Wood – 15 places Ospringe – 10 places.	1.3FE permanent build to replace the temporary expansion already provided at three schools. <ul style="list-style-type: none"> • Ethelbert Road Primary School (0.5FE to 1FE) • Bysing Wood Primary School (0.5FE TO 1FE) • Ospringe CE Primary School (PAN increase from 30 to 40 – 1FE to 1.3FE) 	

Swale Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
No change.	Potentially 1FE to 2FE additional capacity will be required in the Sittingbourne secondary schools over the medium to longer term. The position will be reviewed and be subject to consultation with local providers in 2014-15.	New secondary provision in Swale will need to be commissioned longer term.

DOVER

District Analysis – Primary

There are currently 41 schools in the Dover District serving the primary phase with a total of 1267 places available annually in Reception Year. There was an increase in the demand for Reception Year places for entry in September 2011 in the Deal locality. In agreement with the local authority, Hornbeam Primary School admitted 60 pupils (30 over the PAN of 30), to meet this demand. Forecasts indicate that this was an exceptional year and that these additional places will not be required in the near future.

The number of surplus places forecast for the Dover District primary schools across the entire primary age range will reduce to 5% by 2016. This means that, on the basis of current projections, there is sufficient capacity across the District to meet the expected demand.

Major new housing is projected for Dover over the next 20 years with up to 14000 new houses predicted over that period. Potential development is documented within the Local Development Framework. The most intensive development is planned for the Whitfield area where up to 6000 new houses are anticipated. Realisation of development on this scale would require significant new primary school capacity. A new 1FE school will need to be commissioned by 2016 with the potential for expansion to 2FE in the longer term

In Aylesham, planned new house building has not so far impacted on demand for primary school places. Unless proposed housing developments bring forward additional pupils it may be necessary to consider reducing the capacity in the planning area.

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The long term population forecast is for the primary school pupils to increase to 9900 by 2026. This would require 800 additional places (4FE) to those currently available (2011/12) if a 5% surplus is to be maintained (and assuming 95% of the cohort seek places in Dover's state schools.

Accuracy of forecasts – Forecasts for Dover primary schools have in recent years tended to over estimate the number of pupils consistently.

District Analysis – Secondary

On the basis of current projections, the existing Year 7 capacity of secondary schools in the Dover District exceeds the demand for places in each of the next 10 years. This means that unless there is a substantial acceleration in the pace and/or scale of proposed housing development, there will be no need to commission additional secondary school places in Dover over the next 6 years.

Currently five of the nine secondary schools in the Dover District are academies with a further conversion of one school expected this year.

Accuracy of forecasts – Dover secondary forecasts have proved to be largely accurate over the last 5 years.

Dover Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Dover and Whitfield	Any shortfall of places will be met by increasing capacity at existing schools as necessary.	A 1FE school will need to be commissioned by 2016 with the potential for expansion to 2FE.	A further two 2FE primary schools will be needed in the longer term.
Aylesham and Nonington	No change	Consideration may need to be given to reducing surplus capacity unless further new housing comes forward.	

Dover Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
No change.	No change.	The local authority may need to commission additional capacity in Dover in the longer term..

THANET

District Analysis – Primary

There are 31 primary schools in Thanet District, providing 1498 Reception Year places. Currently there is a shortage of places in Key Stage 1 as a result of significant movement of families in and out of the area and additional capacity has been commissioned in order to overcome the shortfall. This demand is expected to continue with the greatest pressure emerging in Margate and Ramsgate. Permanent expansion is already planned for some primary schools in Margate and temporary expansion has been necessary at other primary schools. Forecast data indicates the number of places required in Reception Year from September 2012 will exceed the number of places available. Arrangements have already been put in place to secure an additional 60 places through temporary expansion of existing schools. Further discussions are underway to identify at least 1 form of entry additional capacity in Ramsgate to meet the demand for 2013.

There will be major new housing in the Westwood Cross area, the timing of which is not yet finalised. Depending on the precise timing of developments, 2FE new primary provision will be commissioned to meet additional demand from the new housing.

In the Margate area an additional 30 places were commissioned for entry into Reception Year in September 2011. A further 30 places were also commissioned following the start of Term one, as late applicants came forward (30 places at Drapers Mills school and 30 places at Garlinge school). Further places have been commissioned for entry to Reception Year in September 2012 (15 places at Northdown and 15 at Palm Bay schools). Permanent expansion is planned for these four primary schools from September 2013 creating an additional 3FE to meet the future demand for places in the short to medium term. In the medium to longer term it may be necessary to commission up to 2FE new primary provision in this area.

The long term population forecast is for the primary school population to increase to 11400 in 2016 before falling back to 10600 in 2026.

Accuracy of forecasts – In the last 2 years, forecasts have not been accurate because of the movement of families into and out of the area. Provision remains extremely difficult to manage with very high levels of pupil mobility.

District Analysis – Secondary

With a capacity of 1544 in Year 7 for Thanet and a projected need for 1379 places by 2013 there are sufficient secondary school places to meet the expected demand. Within the longer term projections, demand for places only exceeds supply in 2019 and then only by 18 places. However, the roll fluctuations described for the primary phase also impact on secondary places. There may be a need to offer some additional places in 2019 and 2020 to maintain a degree of parental choice. The situation will be monitored and reviewed in 2016-17 to ensure a sufficient number of places are available when demand peaks in 2019.

Currently six of the ten secondary schools in the Thanet District are academies.

Accuracy of forecasts – in the last 2 years forecasts have not been accurate because of the movement of families into and out of the area.

Thanet Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Ramsgate	An additional 60 places have been commissioned on a temporary basis within the existing schools for entry into Reception Year in September 2012. Reception places will need to be commissioned for September 2013	Numbers will continually be reviewed. At least 1FE will be required on a permanent basis in the medium to longer term.	
Broadstairs	No change.	Expected housing development on the Westwood Cross and East Kent Opportunities sites will necessitate the need to commission a 2FE primary school in the medium to longer term.	
Margate, Garlinge, Westgate-on-Sea	In addition to the 60 places commissioned for September 2011 (30 at Drapers Mills and 30 at Garlinge schools) a further 30 places have been commissioned for entry to Reception Year in September 2012 <ul style="list-style-type: none"> ▪ Northdown – 15 ▪ Palm Bay – 15 Permanent expansion is planned for Drapers Mills, Garlinge, Northdown and Palm Bay primary schools from September 2013 creating an additional 3FE to meet the future demand for places in the short to medium term.	It may be necessary to commission new provision in these planning areas in the medium to longer term (1-2 FE)	

Thanet Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
No change	No change	There may be a need to commission some additional places in 2019 and 2020.

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MID KENT

ASHFORD

District Analysis – Primary

There are currently 40 primary schools in the Ashford District and a total of 1456 places available annually in Reception Year. The immediate pressures in Ashford are arising in Reception Year as larger cohorts enter the school system. Recent expansions at Aldington, Challock, and John Wesley CE Primary Schools have provided some relief. From September 2012 the number of Reception Year places increases to 1529 with the opening of Repton Manor Primary School as a 2FE provision.

Forecasts indicated that a further 50 Reception Year places were needed to serve Ashford Town from September 2012 when Reception Year numbers were forecast to peak. These places are being provided by admitting bulge year groups into Great Chart and Furley Park Primary Schools (adding 60 places). In subsequent years demand falls from the 2012 peak by between 2% and 4%, with 1540 Reception Year children expected to be seeking places by 2016/17. However, these District wide figures mask the fact that places are likely to remain vacant in the Tenterden area of the District, while demand outstrips current capacity in Ashford Town.

In Ashford Town an additional 60 Reception Year places are being made available between Great Chart and Furley Park Primary Schools in 2013 and Goat Lees Primary School is due to open in September 2013 with 30 Reception Year places.

Although planned additional provision will be likely to maintain a 2% surplus across the District in 2016/17, further capacity may be needed to create and maintain a 5% operating surplus.

House-building in the area is set to continue as Ashford has agreed to provide 25,000 new houses by 2031. The provision of new schools is being factored into the master planning for the Borough, with up to 15 schools and sites being requested via developer contributions. As schools are built to serve these new communities, the pressures outlined above will be addressed. The timing of these is intrinsically linked to those of the housing developments.

The long term population forecast sees the primary aged population increasing to 14800 by 2026. This would require 4800 additional places (23FE) to those available in 2011/12 if a 5% surplus is to be maintained (and assuming 95% of the cohort seek places in Ashford's state schools). The two new schools mentioned above will ultimately provide three of these forms of entry.

Accuracy of forecasts - Historically in Ashford, fewer houses have been built annually than planned for. Consequently primary forecasts have tended to over estimate demand (by more than the 1% tolerance we seek), particularly towards the end of the forecast period.

District Analysis – Secondary

The number of Year 7 secondary school places in Ashford is 1351. Currently, 7% of Year 7 places are vacant in Ashford, with 6% of all secondary school places vacant. The Year 7 cohort is expected to be at its lowest in 2012 before rising and peaking in 2019. At this peak a further 60 places will be needed to meet demand. A deficit of places is expected from 2018 to 2020, before rolls reduce back to the current capacity figure. The need for action is therefore dependent upon whether house building matches the proposed housing trajectory.

Currently Highworth, Norton Knatchbull and The Towers Schools have more sixth form pupils than capacity to accommodate them. Sixth form numbers across Ashford are forecast to rise until 2015/16, but new sixth forms at the North School and The John Wallis Academy will provide additional capacity.

At the time of writing four of the six secondary schools in Ashford are academies, with the remaining two seeking to convert.

At the time of writing, the Secretary of State for Education had announced that the Wye Free School application is being supported, and moving to the development stage. If this proceeds, it will provide 90 places per year group in Years 7 to 11, plus a sixth form of 150 places. It is anticipated the school will open in September 2013, initially with a Year 7 intake.

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Accuracy of forecasts - Secondary forecasts for Ashford have overestimated pupil numbers in the last couple of years. This may reflect recent economic conditions.

Ashford Primary School Commissioning Position

Planning Area or Group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
Godinton	Undertake significant enlargement proposal for Repton Manor School to formalise the second form of entry.		
Kingsnorth and Mersham; Ashford South; Godinton	For September 2013 the following Year R places have been commissioned: <ul style="list-style-type: none"> • 30 places at Great Chart School • 30 places at Furley Park School A further 30 places (dependent upon housing) will be made available in an existing school.		Commission up to five further 2FE primary schools.
Ashford Rural East; Kingsnorth and Mersham		Subject to commencement of Cheeseman's Green housing development commission the first form of entry of a new 2FE primary school.	<ul style="list-style-type: none"> • Undertake significant enlargement of Cheeseman's Green Primary School by 1FE. • Commission up to three further 2FE schools
Ashford South		Subject to commencement of housing development, commission the first form of entry of a new 2FE primary school in Chilmington Green.	<ul style="list-style-type: none"> • Undertake significant enlargement of Chilmington Green by 1FE. • Commission three further 2FE schools.

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Ashford Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
	Subject to commencement of Chilmington Green development, commission new secondary school (initially 4FE expanding to 8FE)	Expand (by 4FE) the new school in Chilmington Green to 8FE We will propose: <ul style="list-style-type: none"> • 8FE school in Cheeseman's Green • 6FE school in third urban village

SHEPWAY

District Analysis – Primary

There are currently 35 primary schools in the Shepway District and a total of 1201 places available annually in Reception Year. Reception Year forecasts indicate surplus places across the District will fluctuate between 1% and 5% up to 2016/17.

Folkestone Town will increasingly come under pressure during the next few years. In the east of the Town, the Reception Year forecasts indicate that between 20 and 60 more pupils than places will be available during the forecast period, with the peak in 2014/15. This will require 1 forms of entry of additional provision throughout the forecast period and a further 1 forms of entry temporary bulge in 2014.

In 2012, a higher number of pupils living in Hawkinge required Year R places than was forecast, leading us to commission additional provision (15 places) at Hawkinge Primary School. In Hawkinge in 2013 it is expected that a bulge cohort of Reception Year pupils will be seeking places. Therefore, we are again proposing to make 15 extra places available in 2013, and we are considering the permanent expansion of Hawkinge by 0.5FE to 2FE.

Surplus capacity across all year groups is set to reduce by 2016/17, as larger cohorts enter Reception Year (largely driven by pre-school migration) than those leaving Year 6, particularly in Folkestone Town. While sufficient, this is below the ideal 5% operating guideline. Despite reducing surplus capacity in schools on Romney Marsh in recent years (which is reflected in the capacity changes in the table in Appendix 1), these schools are expected to continue to have significant levels of surplus places.

The long term forecast is for the primary school numbers in Shepway to increase to over 8200 in 2016 before falling to 7600 in 2026. The long term Reception Year forecasts rise to 1200 pupils in 2015. However, the Local Development Framework is seeking to identify land for 8000 houses and these are likely to require further provision (1FE at Palmarsh, 2.5FE in Folkestone, up to 2FE in the rural hubs).

Accuracy of forecasts - both primary and secondary forecasts have generally been accurate to within the 1% tolerance we seek.

District Analysis – Secondary

The number of Year 7 secondary school places on offer in Shepway is 1210. Currently, 16% of Year 7 places are vacant in Shepway, with 12% of places in all year groups being empty. Year 7 intake numbers fluctuate over the forecast period peaking in 2019/20 before starting to fall again. Forecast Year 7 numbers, and forecast total secondary school numbers are below the capacities of the schools. In 2016 the surplus capacity for pupils aged 11-16 years is expected to reach its maximum at 22%. This situation presents the opportunity for some schools to consider taking unsuitable accommodation out of use. Sixth form rolls are forecast to rise up to the year 2014 before reducing back to below current numbers.

At the time of writing, three of the six secondary schools in Shepway are academies, with a fourth in the process of converting.

Shepway Primary School Commissioning Position

Planning Area or Group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
Folkestone East	30 year R places in both 2013 and 2014 to accommodate bulge cohorts (schools to be identified).	Commission 1FE expansion from 2014 (school to be identified).	
Hawkinge	<ul style="list-style-type: none"> 15 places have been commissioned in Hawkinge School for September 2013. Subject to feasibility, undertake significant enlargement proposal of Hawkinge to 2FE. 		
Hythe	Monitor applications for Sept 2012. It is expected that nearby schools will remain popular with parents and no action will be needed.	Undertake statutory proposals to enlarge Palmarsh Primary School, subject to commencement of Nicholls Quarry development.	
Folkestone West			We propose commissioning a new primary school in Shorncliffe Garrison (initially 1FE, expanding to 2FE as demand grows)..
Sellindge		We propose: <ul style="list-style-type: none"> commissioning a new 1FE primary school at Folkestone Race Course (depending upon development). either expanding (by 0.5FE) Sellindge School to 1FE or the Folkestone Race Course School to 2FE (subject to provisions in the Local Development Framework). 	
New Romney	Monitor surplus capacity in the area.		Subject to the LDF and housing development, expansion of St Nicholas and Greatstone schools to 2FE each. (42 places at St Nicholas CEPS and 56 places at Greatstone PS)

Shepway Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
	Remove at least 2FE of capacity.	

MAIDSTONE

District Analysis – Primary

There are currently 47 primary schools in the Maidstone District and a total of 1736 places available annually in Reception Year. The District has sufficient capacity to accommodate pupil numbers throughout the forecast period, with the exception of Reception Year places in 2015, when a forecast bulge may result in a deficit of around 47 places. A new free school, The Tiger School, opens in September 2012. Initially it will provide up to 60 Reception Year places, and ultimately provide 420 places across all year groups. With this additional capacity, we anticipate 3.5% of Year R places to be vacant in September 2012 in Maidstone Town.

The forecasts for the Maidstone North planning area indicate a large cohort is expected to enter the schools in Reception Year in 2014, resulting in a deficit of over 30 places. However, the intake numbers forecast for the Bearsted area reduce. Historic parental preference data suggests these forecast differences will in fact balance out. In terms of total pupil numbers the schools will be full in 2014. In 2012, a small number of families did not receive places in their local schools in the Bearsted planning area, resulting in a local petition calling for increased provision. In line with our duty to consider parental representations, We have sought agreement by St John's CEPS to enlarge by 1 form of entry.

The forecasts for the Tonbridge Road planning area indicate there will be a deficit of up to 50 Reception Year pupils throughout the forecast period, and a shortfall of places across all year groups. For the past two years St Francis Roman Catholic Primary School has admitted beyond its PAN of 49, and accommodation is being provided to enable this to continue, thereby providing a 2FE intake and adding 77 places overall. Schools in this planning area have, in the past, attracted pupils from adjoining planning areas. Surplus capacity in these areas is sufficient to accommodate any displaced pupils.

The long term population forecast is for the primary school numbers to increase to 12600 in 2016 before falling back to 11700 in 2026. The long term Reception Year forecasts are relatively stable.

The need for new local provision will be driven by housing. Maidstone Borough Council is continuing to work on its Local Development Framework, and future needs will be driven by this.

Accuracy of forecasts – primary forecasts have been consistently accurate.

District Analysis – Secondary

Intake numbers into Year 7 in secondary schools are forecast to fall until 2013, followed by a rise peaking in 2019, before falling again. Total school numbers mirror this cycle, except with a one year lag. Both forecast intake numbers and total pupil numbers remain below the current capacities of the schools, although for a three year period (2018-21) surplus capacity in Year 7 will be below the operating guideline of 5%. In 2014 the surplus capacity for pupils aged 11-16 years is expected to reach its maximum at 11%. Sixth form rolls are forecast to rise up to the year 2014 before beginning to fall.

Accuracy of forecasts - Secondary forecasts have been accurate over the past three years.

At the time of writing, six of the eleven secondary schools in Maidstone are academies, with a seventh in the process of converting.

Maidstone Primary School Commissioning Position

Planning Area or Group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
Maidstone North and Bearsted	Further analysis of pressure on places in Maidstone North 2014/15 to determine whether demand is local or in-migration; and travel to school patterns of residents of new housing. Undertake significant enlargement proposal for St John's CEPS by 1FE for 2013.		
Tonbridge Road	Analysis of pressures in 2013/14 to establish details of migration flows. We have commissioned 11 additional Year R places at St Francis RC School.		
Across Maidstone	Review of PANs to determine whether adjustments can be made which would facilitate single year group teaching. Continue to model future needs as the core strategy for Maidstone develops.	We will: <ul style="list-style-type: none"> analyse 2015/16 "spike" in Reception Year numbers. commission 30 places in Maidstone Town to accommodate the spike in 2015/16. propose commissioning a new 2FE primary school (subject to development of core strategy and housing building). 	We will propose commissioning two new 2FE primary schools (subject to development of core strategy and house building)

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Maidstone Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
		For 2018/19 and 2019/20 possibly commission one off additional 1FE admission into one or two schools.

TONBRIDGE & MALLING

District Analysis – Primary

There are currently 43 primary schools in the primary phase in the Tonbridge & Malling District and a total of 1561 places available annually in Reception Year. In total schools in the District have sufficient places to meet demand throughout the forecast period, with surplus capacity remaining over the 5% operating guideline. However, these figures mask the pressure points, which are primarily linked to house building.

Housing development is predominantly in the Malling area. The level of new houses being built in areas such as Kings Hill and Holborough Quarry do not exceed those built historically and therefore the base forecasts capture migration to these locations. For this reason the forecasts do not show further pupils arising from new housing.

Snodland: Holborough Quarry (1000 houses) is being provided for via the Snodland primary schools. The S106 agreement provides, if needs are evident, for the provision of a 1 form of entry or 2 forms of entry primary school site. The cash contribution is £1.2m (if new build) or £700k (extension rate). An assessment of need will be undertaken in August 2012.

1000 homes are planned in the Peter's Pit development. Wouldham CEPS is the nearest school. The S106 agreement for this site is linked to the agreement for Holborough Quarry, and provides for education provision. The extent of the contribution is dependent upon an assessment of need at a future date.

Leybourne Chase will have 700 homes. The developer is providing a 1 form of entry primary school site and £2m towards the cost of a new school building. We propose to undertake a consultation to establish how we best provide school places for this new community.

Kings Hill – the anticipated build rate is 100 houses per year for the remaining 250 houses. Planning consent has been secured to make additional accommodation available on the Discovery School site to support the school operating at 3FE. In 2012, it was not possible to accommodate all children living in Kings Hill in the local schools. Historically, this housing development has seen a very high rate of families moving in with pre-school aged children, or starting a family when they arrive. Thus the pre-school migration rate has been far in excess of that forecast. It is probable that a significant proportion of the extra pupils forecast in the pre-school migration line of the table in Appendix 1 should be attributed to this and neighbouring housing development areas. We are undertaking a community consultation to assess the needs for 2013 and beyond. We are considering commissioning additional Year R places at Kings Hill Primary School in 2013 and 2014, subject to the outcome of this consultation. A further planning application for additional houses is anticipated shortly. The demand for education provision arising from this will be assessed when details are available. It is expected that a new school will be required. It is anticipated that once development is complete, the need for school places will reduce, possibly by 1FE.

The long term population forecast shows the primary school numbers peaking in 2016 at 10,900 pupils before reducing to 10,100 in 2026. However, new housing clearly affects where school provision needs to be located.

Accuracy of forecasts - on occasions underestimated the number of primary aged pupils, although those produced in the last two years have proved accurate to within 1%.

District Analysis – Secondary

The number of Year 7 places in secondary schools in Tonbridge & Malling is 1642. In 2011, 6% of both Year 7 places and total places (years 7-11) remained vacant. The vast majority of surplus places are contained in The Malling School (454), and neighbouring schools in the Malling area (about 100). Under 100 places are vacant in Tonbridge. The admissions pattern for the secondary schools in Tonbridge & Malling is linked to Maidstone (for Malling) and Sevenoaks and Tunbridge Wells (for Tonbridge). Thus commentary on those Districts should be considered alongside this section.

Year 7 numbers are forecast to fall until 2013, before rising again to peak in 2018. There is forecast to be a deficit of up to 80 places from 2016/17 to 2019/20. 180 places would be required at the peak if a 5% surplus is to be maintained. The deficit relates to schools in Tonbridge, predominantly at Hayesbrook Boys School, and the District's three grammar schools.

The larger Year 7 cohorts will cause the total school numbers to rise, leading to an overall shortfall of places from 2018/19.

Post 16 numbers are forecast to increase throughout the forecast period reaching 2174 by 2021. There is a deficit of places throughout the period, although surplus accommodation in schools is sufficient to offset this until 2018.

At the time of writing, the Hadlow Rural Community School, a free school based at Hadlow College is being supported, and moving to the development stage. If this proceeds, it will provide 40 places per year group in Years 7 to 11. It is anticipated the school will open in September 2013, initially with intakes into Years 7 and 10.

Accuracy of forecasts - have in the past significantly underestimated secondary pupil numbers, but in the last two years these have been correct to within 1%.

Tonbridge & Malling Primary School Commissioning Position

Planning Area or Group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
Kings Hill	Undertake statutory consultation on the significant enlargement of Discovery Primary School by 1FE. Commission 30 places for Year R in 2013 and 2014 at Kings Hill School.	Subject to commencement of housing development, commission the first 1FE of a new 2FE primary school on Kings Hill.	Undertake statutory consultation on the significant enlargement of the new primary school at Kings Hill by 1FE.
West Malling		Subject to commencement of housing development, consult on the significant enlargement of Ryarsh School by 0.3FE.	
Larkfield and Leybourne	Undertake community consultation on the provision of additional school places to serve the Leybourne Chase development.	We will propose commissioning an additional 1FE of primary school provision linked to Leybourne Chase.	
Snodland Page 311	Undertake education assessment as per S106 agreement.		Subject to the assessment we will propose commissioning additional 1FE of primary provision in Holborough Quarry development.
Burham			Subject to commencement of development at St Peter's Pit, assess education need for new provision as per S106 agreement.

Tonbridge & Malling Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Tem Commission Position (by 2016)	Longer Term Commissioning (>2016)
	We will propose commissioning at least 3FE additional provision for Tonbridge in years 2016/17 to 2019/20. Proposals to be linked to those for Sevenoaks and Tunbridge Wells.	

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WEST KENT

DARTFORD

District Analysis - Primary

There are currently 27 primary schools in the Dartford District and a total of 1275 places available annually in Reception Year. The total pupil numbers are forecast to increase significantly, and will continue to do so throughout the forecast period. The District as a whole has sufficient capacity to accommodate the forecast pupil numbers until September 2015. However, localised pressure in several planning areas will necessitate enlargements in 2012, 2013 and 2014.

Stone, Fleetdown, Swanscombe & Greenhithe planning areas will increasingly come under pressure. A proposed 1FE enlargement at Fleetdown Primary School from September 2012 has been agreed. A second 1FE enlargement at Stone, St Mary's Church of England Primary School is proposed for September 2013 and a third 1FE enlargement at Knockhall Primary School will be proposed for September 2014. The temporary expansion of Manor Primary School will be confirmed.

Indigenous growth and new housing developments in North Dartford and New Town planning areas will mean a need for additional primary provision. The Dartford Bridge Primary School will enlarge by 1FE for September 2013. As house occupancy progresses in the Northern Gateway (GSK site), we will commission a new 2FE primary school.

In the south western part of urban Dartford, demand will rise slowly. The temporary 1FE expansions to Maypole Primary School and Oakfield Primary School will be confirmed to accommodate this demand.

Longer term, there is a new development planned for the quarry at St James Lane. This development will require a new 2FE primary school.

The most significant house building is underway in the Ebbsfleet Valley development, providing an additional 7,000 new dwellings in the Swanscombe planning area. We will need to commission 4 additional 2FE primary schools to manage the pressure, as house occupancy progresses

The total primary school numbers for Dartford rural schools are forecast to increase slightly, however there is capacity to cope with any such increase.

Accuracy of forecasts – The primary forecasting for Dartford is consistently accurate, even over the longer term.

District Analysis – Secondary

The number of Year 7 places in secondary schools in Dartford is 1405. Secondary school numbers are forecast to rise steadily until 2017. After this, the rate of increase rises faster.

In the short term, we will commission an additional 1FE at the Ebbsfleet Academy.

In the medium to long term, we will be commissioning a new 8FE secondary school on the Ebbsfleet Valley development. If the new development is not able to deliver the secondary school when required we would need to consider commissioning up to 4FE of secondary provision from the current Dartford secondary schools.

The pressure on secondary admission numbers comes from increasing Year 7 intakes, which over the next nine years are forecast to see an increase of 330 pupils. In the long term, we will need to consider commissioning 3FE or 4FE additional secondary provision, over and above the 8FE being provided on the Ebbsfleet Valley development.

The long term population forecast sees the secondary school numbers increasing to 11200 by 2026. This would require 2700 additional places (13FE) to those currently available (2011/12) if a 5% surplus is to be maintained (and assuming 95% of the cohort seek places in Dartford's state schools).

Accuracy of forecasts: The medium term forecasting has produced results that are under the eventual actual figures. Dartford secondary numbers are impacted by Kent/Bexley border migration.

Dartford Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
New Town Dartford North	We will confirm the 1FE enlargement at Dartford Bridge Primary School	Expected housing development on the Glaxo/Northern Gateway site will necessitate the need to commission a new 2FE primary school.	Follow on from medium term
Dartford West Wilmington Joydens Wood	We will confirm the 1 FE enlargement at : <ul style="list-style-type: none"> ▪ Maypole Primary School ▪ Oakfield Primary School 	No change	No change
Stone Fleetdown	We will propose commissioning enlargements of 1FE at: <ul style="list-style-type: none"> ▪ Fleetdown Primary School ▪ Stone St Mary's CofE Primary School <p>We will confirm the 1 FE enlargement at Manor Primary School.</p>	We will propose commissioning: <ul style="list-style-type: none"> • an enlargement of 1FE at Knockhall CofE school for September 2014 • commissioning a new 2FE school at St James Pit Primary 	Action will be dependent on whether Ingress Park and Thames Waterside developments continue
Swanscombe	Any additional places needed in the short term can be managed by commissioning extra places in existing schools	We will propose additional: <ul style="list-style-type: none"> ▪ 1FE in Ebbsfleet Valley (Castle Hill) ▪ 1FE in North West Sub Station ▪ 1FE in Ebbsfleet Valley (Station Qtr North) 	We will propose: <ul style="list-style-type: none"> ▪ 1FE in Ebbsfleet Valley (Castle Hill expansion) ▪ 1FE in North West Sub Station expansion ▪ 1FE in Ebbsfleet Valley (Station Qtr North expansion) ▪ 2FE in Ebbsfleet Valley (Alkerden) ▪ 2FE in Ebbsfleet Valley (Village 3)
Bean Darenth Sutton at Hone Longfield	Any additional demand can be met through the use of existing surplus capacity Isolated incidents of demand over PAN can be managed through commissioning extra places in the more popular schools	No change	No change

Dartford Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Term Commission Position (by 2016)	Longer Term Commissioning (>2016)
No change	<p>1FE enlargement of Ebbsfleet Academy.</p> <p>A secondary school with 8 forms of entry will need to be commissioned on the Ebbsfleet Valley development. (Initially 4FE expanding to 8FE.)</p> <p>We will consider commissioning 3 or 4 forms of entry additional provision, over and above the 8FE being provided on the Ebbsfleet Valley development.</p>	Continue development of the new Ebbsfleet Valley school. No other requirement is expected to be necessary.

GRAVESHAM

District Analysis - Primary

There are currently 27 primary schools in the Gravesham District and a total of 1304 places available annually in Reception Year. The Reception Year intakes are forecast to fluctuate slightly over the next 5 years. Total pupil number forecasts will increase throughout the forecast period. The District appears to have sufficient capacity to accommodate the forecast pupil numbers during this time, but this masks the true picture.

West Gravesham and Northfleet planning areas require additional capacity. There is a forecasted spike in demand of 10% for 2015/2016 and 2016/2017 in this area. Proposals put in place to manage this include the temporary enlargement of Dover Road Community Primary School by 1FE until 2012 and the permanent enlargement of St Botolph's Church of England Primary School by 1FE from September 2012. There is also a medium term proposal to enlarge and re-locate Rosherville Church of England Primary School to a new site on the Springhead housing development, as a 2FE primary school from 2014/15. The forecasts will be carefully monitored and we have identified other commissioning options if necessary.

Gravesham Borough Council (GBC) is currently reassessing its housing requirement. There is a probability that GBC will consider new housing development sites in addition to existing sites. The number of new houses is not yet decided but is expected to be in the region of 5,200. We are working with GBC to ensure that we have early notification of new development, and an input into where new provision would need to be commissioned. Some of the housing is likely to be in East Gravesend and, if so, additional school provision will need to be commissioned.

The total pupil numbers for Gravesend rural schools are forecast to remain fairly static. There is spare capacity which will help to manage overspill from Gravesend if required.

The long term school numbers forecast sees the primary school numbers increasing to 10,100 by 2026. This would require 1470 additional places (7FE) to those currently available (2011/12) if a 5% surplus is to be maintained (and assuming 95% of the cohort seek places in Gravesham's state schools). However this is dependent upon housing development starting as planned.

Accuracy of forecasts – Longer term Gravesham primary school forecasting tends to under estimate actual roll numbers by up to 2%. In the shorter term, however, the forecasts tend to over estimate demand, by as much as 3%.

District Analysis – Secondary

The number of Year 7 places in secondary schools in Gravesham is 1284. Forecast Year 7 intake numbers show a fluctuation over the next 10 years, although numbers will rise gradually. There is sufficient Year 7 capacity in Gravesham to manage this increase and, although some temporary accommodation may be needed in 2017/18 – 2018/19, no significant additional provision is likely to be needed. However, this situation might change once GBC decides where it intends to allow housing development.

Accuracy of forecasts – Gravesham secondary forecasts have been accurate with the exception of short and medium term forecasts for 2011/12 which have over-estimated by about 2% every year.

Gravesham Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Gravesend East	We will confirm the 1FE enlargement at Whitehill Primary School	Any additional demand can be met through the use of existing surplus capacity.	We may need to commission extra provision here following housing development.
Gravesend West Northfleet	Forecast significant increases have been offset in the short term by commissioning 1FE of additional provision at St Botolph's Church of England Primary School.	Our expectation is to relocate and enlarge Rosherville Church of England Primary School by 2014/2015. Our expectation is to propose commissioning an enlargement at Lawn Primary School for September 2015, taking the school to 1FE. Other commissioning options of up to 2FE are under consideration if required	We will propose commissioning a new 2FE primary school in the Springhead area
Instead Rise Higham Cobham & Shorne Meopham Culverstone & Vigo	Any additional demand can be met through the use of existing surplus capacity. Isolated incidents of demand over PAN can be managed through commissioning extra places in the more popular schools	No change	No change

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Gravesham Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Term Commission Position (by 2016)	Longer Term Commissioning (>2016)
No commissioning change is expected.	No change. Any increase in rolls should reduce the surplus without the need for any structural solution.	Depending on Gravesham Borough Council long term building plan, additional provision will need to be considered.

SEVENOAKS

District Analysis – Primary

There are currently 42 schools in the primary phase in the Sevenoaks District and a total of 1436 places available annually in Reception Year. The Reception Year forecasts fluctuate over the next five years, with an overall slight reduction in intake. However, this fluctuation is not reflected in total roll numbers which show an increase overall.

Sevenoaks District has sufficient capacity to accommodate the forecast increases although its geographical north/south split mean that provision may not be as local as would be ideal.

In 2011, Sevenoaks Town had an increase in numbers and three temporary enlargements were established in Otford PS, St John's CEPS and Sevenoaks PS

Forecasts for the next three years indicate slight increases in localised demand, largely due to parental preference. We intend to publish proposals to commission permanent 1FE enlargement at Lady Boswell's CEPS and Sevenoaks PS for the September 2013 intake. A further 0.5FE permanent enlargement will be confirmed at St John's CEPS and an extra 10 places will be confirmed at Otford PS, also for September 2013.

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There are indications of slight pressure on capacity in the south western part of the district. If this pressure continues to increase, we may seek to commission additional places at Churchill CEPS.

There are two significant housing developments. The first in Dunton Green is now underway. The second is at Fort Halstead where a housing developer has recently purchased the site. We await confirmation of expected school place requirement.

The northern part of the District comprises the towns of Swanley, Hextable and several rural villages. There are currently no capacity issues. There is a surplus, which is within acceptable limits. Forecasts indicate increased levels of demand that will utilise the surplus. It is unlikely that additional provision will be required, but there are several options that may be commissioned if necessary.

The forecasts for Sevenoaks rural schools remain fairly static. There is enough spare capacity if demand increases.

The long term forecast is for the primary aged population in Sevenoaks to increase to 10,400 in 2016 before falling to 9300 in 2026.

Accuracy of forecasts – Since 2008, Sevenoaks primary forecasts have been consistently within 1% accuracy.

District Analysis – Secondary

The number of Year 7 places in secondary schools in Sevenoaks is 510. Forecasts indicate an increase in Year 7 intakes for the next seven years. The increase is exacerbated by corresponding increases in the forecasts for year 7 students in Tunbridge Wells and Tonbridge, where half of Sevenoaks children travel to receive their education. As demand increases in these areas, Sevenoaks pupils will find their ability to access a secondary education of their choice becoming challenged.

The Sevenoaks Christian Free School will provide 120 Year 7, non-selective secondary places with a total capacity of 600. It is expected to open in September 2013.

The local authority agreed in March 2012 to consider a petition from parents in Sevenoaks about commissioning 4FE of selective and 2FE of non-selective secondary provision.

New provision in Sevenoaks will therefore provide a solution for the secondary capacity issues. This will influence not only Sevenoaks, but also Tonbridge and Tunbridge Wells Districts as well.

Longer term, District numbers are forecast to decrease. All surplus capacity will be in the northern part of the District. This decrease masks the situation in the southern part of the District where forecasts indicate sustained growth. There is negligible migration from southern to northern parts of the District.

Accuracy of forecasts – The secondary forecasts for Sevenoaks have shown a significant and consistent divergence from actual numbers. This divergence has two causes. Firstly, the cross border migration from Sevenoaks to Tonbridge/Tunbridge Wells and secondly, there are only three schools in Sevenoaks. Fewer schools will produce a less dependable result.

Sevenoaks Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (by 2016)
Sevenoaks	We will propose commissioning enlargements of 1FE at: <ul style="list-style-type: none"> ○ Sevenoaks Primary ○ Lady Boswell's CofE Primary And an enlargement of 0.5FE at St John's CofE Primary	No change	No change
Kemsing, Otford Eynsford Shoreham Halstead & Knockholt Horton Kirby	We will confirm the enlargement of Otford Primary from a PAN of 50 to a PAN of 60.	No change	No change
Dunton Green	No change	An additional 0.5FE will be required.	No change
West Kingsdown New Ash Green Hartley	No change, although the current surplus capacity in the area will be monitored	No change	No change
Westerham Ide Hill, Sundridge & Brasted Edenbridge Sevenoaks Rural SE	No change, although the current surplus capacity in the area will be monitored and any additional places needed can be managed by commissioning extra places in existing schools.	We may seek to commission an additional 10 places at Churchill Cof E Primary School, if required.	No change
Swanley Hextable	Any additional demand can be met through the use of existing surplus capacity	Additional provision might be needed to maintain the 5% parental preference	No change

Sevenoaks Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Term Commission Position (by 2016)	Longer Term Commissioning (>2016)
The Sevenoaks Christian Free School will provide 120 Year 7, non-selective secondary places with a total capacity of 600, from September 2013.	We will commission 4FE of selective and 2FE of non-selective secondary provision by 2015	No Change

TUNBRIDGE WELLS

District Analysis - Primary

There are currently 31 primary schools in the Tunbridge Wells District and a total of 1321 places available annually in Reception Year. The Reception intake for primary schools in Tunbridge Wells is forecast to fluctuate. The figures for the District show that there is sufficient capacity to accommodate the forecast pupil numbers during this time, but this masks the true picture.

Royal Tunbridge Wells town centre and the outlying villages are experiencing significant pressure on Reception pupil numbers. The Tunbridge Wells, Southborough, Rusthall, Langton Green, Broadwater, Pembury and Hawkenbury planning areas, when analysed together, indicate a picture that is not reflected in the more rural areas of Tunbridge Wells District. For September 2011, we established 1FE enlargements at Claremont Community Primary School, Bishops Down Community Primary School, St Matthews High Brooms Church of England Primary School and Pembury Community Primary School. These solutions are for two years only, (September 2011 and September 2012).

We are proposing that the two temporary enlargements at Pembury and St Matthews High Brooms schools be made permanent.

We intend to publish proposals to commission an enlargement at seven schools for the September 2013 intake. The details are shown in the Commissioning Position table below, with Bishops Down and Claremont schools reverting back to their original published admission number.

The Department for Education agreed to allow the proposal for the Wells Free School to progress to the next stage. This new school is aiming to provide an additional 22 reception year places. The school will be sited in an area of sustained demand and the County Council has offered the school its broad support and assistance with integrating with the local authority Primary school admission process.

In the medium term, we are working closely with Tunbridge Wells Borough Council and the housing developers to commission additional provision as new housing is built and occupied. These proposals will progress parallel to the pace of house building and include enlarging St Peter's Church of England Primary School and relocating to a new site in Hawkenbury. Other proposals, such as that at Knights Park, are under consideration as the planning for Tunbridge Wells district becomes more clear over time.

The total rolls for Tunbridge Wells rural schools are forecast to remain fairly static, although there are some pressures which will be addressed. There is spare capacity but this will not be local enough to benefit the main population centres.

The long term forecast is for the primary school population in Tunbridge Wells to increase to 10,100 in 2016 before falling to 8900 in 2026. This figure, however, does not take into account the potential for population increase due to house building. Forecasts will be updated annually to reflect trends and housing development once agreed.

Accuracy of forecasts – Medium term forecasts tend to overestimate demand. Short term forecasts are more accurate.

District Analysis – Secondary

The number of Year 7 places in secondary schools in Tunbridge Wells is 1499. The secondary situation for Tunbridge Wells selective provision is currently influenced by the demand (mainly selective and faith provision) from Sevenoaks pupils. This demand exacerbates the local pressure on grammar and faith school places. We are considering a proposal to commission an increase in non-selective provision at Knole Academy, Sevenoaks and new selective provision.

The establishment of the Christian Free School in Sevenoaks district has the potential to impact on the numbers in the non-selective schools (especially faith schools) in the Tunbridge Wells district.

Currently, there are no capacity issues in non-selective schools and two schools, High Weald Academy and Skinners Kent Academy, are not at their current capacity. Any increases in non-selective demand can be managed through the capacity in these two schools.

Accuracy of forecasts – Tunbridge Wells secondary forecasting has been generally accurate over the last five years although there is a tendency to over estimate by between 1 – 2%.

Tunbridge Wells Primary School Commissioning Position

Planning Area or group of Planning Areas	Short Term Commissioning Position (by 2013)	Medium Term Commissioning Position (by 2016)	Longer Term Commissioning (> 2016)
Tunbridge Wells, Southborough, Rusthall, Langton Green, Broadwater, Hawkenbury, Pembury	<p>We will propose:</p> <ul style="list-style-type: none"> ▪ commissioning enlargements of 1FE at: <ul style="list-style-type: none"> ○ Southborough ○ Langton Green ○ St Mark's ▪ commissioning an additional: <ul style="list-style-type: none"> ○ 22 places at St James Junior School ○ 20 places at St James Infant School ▪ confirmation of 1FE enlargements at: <ul style="list-style-type: none"> ○ Pembury ○ St Matthews <p>The Wells Free School will provide 22 places in Royal Tunbridge Wells at a site yet to be confirmed.</p>	<p>We will seek to commission up to 2FE of additional primary capacity, including the enlargement and relocation of St Peter's Church of England Primary School on a new site in Hawkenbury.</p>	<p>We will seek to commission an additional 2FE of additional primary capacity at Knights Park on a site yet to be determined</p>
Bidborough & Speldhurst	<p>We will need to commission up to 10 more places, but no suitable structural solution has yet been identified</p>	<p>No change</p>	<p>No change</p>
Paddock Wood Brenchley & Horsmonden	<p>Any additional demand can be met through the use of existing surplus capacity.</p>	<p>Expected housing development in Paddock Wood may require additional provision.</p>	<p>No change</p>
Capel	<p>Any additional demand can be met through the use of existing surplus capacity.</p>	<p>No change</p>	<p>No change</p>
Lamberhurst, Cranbrook, Goudhurst, Hawkhurst	<p>Any additional demand can be met through the use of existing surplus capacity.</p>	<p>We will seek to commission an additional 10 places in the Lamberhurst/Goudhurst area.</p>	<p>No change</p>

Tunbridge Wells Secondary School Commissioning Position

Short Term Commissioning Position (by 2013)	Medium Term Commission Position (by 2016)	Longer Term Commissioning (>2016)
<p>The Department for Education proposal to support a 4FE Free School in the Sevenoaks district may reduce the non-selective secondary demand in Royal Tunbridge Wells.</p>	<p>Proposal to commission a 4FE increase in selective provision in the Sevenoaks district. If successful, this should reduce the pressures on selective capacity in Royal Tunbridge Wells.</p> <p>Possibility of increase in secondary pupils in Paddock Wood area due to housing development. The High Weald Academy is expected to absorb some of this capacity</p>	<p>We may need to commission additional capacity in the Paddock Wood area.</p>

Summary of Need for Additional Capacity

District	Commission by 2013	Commission by 2016	Commission beyond 2016
Canterbury			
Swale	<p><i>Primary</i></p> <p>Temporary expansions:- 30 places in Sittingbourne 45 places in Sheppey 40 places in Faversham</p>	<p><i>Primary</i></p> <p>2FE to 3FE permanent expansion in Sittingbourne Make up to 3FE permanent on Sheppey / in Faversham</p> <p><i>Secondary</i></p> <p>1FE to 2FE in Sittingbourne</p>	
Dover		<p><i>Primary</i></p> <p>1FE school in Whitfield</p>	<p><i>Primary</i></p> <p>2nd FE Whitfield 2 x 2FE schools Whitfield</p>
Thanet	<p><i>Primary</i></p> <p>3FE permanent expansion in Margate 60 places in Ramsgate</p>	<p><i>Primary</i></p> <p>Permanent expansions: 1FE to 2FE in Ramsgate 1FE to 2FE in Margate 2FE in Broadstairs</p>	
Ashford	<p><i>Primary</i></p> <p>Up to 90 places in 2013 Formalise 1FE enlargement of Repton Manor Primary School</p>	<p><i>Primary</i></p> <p>1FE Chilmington Green (Phase 1 of 2FE) 1FE Cheeseman's Green (Phase 1 of 2FE)</p> <p><i>Secondary</i></p> <p>4FE Chilmington Green (Phase 1 of 8FE school)</p>	<p><i>Primary</i></p> <p>Formalise 1FE enlargement of Chilmington Green Formalise 1FE enlargement of Cheeseman's Green Commission up to 11 further 2FE schools in and around Ashford.</p> <p><i>Secondary</i></p> <p>4FE Chilmington Green (Phase 2) 8FE Cheeseman's Green 6FE in third urban village</p>

District	Commission by 2013	Commission by 2016	Commission beyond 2016
Shepway	<i>Primary</i> 15 places in Hawkinge. 30 places in East Folkestone in 2013 and 2014.	<i>Primary</i> 30 places in East Folkestone in 2014 1FE expansion Palmarsh Up to 2FE additional accommodation at Sellindge and/or Folkestone Race Course.	<i>Primary</i> 2FE Shorncliffe Garrison (new provision) Minor expansions Romney Marsh (adding 98 places in total)
Maidstone	<i>Primary</i> 1.3FE in Maidstone Town	<i>Primary</i> 30 places in 2015/16 2FE new school in Maidstone Town (subject to housing)	<i>Primary</i> 2 x 2FE in Maidstone Town <i>Secondary</i> 60 places in 2018 and 2019
Tonbridge and Malling	<i>Primary</i> 1FE enlargement of Discovery Primary School 30 places in both 2013 and 2014 in King's Hill School.	<i>Primary</i> 0.3FE enlargement Ryarsh 1FE Leybourne Chase 1FE of new 2FE primary school at Kings Hill <i>Secondary</i> 90 places in 2016 to 2019 (linked to Sevenoaks and Tunbridge Wells)	<i>Primary</i> 1FE Holborough Quarry Formalise 1FE enlargement of new primary school at Kings Hill.
Dartford	<i>Primary (Permanent expansions)</i> Additional 1FE in North Dartford. Additional 2FE in Fleetdown & Greenhithe. Confirm 3FE expansions in Dartford district	<i>Primary</i> Additional 1FE (permanent expansion) in Greenhithe 3FE in Ebbsfleet Valley <i>Secondary</i> 1FE permanent expansion in Swanscombe	<i>Primary</i> 1FE in North Dartford 2FE East Dartford 7FE in Ebbsfleet Valley <i>Secondary</i> 8FE in Ebbsfleet Valley
Gravesham	<i>Primary (Permanent expansions)</i> 1FE expansion in West Gravesend Confirm 1FE expansion in East Gravesend	<i>Primary</i> Additional 1.8FE permanent expansion in Northfleet <i>Secondary</i> 2FE permanent expansion in Gravesend town	<i>Primary</i> 2FE in Springhead area

District	Commission by 2013	Commission by 2016	Commission beyond 2016
Sevenoaks	<p><i>Primary (Permanent expansions)</i> 2.5FE in Sevenoaks town Confirm 0.3FE expansion in Otford</p> <p><i>Secondary</i> 4FE non-selective</p>	<p><i>Primary</i> Additional 0.5FE permanent expansion in Dunton Green</p> <p><i>Secondary</i> 4FE selective provision</p>	
Tunbridge Wells	<p><i>Primary (Permanent expansions)</i> Additional 1FE in Southborough Additional 1FE in Langton Green. Additional 1FE in South Royal Tunbridge Wells Additional 1FE in Pembury Additional 1FE in High Brooms Additional 22 places in central Royal Tunbridge Wells</p>	<p><i>Primary</i> Additional 1.5FE in Hawkenbury</p> <p>Additional 0.3FE permanent expansion in Lamberhurst / Goudhurst</p>	<p><i>Primary</i> 2FE on the Knights Park development</p>
Totals	<p><i>Primary</i> 22.1FE permanent 362 Year R places</p> <p><i>Secondary</i> 4FE permanent</p>	<p><i>Primary</i> 30.4FE permanent 60 Year R places</p> <p><i>Secondary</i> 13FE permanent 90 places</p>	<p><i>Primary</i> 51FE permanent 98 Year R places</p> <p><i>Secondary</i> 26FE permanent 60 places</p>

12. Planning Provision for Special Educational Needs

- 12.1 The future provision for children with special educational needs (SEN) will form an integral part of the Commissioning Plan. Current provision is already identified within this document including the significant developments planned for providing new/enhanced accommodation for ten Special schools. The future capacity of specialist SEN provision within Special schools and within the mainstream sector will be subject to review as Kent develops its new strategy for SEN during the course of 2012. This will include an evaluation of the range of existing provision available to meet the full spectrum of need types, the geographical spread of such provision and the need to ensure that all students from pre-school to post 16 have access to the specialist support and provision that is necessary to meet their individual needs, wherever they may live in Kent. Future decisions on the location and mix of provision, as well as capacity issues will clearly be considered within the context of the need to consider cost effectiveness and value for money from available sources.
- 12.2 It is intended that decisions will be taken following close engagement with the full range of schools and education providers. At this stage therefore the SEN entry in this document should be considered as work in progress which is continuing to be developed and enhanced in line with the development of the County Council's SEN Strategy.
- 12.3 The SEN Strategy and Action Plan is due to be published in March 2013 and implemented from September 2013.
- 12.4 **Special School Review**
The County Council embarked on a review of its Special school provision during the last decade. Its provision was re-designated to meet the needs identified at that time. The intention was to ensure we had sufficient provision, in the right place, and meeting relevant needs. The local authority has and continues to invest (presently £120m) in rebuilding/refurbishing its Special schools to enable these to be able to function in the best quality environments we can offer.
- 12.5 Table 10 below details the current Special school provision in Kent.

Table 10 - Special Schools in Kent

School	Area	Age Range	Designation	Number of Day Places Bought (FTE)			Total	Places Planned Sept 2012	Number of Residential places bought Sept 2011	Residential Places Planned Sept 2012
				East	Mid	West				
Broomhill Bank School	West	5-19	<ul style="list-style-type: none"> Severe communication and interaction needs 	-	-	74	74	80	2	-
Valence School	West	5-19	<ul style="list-style-type: none"> Physical, sensory and medical needs 	-	-	72	72	77	50	50
Bower Grove School	Mid	5-16 5-11 5-16	<ul style="list-style-type: none"> Behaviour and learning needs Behaviour, emotional and social development needs Communication and Interaction needs and learning difficulties 	-	192	-	192	212	-	-
St Anthony's School	East	5-16 5-11	<ul style="list-style-type: none"> Behaviour and learning needs Behaviour, emotional and social development needs 	112	-	-	111	112	-	-
Burness School	West	11-16	<ul style="list-style-type: none"> Behaviour, emotional and social development needs 	-	-	72	72	85	24	24
The Ifield School	West	5-19	<ul style="list-style-type: none"> Profound, severe, or complex needs. Combination of Autism Spectrum Disorder and severe cognitive impairment. Severe communication and interaction needs and learning difficulties. 	-	-	187	187	179	-	-
The Foreland School	East	5-19	<ul style="list-style-type: none"> Profound, severe, or complex needs Combination of Autism Spectrum Disorder and severe cognitive impairment Severe communication and interaction needs and learning difficulties 	140	-	-	140	138	-	-
Goldwyn Community	Mid	11-16	<ul style="list-style-type: none"> Behaviour, emotional and social development needs. 	-	74	-	74	70	-	-
Highview School	Mid	6-16	<ul style="list-style-type: none"> Learning difficulties/complex needs 	-	138	-	138	150	-	-

School	Area	Age Range	Designation	Number of Day Places Bought (FTE)			Total	Places Planned Sept 2012	Number of Residential places bought Sept 2011	Residential Places Planned Sept 2012
				East	Mid	West				
Rowhill School	West	5-16 5-11	<ul style="list-style-type: none"> Behaviour and learning needs Behaviour, emotional and social development needs 	-	-	87	87	120	-	-
Harbour School	East	5-16 5-11	<ul style="list-style-type: none"> Behaviour and learning needs Behaviour, emotional and social development needs 	98	-	-	98	96	-	-
Ridge View School	Mid	5-11	<ul style="list-style-type: none"> Profound, severe, or complex needs Combination of Autism Spectrum Disorder and severe cognitive impairment 	-	79	-	79	94	-	-
Grange Park School	Mid	11-19	<ul style="list-style-type: none"> Severe communication and interaction needs and learning difficulties Autism Spectrum Disorder and severe cognitive impairment 	-	74	-	74	72	-	-
Five Acre Wood School	Mid	5-19	<ul style="list-style-type: none"> Profound, severe, or complex needs Combination of Autism Spectrum Disorder and severe cognitive impairment Severe communication and interaction needs and learning difficulties 	-	170	-	170	145	-	-
Stone Bay School	East	11-19	<ul style="list-style-type: none"> Combination of Autism Spectrum Disorder and severe cognitive impairment Severe communication and interaction needs and learning difficulties 	64	-	-	64	68	50	50
Foxwood School	Mid	2-19	<ul style="list-style-type: none"> Severe learning difficulties and Autism Spectrum Disorder 	-	119	-	119	110	-	-
The Orchard School	East	5-16 5-11	<ul style="list-style-type: none"> Behaviour and learning needs Behaviour, emotional and social development needs 	80	-	-	80	65	-	-

School	Area	Age Range	Designation	Number of Day Places Bought (FTE)			Total	Places Planned Sept 2012	Number of Residential places bought Sept 2011	Residential Places Planned Sept 2012
				East	Mid	West				
St Nicholas' School	East	5-19 5-19	<ul style="list-style-type: none"> • Profound, severe, or complex needs • Combination of Spectrum Disorder and severe cognitive impairment 	190	-	-	190	182	-	-
Milestone School	West	5-19	<ul style="list-style-type: none"> • Profound, severe or complex needs • Combination of Autism Spectrum Disorder and severe cognitive impairment • Severe communication and learning difficulties 	-	-	237	237	235	-	-
Portal House School	East	11-16	<ul style="list-style-type: none"> • Behaviour, emotional and social development needs 	60	-	-	60	60	-	-
The Wyvern School	Mid	5-19	<ul style="list-style-type: none"> • Profound, sever, or complex needs. • Combination of Autism Spectrum Disorder and severe cognitive impairment. 	-	164	-	164	172	-	-
Oakley School	West	5-19	<ul style="list-style-type: none"> • Profound, severe, or complex needs • Combination of Autism Spectrum Disorder and severe cognitive impairment 	-	-	178	178	167	-	-
Meadowfield School	East	5-19	<ul style="list-style-type: none"> • Profound, severe, or complex needs • Combination of Autism Spectrum Disorder and severe cognitive impairment • Severe communication and interaction needs and learning difficulties 	210	-	-	210	205	-	-
Laleham Gap School	East	3-16 11-16	<ul style="list-style-type: none"> • Higher functioning severe communication and interaction needs • Severe Communication and interaction needs and learning difficulties 	174	-	-	174	175	28	28
Totals				1128	1010	907	3044	3069	153	152

12.5 We are currently working with a number of these schools to provide them with the quality of accommodation we aspire to. The present position is:

St Anthony's – We are planning a sports hall, four classrooms and refurbishment work to the existing main building. The main building requires reroofing and a new boiler and there have been recent asbestos issues connected with ceilings. There is also fire precaution works to be done. *Increase from 112 to 122 but this could be achieved by the school converting the current science block into an ASD Unit*

Laleham Gap – We are planning a new school on KCC land at Pysons Road, Ramsgate, where we already have planning permission. Discussions are currently taking place with the school as they are looking for a larger building and may prefer instead to have the existing buildings refurbished. *Remain at 176, including 25 boarding places.*

The Foreland – We were planning a new school apart from Saxon House (the most recent buildings). It now appears unlikely that we can acquire the freehold of the whole site from the NHS Trust Board due to their reorganisation. We need another site to relocate the school: Pyson Road is a possibility if Laleham Gap does not move there. *Increase from 140 plus 17 nursery to 192 plus 17 nursery*

Stone Bay – We are planning an extension and replacement of two classrooms with a modular block. We were also seeking to acquire Lanthorne Bungalows from the NHS to allow for the expansion of 52 week boarding provision but the same difficulty exists as on adjoining Foreland site. *Provide 10 new 52 week boarding places at Lanthorne (plus 46 term time boarders at Stone Bay site) and increase day pupils from 22 to 24*

Portal House - We are planning a new school on a site that we need to acquire at Townsend Farm Close. *Increase from 60 to 80*

Foxwood/Highview – We are planning a new school, but there are some issues that still need to be resolved about a new site. KCC does own sufficient land in Park Farm Road for this proposal. *Currently 139 at Highview and 121 at Foxwood; plan for 286 on one site including Post 16, possibly off site*

Five Acre Wood – We are planning an extension, the conversion of the Professional Development Centre and refurbishment to the existing buildings. *Currently 182 on roll with 146 on the main site and 36 in the post 16 provision at Aylesford School. Planning for 210 places with 180 on the main site and 30 at Aylesford School.*

Ridge View – We have looked at the options of a new school and refurbishing the existing building and providing additional accommodation. The options are being evaluated. The project needs Oakley School to move from its Tonbridge site to provide decant accommodation. *Increase from 88 to 160*

Oakley – We are planning a hall and classroom block to enable the primary phase to move from Tonbridge. This needs to be an early project to allow for the Ridge View decant. *Increase from 169 to 206 and plan a Post 16 phase of 40 off site*

Broomhill Bank – Some adaptability is required to the old residential building and current consideration is being given to address suitability and capacity issues at the school. *The current roll is 72*

12.6 In Kent, we also provide specialist provision through Units attached to mainstream schools or via integrated provision within mainstream schools which have specialist designations. At present we have the following provision (Table 11):

Table 11 – Units and Designated Mainstream School Provision in Kent

School Name	Phase	Type	Area	Unit places - Sep 2010	Unit places - Sep 2011
Hampton Primary School	1	PD	EK	5	2
Minterne Community Junior School	1	SPL	EK	21	23
Whitfield School and Aspen Special Unit	1	AUT	EK	50	52
The Oaks Community Infant School	1	SPL	EK	15	14
Bromstone Primary School, Broadstairs	1	VI	EK	2	0
Pilgrims' Way Primary School	1	PD	EK	9	7
Reculver Church of England Primary School	1	VI	EK	7	5
Joy Lane Primary School	1	AUT	EK	21	18
Green Park Community Primary School	1	PD	EK	3	2
Garlinge Primary School and Nursery	1	PD	EK	7	7
Wincheap Foundation Primary School	1	SPL	EK	25	25
Molehill Copse Primary School	1	HI	MK	17	9
Cheriton Primary School	1	HI	MK	6	2
Morehall Primary School	1	VI	MK	3	4
Linden Grove Primary School	1	SPL	MK	13	10
Hythe Bay Community School	1	SPL	MK	15	12
Castle Hill Primary School	1	HI	MK	12	9
York Road JS and Language Unit	1	SPL	WK	40	32
Slade Primary School	1	HI	MK	6	2
Fleetdown Primary School	1	HI	WK	7	0
Bishops Down Primary School	1	PD	WK	10	4
Fleetdown Primary School	1	HI	WK	7	0
Cage Green Centre for Autism	1	AUT	MK	27	30
McGinty Centre (West Malling Church of England (VC) Primary School)	1	SPL	MK	21	15
Langafel Church of England (Voluntary Controlled) Primary School	1	AUT	WK	17	9
Southborough CEPS	1	SPL	WK	18	4
Raynehurst Primary School	1	PD	WK	6	6
Raynehurst Primary School	1	VI	WK	5	2
Folkestone, St Mary's CofE Primary School	1	AUT	MK	0	0
Ashford Oaks Primary School	1	AUT	MK	0	0
Furley Park Primary School	1	PD	MK	0	0
Folkestone, Christ Church CEPS	1	PD	MK	0	0
West Kingsdown CofE (VC) Primary School	1	SPLD	WK	0	0
The Hereson School	2	SPLD	EK	10	8
Walmer School	2	SPLD	EK	18	18
Hartsdown Technology College	2	HI	EK	5	5
The Abbey School	2	AUT	EK	34	32
Sittingbourne Community College	2	TC	EK	12	16
Sittingbourne Community College	2	SPL	EK	0	0
Fleetdown Primary	1	HI	WK	0	10

School Name	Phase	Type	Area	Unit places - Sep 2010	Unit places - Sep 2011
The Canterbury High School	2	SPL	EK	25	23
The Archbishop's School	2	SPLD	EK	36	27
The Westlands School	2	PD	EK	12	14
The Westlands School	2	SPLD	EK	40	33
St Anselm's Catholic School, Canterbury	2	PD	EK	13	10
The North School	2	ASD	MK	0	20
The North School	2	SPLD	MK	0	2
John Wallis Academy (Christ Church High)	2	HI	MK	5	2
John Wallis Academy (Christ Church High)	2	PD	MK	6	5
The Maplesden Noakes School	2	HI	MK	7	8
Pent Valley School	2	SPLD	MK	0	0
Pent Valley School	2	VI	MK	4	1
Pent Valley School	2	PD	MK	9	1
Hextable School	2	SPL	WK	38	31
Thamesview School	2	PD	WK	16	9
The Malling School (Tydeman)	2	SPL	MK	92	90
Dartford Grammar School	2	VI	WK	0	2
Meopham School	2	AUT	WK	0	20
Brockhill Park Performing Arts College	2	AUT	MK	0	0
The John Wallis Academy	2	SPL	MK	0	40
Wilmington enterprise College	2	SPLD	MK	0	40
The Hayesbrook Academy (Previous Lead School)	2	AUT	MK	0	0
Longfield Academy	4	AUT	WK	35	35
Leigh Academy	4	HI	WK	0	10
St Gregory's Catholic Comprehensive	2	HI	WK	0	11
Charles Dickens	2	VI	EK	8	6
Dane Court School	2	VI	EK	2	0
Simon Langton Boys School	2	AUT	EK	10	11
Archbishops School	2	VI	EK	11	11
Totals	843	816		843	816

12.7 Table 12 below sets out the current number of statemented pupils attending provision in each of the twelve Districts in Kent. This is broken down into the type of provision they attend:

Table 12**Place of Education for Pupils with a Statement of Special Educational Needs by District.**

	Academy	Alternative Curriculum	Children's Home	College	Independent / Non Maintained	Kent Mainstream	Kent Special	Kent Unit	LEA Maintained	Pre Schools	Total
Ashford	32	11	0	0	55	131	232	0	1	0	462
Canterbury	68	14	0	0	12	256	263	3	2	1	619
Dartford	110	0	0	0	40	131	105	1	0	1	388
Dover	91	3	4	1	101	168	156	0	0	0	524
Gravesham	3	0	0	0	6	169	189	4	0	0	371
Maidstone	32	13	0	0	0	207	361	0	0	7	620
Sevenoaks	14	0	1	0	29	97	376	1	0	0	518
Shepway	30	2	0	0	4	156	249	0	0	1	442
Swale	102	1	1	0	31	237	207	0	0	5	584
Thanet	47	1	0	0	63	258	473	1	0	2	845
Tonbridge & Malling	16	2	0	0	7	294	155	0	0	6	480
Tunbridge Wells	6	4	0	0	15	154	247	0	0	5	431
Kent	551	51	6	1	363	2258	3013	10	3	28	6284

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Data does not include pupils who attend a school in a different LA.

Information provided by Management Information Unit, KCC

Source: Impulse database 31/03/11

13. Early Years Education

- 13.1 Local Authorities act as strategic leaders in facilitating the childcare market, focusing particularly on ensuring sufficient, sustainable and flexible early education and childcare is available that is responsive to parents' needs.
- 13.2 Table 13 sets out the number of children across Kent aged 0-4 years old by year group.

Table 13 - Number of children aged 0 to 4 in Kent

Year cohort	Number of children *
0	17,215
1	17,589
2	17,786
3	17,696
4	17,363
Total	87,649

Note: Data on the number of children aged 0 to 4 is taken from the Health Authority population statistics for October 2010.

13.3 Early Years Education Entitlement

The Early Years Education Entitlement is available for parents of children with a child aged 3 or 4 years and it provides a free early years education place for their child. This can only be provided by Ofsted registered providers of childcare for 3 and 4 year-olds and by Ofsted registered maintained and independent schools, all of whom deliver Foundation Stage education.

- 13.4 The Childcare Sufficiency Assessment (CSA) provides an overview of provision with total early years and childcare places available in each District across Kent (Table 14). This suggests that there are significant numbers of surplus places in every District in Kent. However, this is not always the case. It should be noted that places recorded are those stated in the Ofsted registration and therefore are the maximum number a provision can accommodate. Taking account of the varying child to staff ratios for the different age ranges of children, many providers work to set patterns and therefore it is unlikely that they would operate at maximum occupancy.

Table 14 - A breakdown of provision by District is set out below:

District	No. of children aged 3 & 4	No. of EY Educational Places
Ashford	3057	3834
Canterbury	3008	4284
Dartford	2527	3886
Dover	2456	3354
Gravesham	2745	3083
Maidstone	3635	5258
Sevenoaks	2917	3957
Shepway	2341	3182
Swale	3400	4408
Thanet	3117	3681
Tonbridge & Malling	3025	4523
Tunbridge Wells	2831	3382
Total	35059	46832

Note: The number of EY Educational Places includes Reception classes in Kent maintained schools and Academies.

13.5 Provision made in the private and voluntary sector and in nursery classes in maintained schools is as follows, and summarised in Table 15:

- **Full day care for children aged 0 to 4** - There are 319 providers registered with Ofsted as full day care (i.e. provision which is open for children aged 0 to 4 for more than 4 hours per day) with a total of 14,165 places.
- **Pre-school Sessional providers** - There are 333 Ofsted registered pre-school playgroups (i.e. provision which is open for children aged 0 to 4 for less than 4 hours per day) with a total of 9,276 places.
- **Childminders** - There are 1,594 Ofsted registered childminders, with a total of 7,186 places. Of these 113 registered childminders have achieved quality assured status and can therefore offer the early education entitlement.

Table 15

Total registered pre-school provision *		Registered places 0 to 4 years
Full Day Care	319	14,165
Pre-school sessional	333	9,276
Childminders	1594	7,186
Maintained nursery units	68	3,536
Total		34,163

* Information from CSA April 2011

Note: It should be noted that a parent may only require part-time childcare and therefore 'a place' may be occupied by more than one child.

13.6 It is also important to note that places are not uniformly available to children of all ages. Table 16 breaks down the places available (in Table 14) by age group. This data is particularly important when considering the 3 and 4 year old entitlement set out above, and the incoming entitlement for 2 year olds set out below.

Table 16 - Estimated split of places for 0 to 4 year olds.

District	% of 0 to 4 of OfSTED registered places that providers use for:				
	0 year olds	1 year olds	2 year olds	3 year olds	4 year olds
Ashford	4	6	24	35	32
Canterbury	2	4	23	37	34
Dartford	5	5	27	30	33
Dover	4	6	24	36	31
Gravesham	3	4	25	39	28
Maidstone	3	7	25	41	23
Sevenoaks	2	2	11	20	64
Shepway	1	5	27	29	39
Swale	3	3	28	40	27
Thanet	5	7	27	35	26
Ton and Mall	3	6	24	29	38
Tun Wells	3	5	25	34	34
Kent	3	5	23	32	37

Data from the Annual Provider Survey 2011

13.7 **Free entitlement for 2 year olds** – the Government intends to introduce a duty from September 2013, for the most disadvantaged 2 year olds to be able to access up to 570 hours free provision (15 hours per week for 38 weeks). Kent has been set a target by Government to create 3600 places with an increase to 7000 places by September 2014. The introduction of this duty represents a significant challenge for Kent, as set out in Table 17.

Table 17 - Provision of Early Education places for 2 year olds

LCT Area	Estimated no. of 2 year olds in 2013	Estimated no. of 2 year olds eligible for "Free for 2" by 2013	Estimated no. of 2 year olds eligible for "Free for 2" by 2013 (based on disability)	Total Estimated no. of 2 year olds eligible for "Free for 2" by 2013	Estimated no. of vacancies for 2 year olds	Shortfall in places
Ashford	1782	236	107	343	76	267
Canterbury	1571	208	94	302	104	198
Dartford	1450	173	87	260	14	246
Dover	1300	236	78	314	88	226
Gravesham	1408	202	84	286	10	276
Maidstone	2028	219	122	341	46	295
Sevenoaks	1579	114	95	209	35	174
Shepway	1290	219	77	296	66	230
Swale	1878	322	113	435	14	421
Thanet	1794	349	108	457	232	225
Tonbridge & Malling	1599	147	96	243	65	178
Tunbridge Wells	1515	128	91	219	30	189
TOTAL	19194	2553	1152	3705	780	2925

Note: The above figures are estimations. However, a full audit of provision is planned to be carried out April-June 2012.

13.8 It has been identified both nationally and in Kent that assessing the childcare market and sufficiency of provision is both a complex and constantly moving challenge. Therefore to better inform our planning and provision Kent has carried out a full audit of all pre-school providers which was completed in July 2012. At the time of writing the data for this is being analysed and will be utilised to determine where provision needs to be commissioned. Action to address this will be taken and will be incorporated in next year's Commissioning Plan.

14. Post-16 Education in Kent

- 14.1 Table 16 below sets out the percentage of pupils who continue their education in school sixth forms in Kent. Across Kent, approximately two thirds of Year 11 students continue post 16 education in Year 12 in school sixth forms; four fifths of these students then remain into year 13.

Table 16: Sixth Form Stay-on Rates

District	Year 11 2010-11 (Jan)	Year 12 2011-12 (Oct)	Yr 11-12 Stay-on (%)	Year 12 2010-11 (Jan)	Year 13 2011-12 (Oct)	Yr 12-13 Stay-on (%)
Ashford	1256	855	68.1	814	667	81.9
Canterbury	1603	1052	65.6	1079	891	82.6
Dartford	1300	1066	82.0	913	766	83.9
Dover	1338	761	56.9	764	603	78.9
Gravesham	1254	717	57.2	789	648	82.1
Maidstone	1763	1166	66.1	1276	1080	84.6
Sevenoaks	455	150	33.0	145	90	62.1
Shepway	1014	651	64.2	697	525	75.3
Swale	1524	940	61.7	998	812	81.4
Thanet	1474	769	52.2	770	601	78.1
Tonbridge & Malling	1456	969	66.6	1028	868	84.4
Tunbridge Wells	1408	999	71.0	1033	923	89.4
Kent	15845	10095	63.7	10306	8474	82.2

Note:

Comparing the January Census with the following October Census will give a slightly higher stay-on rate (than comparing January with January) as some pupils will drop out of sixth form education between the October and January Census dates

- 14.2 There are six Colleges of Higher and Further Education in Kent. Currently these provide for students aged 16-18 years as follows:

Table 17 – HE & FE Specialist Colleges in Kent

College	District	Area	No. of students
Canterbury College	Canterbury	East Kent	4593
Hadlow College	Tonbridge (A Specialist Agricultural College serving Kent)	West Kent	829
Mid Kent College	Maidstone campus	Mid Kent	4491
	Gillingham campus	Medway	
North West Kent College	Gravesend campus	West Kent	4156
	Dartford campus	West Kent	
K-College	Tonbridge	Mid Kent	4127
	Ashford	Mid Kent	
	Dover	East Kent	
	Folkestone	Mid Kent	
East Kent College	Thanet	East Kent	1476

- 14.3 Since April 2011 Connexions have collected data on young people by academic year age, so it is now possible to distinguish the activities of those in Year 12 and Year 13. This information is essential to the planning of provision to ensure that the incoming duties relating to “Raising the Participation Age” are delivered.

Table 18 - Activities of Year 12 and Year 13 cohort, 30th April 2011

	Year 12	Percentage of Yr 12 cohort	Year 13	Percentage of yr 13 cohort	Number difference Year 12- Year 13	Percentage difference Year 12- Year 13
Cohort total	17983		17853			
EET Total	16993	94%	16302	91%	-691	3%
In education, post Year 11	15519	86%	13625	76%	-1894	-10%
Employment	1018	6%	2195	12.2%	1177	6.2%
Training	456	2%	482	2.7%	26	0.7%
NEET Group	780	4%	953	5.3%	173	1.3%
NEET Available to labour market	662	3.6%	753	4.2%	91	0.6%
NEET Not available to labour market	118	0.6%	200	1.1%	82	0.5%
NEET Other (not EET or NEET)	1	0%	7	0.0%	6	0.0%
Current situation not known	209	1%	591	3.3%	382	2.3%

Source: CCIS Connexions

Note: The cohort total includes all Kent resident young people, including those formerly home educated, in independent provision etc.

- 14.4 The employment and education status for a proportion of young people aged 16-18 years changes on a regular basis. Table 18 indicates that we need to be planning full time education or full time employment with training pathways for the young people who are Not in Education, Employment or Training, or whose status is not known to the Authority. Additionally, not all those in employment will be receiving training which meets the incoming requirements. We estimate 40% of those in employment in Year 12, and 60% of Year 13 aged pupils in employment do not receive training which meets the learning requirements.
- 14.5 Assessment of the physical capacity of institutions in the post-16 sector is complex due to the wide variety of delivery models. In many respects, access to course provision is a more appropriate area to consider. Work will be undertaken with post-16 education providers in Districts to establish post-16 commissioning needs and develop solutions. This will include consideration of progression pathways to HE courses.
- 14.6 An area of focus for the Local Authority during 2013 is the provision of access to post-16 education provision for young people with learning difficulties and disabilities. We anticipate the next iteration of the plan will better amplify the commissioning needs for this group.

14.7 Travel to learn patterns for post-16 students remain similar for those who remain in school sixth forms as are set out in Sections 9.8 and 9.9. For those attending the County's FE colleges the key patterns are (based on 2009/10 data)

- Ashford – Two thirds attend K College, the majority of the remainder attend Canterbury College.
- Canterbury – Over 90% attend Canterbury College but a proportion go to Thanet College.
- Dartford and Gravesham – Most students attend North West Kent College.
- Dover – About 60% go to Canterbury College, 25% to K College, 10% to Thanet College.
- Maidstone – Over 90% attend Mid Kent College, with the majority of the residual students going to K College in Tonbridge.
- Sevenoaks – Students are broadly attending either North West Kent or K College in Tonbridge.
- Shepway – 60% of learners go to K College, the remainder attend Canterbury College.
- Swale – Over 90% attend Canterbury College, with about 9% attending Mid Kent College.
- Thanet – 75% of Thanet's learners attend the local FE college. The remainder go to Canterbury College.
- Tonbridge & Malling – Over 50% of the students go to K College in Tonbridge. Most of the remainder go to Mid Kent College.
- Tunbridge Wells – Nearly all students attending FE college go to K College.
- Hadlow College draws pupils from across Kent.

Appendices 1 - 10

Canterbury primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Canterbury	374	330	11.8	2738	2261	17.4	336	370	376	364	356	2289	2361	2445	2307	2297
Blean	67	67	0.0	469	459	2.1	64	50	55	61	60	452	435	422	445	444
Bridge & Patrixbourne	56	58	-3.6	367	391	-6.5	46	48	30	46	45	381	372	340	375	373
Chartham	45	45	0.0	345	289	16.2	40	39	36	42	42	305	310	305	300	299
Sturry	60	47	21.7	420	320	23.8	41	36	36	42	41	302	300	281	303	301
Hersden	33	38	-15.2	241	235	2.5	30	35	32	34	34	219	226	229	223	222
Petham	15	16	-6.7	117	112	4.3	17	11	10	14	14	117	114	107	113	113
Littlebourne & Wickhambreaux	30	34	-13.3	224	203	9.4	20	17	34	27	26	201	193	196	202	201
Adisham & Barham	50	40	20.0	350	288	17.7	23	29	19	30	29	263	257	227	265	264
Whitstable	330	321	2.7	2336	2149	8.0	302	316	264	310	303	2147	2159	2119	2140	2131
Herne Bay	450	365	18.9	3288	2827	14.0	396	404	380	409	400	2813	2809	2770	2816	2804
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	48	72	96	87	85	72	144	241	327	412
Total	1510	1361	9.9	10895	9534	12.5	1363	1427	1368	1466	1435	9561	9680	9682	9816	9861
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1502	1506	1506	1506	1506	10807	10700	10659	10618	10592
Forecast surplus / deficit places	-	-	-	-	-	-	139	79	138	40	71	1246	1020	977	802	731
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	9.3	5.2	9.2	2.7	4.7	11.5	9.5	9.2	7.6	6.9

Canterbury secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1718	1724	1724	1724	1724	1724	1724	1724	1724	1724	1724
Year 7 roll	1481	1459	1476	1523	1474	1552	1575	1481	1481	1497	1401
Year 7 surplus / deficit places	237	265	248	201	250	172	149	243	243	227	323
Year 7 surplus / deficit capacity (%)	13.8	15.4	14.4	11.7	14.5	10.0	8.6	14.1	14.1	13.2	18.7
Total capacity (Years 7-11)	8590	8596	8602	8608	8614	8620	8620	8620	8620	8620	8620
Total roll (Years 7-11)	7901	7782	7583	7537	7443	7482	7598	7603	7561	7584	7433
Total surplus / deficit places (Years 7-11)	689	814	1019	1071	1171	1138	1022	1017	1059	1036	1187
Total surplus / deficit capacity (Years 7-11) (%)	8.0	9.5	11.8	12.4	13.6	13.2	11.9	11.8	12.3	12.0	13.8
Post 16 roll	2076	2162	2178	2142	2107	2069	2003	1979	2021	2020	2045
Total roll (including Post-16)	9977	9944	9761	9679	9550	9551	9601	9582	9582	9604	9478

Swale primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Sittingbourne	375	361	3.7	2625	2481	5.5	407	437	461	407	407	2582	2651	2786	2697	2710
Kemsley & Milton Regis	120	117	2.5	840	721	14.2	131	110	100	104	104	708	739	740	740	743
Bobbing, Borden & Grove Park	108	110	-1.9	846	774	8.5	112	79	94	101	101	795	753	743	803	807
Sittingbourne Rural South	65	66	-1.5	455	462	-1.5	46	44	34	51	51	453	426	397	460	462
Teynham	45	37	17.8	315	276	12.4	45	34	34	41	41	282	287	281	289	290
Wade	60	59	1.7	420	392	6.7	70	49	54	57	57	411	405	399	411	413
Newington	45	32	28.9	315	232	26.3	35	32	32	31	31	213	205	206	218	219
Lower Halstow	20	17	15.0	140	130	7.1	20	17	20	18	18	130	136	144	138	139
Upchurch	30	27	10.0	210	197	6.2	27	23	25	26	26	200	192	190	205	206
Sheerness	180	177	1.7	1260	1163	7.7	198	192	226	197	197	1212	1260	1321	1259	1265
Queenborough & Rushenden	45	53	-17.8	315	344	-9.2	44	51	54	49	49	324	326	324	339	340
Halfway & Minster	180	176	2.2	1260	1213	3.7	183	172	213	182	182	1192	1195	1250	1247	1253
Eastchurch & Warden Bay	60	62	-3.3	420	396	5.7	39	70	49	57	57	387	397	394	409	410
Faversham	220	213	3.2	1405	1242	11.6	202	201	221	201	201	1271	1289	1328	1312	1318
Eastling, Selling & Sheldwich	68	68	0.0	440	482	-9.5	58	56	45	58	58	482	468	446	491	493
Boughton, Graveney & Hernhill	75	87	-16.0	525	517	1.5	75	55	83	72	72	521	498	514	530	533
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	39	58	77	72	72	58	116	193	264	336
Total	1696	1662	2.0	11791	11022	6.5	1731	1680	1822	1724	1724	11221	11343	11656	11812	11937
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1764	1779	1779	1719	1719	11773	11770	11794	11863	11929
Forecast surplus / deficit places	-	-	-	-	-	-	33	99	-43	-5	-5	552	427	138	51	-8
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	1.9	5.6	-2.4	-0.3	-0.3	4.7	3.6	1.2	0.4	-0.1

Swale secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1642	1657	1657	1657	1657	1657	1657	1657	1657	1657	1657
Year 7 roll	1571	1465	1518	1478	1528	1550	1570	1610	1621	1582	1661
Year 7 surplus / deficit places	71	192	139	179	129	107	87	47	36	75	-4
Year 7 surplus / deficit capacity (%)	4.3	11.6	8.4	10.8	7.8	6.5	5.3	2.8	2.2	4.5	-0.2
Total capacity (Years 7-11)	8285	8293	8304	8315	8325	8343	8346	8346	8346	8346	8346
Total roll (Years 7-11)	7998	7814	7623	7483	7453	7448	7553	7645	7788	7842	7953
Total surplus / deficit places (Years 7-11)	287	479	681	832	872	895	793	701	558	504	393
Total surplus / deficit capacity (Years 7-11) (%)	3.5	5.8	8.2	10.0	10.5	10.7	9.5	8.4	6.7	6.0	4.7
Post 16 roll	1845	1570	1648	1657	1540	1481	1443	1411	1393	1423	1460
Total roll (including Post-16)	9843	9384	9271	9140	8993	8929	8996	9056	9181	9265	9413

Dover primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Dover	350	318	9.1	2503	2077	17.0	332	396	382	330	335	2083	2189	2291	2194	2192
Whitfield	57	65	-14.0	369	414	-12.2	54	46	62	54	55	405	494	400	414	414
Aycliffe	20	15	25.0	170	98	42.4	25	19	16	19	19	114	116	115	113	113
St. Margaret's-at-Cliffe	30	29	3.3	210	201	4.3	18	21	24	23	23	182	176	170	190	190
Peaston & Langdon	32	38	-18.8	214	216	-0.9	21	26	25	24	24	169	162	153	178	178
River	60	59	1.7	420	403	4.0	81	71	48	67	68	472	495	485	474	474
Hydden & Temple Ewell	32	28	12.5	224	200	10.7	26	38	26	31	32	213	220	220	219	219
Capel-le-Ferne	30	29	3.3	206	190	7.8	20	12	15	18	19	171	154	143	171	171
Deal	315	310	1.6	2100	1791	14.7	265	263	263	252	256	1802	1834	1841	1851	1850
Kingsdown	28	30	-7.1	196	206	-5.1	29	35	37	30	31	210	216	224	219	219
Eastry & Northbourne	50	45	10.0	350	295	15.7	40	44	38	39	40	308	315	302	315	315
Eythorne & Sibertswold	50	44	12.0	380	278	26.8	40	34	30	35	36	286	274	257	285	285
Aylesham & Nonington	87	58	33.3	654	358	45.3	53	53	49	50	51	373	387	398	385	385
Ash & Wingham	90	74	17.8	626	558	10.9	78	83	61	70	71	554	556	527	565	565
Sandwich	66	59	10.6	478	403	15.7	53	70	45	58	59	437	452	450	451	450
District pupil product adjustment	-	-	-	-	-	-	12	17	22	27	32	83	121	157	190	223
District pre-school migration	-	-	-	-	-	-	23	35	46	50	51	35	69	115	165	216
Total	1297	1201	7.4	9100	7688	15.5	1170	1263	1189	1177	1202	7897	8230	8248	8379	8459
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1269	1260	1260	1260	1260	9064	9024	8975	8941	8913
Forecast surplus / deficit places	-	-	-	-	-	-	99	-3	71	83	58	1167	794	727	562	454
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	7.8	-0.2	5.6	6.6	4.6	12.9	8.8	8.1	6.3	5.1

Dover secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1418	1393	1393	1393	1393	1393	1393	1393	1393	1393	1393
Year 7 roll	1183	1224	1198	1248	1248	1319	1314	1446	1361	1450	1358
Year 7 surplus / deficit places	235	169	195	145	145	74	79	-53	32	-57	35
Year 7 surplus / deficit capacity (%)	16.6	12.1	14.0	10.4	10.4	5.3	5.7	-3.8	2.3	-4.1	2.5
Total capacity (Years 7-11)	7055	7040	7025	7010	6990	6965	6965	6965	6965	6965	6965
Total roll (Years 7-11)	6361	6410	6258	6195	6187	6262	6350	6598	6711	6913	6952
Total surplus / deficit places (Years 7-11)	694	630	767	815	803	703	615	367	254	52	13
Total surplus / deficit capacity (Years 7-11) (%)	9.8	8.9	10.9	11.6	11.5	10.1	8.8	5.3	3.6	0.7	0.2
Post 16 roll	1454	1499	1515	1521	1495	1457	1426	1396	1405	1422	1456
Total roll (including Post-16)	7815	7909	7773	7716	7682	7719	7776	7994	8116	8335	8408

Thanet primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Ramsgate	480	457	4.8	3336	3018	9.5	556	547	498	516	510	3157	3269	3339	3290	3310
Broadstairs	270	266	1.5	2057	1973	4.1	253	216	207	241	238	1958	1928	1907	2017	2029
Margate	435	419	3.7	2964	2755	7.1	461	475	471	453	448	2889	3003	3100	3025	3043
Garlinge & Westgate-on-sea	150	153	-2.0	1050	1046	0.4	147	145	173	156	154	1079	1085	1134	1133	1140
Birchington	60	59	1.7	420	403	4.0	54	66	52	58	57	393	408	398	418	420
Minster	60	60	0.0	420	408	2.9	59	55	58	58	58	393	391	397	415	417
Monkton & St. Nicholas at Wade	43	45	-4.7	298	307	-3.0	28	40	23	34	36	35	287	267	306	308
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	40	60	80	95	94	60	120	200	295	389
Total	1498	1459	2.6	10545	9910	6.0	1598	1604	1562	1611	1595	9964	10491	10742	10899	11056
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1560	1560	1560	1560	1560	10555	10595	10635	10707	10799
Forecast surplus / deficit places	-	-	-	-	-	-	-38	-44	-2	-51	-35	591	104	-107	-192	-257
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	-2.4	-2.8	-0.1	-3.3	-2.2	5.6	1.0	-1.0	-1.8	-2.4

Thanet secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1544	1544	1544	1544	1544	1544	1544	1544	1544	1544	1544
Year 7 roll	1460	1373	1379	1349	1444	1442	1486	1469	1562	1543	1487
Year 7 surplus / deficit places	84	171	165	195	100	102	58	75	-18	1	57
Year 7 surplus / deficit capacity (%)	5.4	11.1	10.7	12.6	6.5	6.6	3.8	4.9	-1.2	0.1	3.7
Total capacity (Years 7-11)	8008	7912	7816	7720	7720	7720	7720	7720	7720	7720	7720
Total roll (Years 7-11)	7591	7509	7256	7042	7039	7000	7113	7203	7416	7515	7560
Total surplus / deficit places (Years 7-11)	417	403	560	678	681	720	607	517	304	205	160
Total surplus / deficit capacity (Years 7-11) (%)	5.2	5.1	7.2	8.8	8.8	9.3	7.9	6.7	3.9	2.7	2.1
Post 16 roll	1464	1570	1648	1657	1540	1481	1443	1411	1393	1423	1460
Total roll (including Post-16)	9055	9079	8904	8699	8579	8481	8556	8614	8809	8938	9020

Ashford primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Ashford Town	120	127	-5.8	840	846	-0.7	148	140	161	130	131	872	892	932	874	872
Ashford South	330	319	3.3	2070	2059	0.5	342	367	320	305	308	2090	2175	2213	2096	2093
Godinton	60	60	0.0	420	420	0.0	68	66	49	60	60	443	449	439	436	436
Kennington & Wye	180	179	0.6	1290	1222	5.3	231	189	198	189	190	1308	1320	1342	1288	1286
Willesborough	180	177	1.7	1245	1182	5.1	170	160	163	154	155	1162	1156	1155	1149	1147
Kingsnorth & Mersham	148	151	-2.0	1036	1029	0.7	159	149	109	132	133	1018	1027	980	1007	1005
Ashford Rural East	72	75	-4.2	474	463	2.3	60	54	38	54	54	460	450	424	450	449
Chisling, Egerton & Pluckley	62	62	0.0	479	429	10.4	63	47	57	57	58	434	409	401	419	418
Challock	30	28	6.7	150	151	-0.7	17	24	12	18	18	146	146	139	145	144
Chilham	15	16	-6.7	105	100	4.8	18	13	15	14	14	96	93	95	95	95
Smarden	15	15	0.0	105	92	12.4	7	10	11	10	10	82	79	72	82	82
Hamstreet	45	45	0.0	315	300	4.8	35	34	35	34	34	286	276	266	286	285
High Halden	15	13	13.3	105	91	13.3	14	13	14	13	13	93	94	93	92	92
Bethersden	20	15	25.0	140	107	23.6	10	10	10	11	11	89	81	70	91	91
Biddenden	20	21	-5.0	140	125	10.7	21	11	21	18	18	137	132	139	132	132
Woodchurch	20	20	0.0	140	149	-6.4	23	19	21	20	20	141	139	137	141	141
Tenterden	90	72	20.0	715	594	16.9	76	81	73	73	73	576	564	538	584	580
Wittersham	20	14	30.0	144	93	35.4	12	17	15	13	13	90	88	88	94	94
Rolvenden	14	6	57.1	98	70	28.6	7	7	5	6	6	58	58	53	61	61
District pupil product adjustment	-	-	-	-	-	-	40	59	76	92	108	283	412	533	645	757
District pre-school migration	-	-	-	-	-	-	53	79	106	112	113	79	159	265	377	491
Total	1456	1415	2.8	10011	9522	4.9	1574	1549	1509	1515	1540	9943	10199	10374	10544	10751
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1529	1559	1559	1559	1559	10252	10483	10566	10649	10757
Forecast surplus / deficit places	-	-	-	-	-	-	-45	10	50	44	19	309	284	192	105	6
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	-2.9	0.6	3.2	2.8	1.2	3.0	2.7	1.8	1.0	0.1

Ashford secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1351	1357	1361	1361	1361	1361	1361	1361	1361	1361	1361
Year 7 roll	1258	1243	1273	1307	1295	1298	1309	1367	1458	1417	1345
Year 7 surplus / deficit places	93	114	88	54	66	63	52	-6	-97	-56	16
Year 7 surplus / deficit capacity (%)	6.9	8.4	6.5	4.0	4.8	4.6	3.8	-0.4	-7.1	-4.1	1.2
Total capacity (Years 7-11)	6755	6761	6771	6781	6791	6801	6805	6805	6805	6805	6805
Total roll (Years 7-11)	6343	6444	6475	6490	6488	6559	6623	6717	6868	6990	7038
Total surplus / deficit places (Years 7-11)	412	317	296	291	303	242	182	88	-63	-185	-233
Total surplus / deficit capacity (Years 7-11) (%)	6.1	4.7	4.4	4.3	4.5	3.6	2.7	1.3	-0.9	-2.7	-3.4
Post 16 roll	1644	1638	1660	1741	1789	1762	1732	1747	1787	1797	1788
Total roll (including Post-16)	7987	8082	8135	8231	8277	8321	8355	8464	8655	8787	8826

Shepway primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Folkestone East	343	337	1.7	2405	2217	7.8	383	361	400	370	357	2306	2354	2460	2379	2380
Folkestone West	248	226	8.9	1791	1540	14.0	216	218	233	229	221	1541	1550	1583	1602	1602
Hawkinge	120	119	0.8	846	780	7.8	117	135	90	118	114	812	835	827	831	832
Hythe	146	135	7.5	1040	939	9.7	164	131	127	145	139	1009	1025	1022	1017	1018
Pyminge & Elham	88	88	0.0	608	598	1.6	68	89	45	72	70	569	566	531	586	586
Plympe	30	30	0.0	216	217	-0.5	13	28	22	25	24	201	203	197	214	214
Sellindge	15	19	-26.7	105	111	-5.7	14	15	13	16	15	114	114	111	115	115
New Romney	106	94	11.3	750	641	14.5	83	81	76	88	85	645	630	604	656	656
Dymchurch & St. Mary's Bay	30	27	10.0	326	175	46.3	29	27	22	27	26	172	168	164	179	179
Lydd	40	26	35.0	301	205	31.9	25	34	36	33	32	210	222	233	225	225
Brenzett & Brookland	35	27	22.9	245	213	13.1	35	22	33	31	30	231	225	228	234	234
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	2	3	3	4	5
District pre-school migration	-	-	-	-	-	-	25	37	49	39	37	37	74	123	162	199
Total	1201	1128	6.1	8633	7636	11.5	1172	1178	1146	1193	1150	7849	7969	8086	8204	8245
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1204	1210	1210	1210	1210	8556	8489	8467	8467	8461
Forecast surplus / deficit places	-	-	-	-	-	-	32	32	64	17	60	707	520	381	263	216
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	2.7	2.6	5.3	1.4	5.0	8.3	6.1	4.5	3.1	2.6

Shepway secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1210	1210	1210	1210	1210	1210	1210	1210	1210	1210	1210
Year 7 roll	1022	947	946	909	952	977	985	991	1001	987	961
Year 7 surplus / deficit places	188	263	264	301	258	233	225	219	209	223	249
Year 7 surplus / deficit capacity (%)	15.5	21.7	21.8	24.9	21.3	19.3	18.6	18.1	17.3	18.4	20.6
Total capacity (Years 7-11)	6050	6050	6050	6050	6050	6050	6050	6050	6050	6050	6050
Total roll (Years 7-11)	5340	5208	5029	4851	4759	4716	4753	4798	4889	4924	4908
Total surplus / deficit places (Years 7-11)	710	842	1021	1199	1291	1334	1297	1252	1161	1126	1142
Total surplus / deficit capacity (Years 7-11) (%)	11.7	13.9	16.9	19.8	21.3	22.0	21.4	20.7	19.2	18.6	18.9
Post 16 roll	1258	1264	1316	1337	1292	1251	1192	1160	1126	1133	1164
Total roll (including Post-16)	6598	6472	6345	6188	6051	5967	5945	5958	6015	6057	6072

Maidstone primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Maidstone North	210	188	10.5	1395	1278	8.4	201	204	242	225	209	1319	1330	1398	1365	1368
Maidstone Town	75	68	9.3	525	383	27.0	61	70	70	71	66	383	402	430	399	400
London Road	180	175	2.8	1260	1218	3.3	177	152	177	179	167	1196	1179	1178	1235	1238
Bearsted	210	207	1.4	1509	1543	-2.3	220	206	176	215	200	1536	1535	1497	1580	1583
Topbridge Road	209	205	1.9	1483	1354	8.7	257	253	233	253	235	1483	1571	1610	1542	1546
Shoeway & Park Wood	267	246	7.9	1844	1483	19.6	232	245	233	247	230	1518	1569	1579	1570	1574
Loose	120	118	1.7	840	836	0.5	137	105	103	127	118	865	852	836	879	881
Coxheath	102	94	7.8	564	530	6.0	89	72	72	85	79	541	541	541	550	552
Maidstone Rural South East	75	63	16.0	540	437	19.1	60	61	64	71	66	450	460	468	469	470
Hollingbourne North Downs	15	15	0.0	105	103	1.9	16	13	17	17	16	106	108	110	110	111
Harrietsham	20	15	25.0	140	145	-3.6	25	30	19	25	23	132	139	140	143	144
Lenham	43	39	9.3	301	256	15.0	30	31	34	36	33	253	248	241	256	256
Headcorn	30	30	0.0	210	195	7.1	28	34	24	32	30	205	211	207	211	212
Marden	57	56	1.8	395	354	10.4	57	41	43	51	47	331	326	320	342	343
Bredhurst	15	16	-6.7	105	117	-11.4	14	15	14	16	15	110	109	104	115	115
Yalding	33	33	0.0	228	230	-0.9	22	38	28	34	32	225	230	230	239	239
Staplehurst	75	54	28.0	525	440	16.2	60	51	48	60	56	451	449	434	463	464
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	40	60	80	103	96	60	120	199	302	398
Total	1736	1622	6.6	11969	10902	8.9	1726	1681	1677	1847	1718	11164	11379	11522	11770	11894
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1797	1800	1800	1800	1800	12032	12113	12222	12342	12442
Forecast surplus / deficit places	-	-	-	-	-	-	71	119	123	-47	82	868	734	700	572	548
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	4.0	6.6	6.8	-2.6	4.6	7.2	6.1	5.7	4.6	4.4

Maidstone secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1965	1965	1965	1965	1965	1965	1965	1965	1965	1965	1965
Year 7 roll	1805	1745	1737	1794	1823	1826	1827	1901	1942	1885	1817
Year 7 surplus / deficit places	160	220	228	171	142	139	138	64	23	80	148
Year 7 surplus / deficit capacity (%)	8.1	11.2	11.6	8.7	7.2	7.1	7.0	3.3	1.2	4.1	7.5
Total capacity (Years 7-11)	9930	9930	9930	9930	9930	9930	9930	9930	9930	9930	9930
Total roll (Years 7-11)	9119	8959	8856	8803	8816	8829	8911	9075	9223	9285	9276
Total surplus / deficit places (Years 7-11)	811	971	1074	1127	1114	1101	1019	855	707	645	654
Total surplus / deficit capacity (Years 7-11) (%)	8.2	9.8	10.8	11.3	11.2	11.1	10.3	8.6	7.1	6.5	6.6
Post 16 roll	2312	2389	2454	2464	2452	2441	2406	2366	2390	2434	2457
Total roll (including Post-16)	11431	11348	11310	11267	11268	11270	11317	11441	11613	11719	11733

Tonbridge & Malling primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Tonbridge North	225	213	5.3	1573	1472	6.4	166	159	171	181	174	1462	1420	1375	1446	1433
Tonbridge South	135	135	0.0	960	898	6.5	131	133	147	131	126	886	899	919	895	887
Hildenborough	60	60	0.0	450	411	8.7	56	51	35	51	49	406	400	375	399	395
Plaxtol & Shipbourne	26	26	0.0	170	160	5.9	37	22	20	26	25	175	171	168	167	165
Hadlow	25	25	0.0	189	175	7.4	22	27	22	24	24	170	172	172	170	169
East Peckham	30	30	0.0	250	189	24.4	30	20	22	27	26	207	200	192	197	195
Borough Green	99	80	19.2	753	608	19.3	87	74	64	78	75	632	603	577	615	609
Meech	30	27	10.0	210	204	2.9	18	20	5	19	19	193	184	160	188	187
Wrotham	30	22	26.7	180	159	11.7	25	23	21	24	23	186	197	193	181	179
West Malling	142	147	-3.5	943	899	4.7	111	124	122	117	113	873	869	879	873	860
Wateringbury	36	35	2.8	246	248	-0.8	15	29	17	24	23	220	214	202	224	222
Kings Hill	150	149	0.7	810	852	-5.2	128	121	97	123	118	866	885	879	856	848
East Malling	30	26	13.3	210	157	25.2	26	29	26	26	25	167	174	183	170	168
Larkfield & Leybourne	120	117	2.5	856	780	8.9	132	132	127	123	118	795	818	834	803	796
Aylesford & Ditton	125	111	11.2	891	775	13.0	117	108	111	112	108	805	815	816	802	795
Burham	68	59	13.2	516	384	25.6	54	59	60	56	54	366	376	371	371	368
Snodland	150	131	12.7	1005	804	20.0	130	145	144	131	126	836	896	921	846	839
Tunbury	80	86	-7.5	560	595	-6.3	77	87	70	82	79	611	622	606	609	604
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	51	76	101	93	89	76	152	254	346	435
Total	1561	1479	5.3	10772	9770	9.3	1413	1439	1382	1448	1394	9932	10067	10076	10158	10154
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1566	1566	1566	1566	1566	10755	10774	10843	10891	10972
Forecast surplus / deficit places	-	-	-	-	-	-	153	127	184	118	172	823	707	767	733	818
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	9.8	8.1	11.7	7.5	11.0	7.7	6.6	7.1	6.7	7.5

Tonbridge & Malling secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1642	1652	1649	1649	1649	1649	1649	1649	1649	1649	1649
Year 7 roll	1544	1544	1522	1605	1637	1659	1706	1728	1658	1599	1564
Year 7 surplus / deficit places	98	108	127	44	12	-10	-57	-79	-9	50	85
Year 7 surplus / deficit capacity (%)	6.0	6.5	7.7	2.7	0.7	-0.6	-3.5	-4.8	-0.5	3.0	5.2
Total capacity (Years 7-11)	8210	8220	8227	8234	8241	8248	8245	8245	8245	8245	8245
Total roll (Years 7-11)	7760	7765	7690	7699	7738	7883	8045	8251	8304	8266	8171
Total surplus / deficit places (Years 7-11)	450	455	537	535	503	365	200	-6	-59	-21	74
Total surplus / deficit capacity (Years 7-11) (%)	5.5	5.5	6.5	6.5	6.1	4.4	2.4	-0.1	-0.7	-0.3	0.9
Post 16 roll	1890	1963	2021	2081	2100	2043	2017	2039	2083	2143	2174
Total roll (including Post-16)	9650	9728	9711	9780	9838	9926	10062	10290	10387	10409	10345

Dartford primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
New Town	90	86	4.4	630	592	6.0	97	125	121	107	102	635	688	744	704	709
Dartford North	135	123	8.9	945	793	16.1	141	142	167	144	137	824	887	954	909	915
Dartford West	335	330	1.5	2195	2174	1.0	329	312	329	339	324	2246	2273	2319	2410	2427
Stone	150	149	0.7	1050	974	7.2	218	211	223	197	188	1087	1185	1280	1186	1194
Fleetdown	60	61	-1.7	420	436	-3.8	57	55	46	59	56	429	413	397	457	460
Wilmington	30	28	6.7	210	207	1.4	19	31	24	27	26	200	201	196	220	221
Joydens Wood & Maypole	130	126	3.1	760	740	2.6	93	100	91	98	93	685	685	676	745	750
Swanscombe	180	179	0.6	1110	1089	1.9	183	185	172	183	174	1110	1156	1183	1188	1196
Bean	30	30	0.0	210	194	7.6	33	28	28	32	30	208	211	209	221	222
Darenth	25	16	36.0	175	109	37.7	17	16	13	16	16	106	108	102	115	115
Sutton-at-Hone	50	42	16.0	350	304	13.1	50	48	43	50	48	336	348	345	356	359
Longfield	60	40	33.3	449	313	30.3	39	30	37	38	36	302	287	271	325	327
District pupil product adjustment	-	-	-	-	-	-	24	34	44	54	63	165	240	310	376	441
District pre-school migration	-	-	-	-	-	-	2	3	4	5	5	3	6	11	16	11
Total	1275	1210	5.1	8504	7925	6.8	1302	1320	1342	1349	1298	8336	8688	8997	9228	9347
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1320	1380	1380	1380	1380	8623	8802	8981	9175	9380
Forecast surplus / deficit places	-	-	-	-	-	-	18	60	38	31	82	287	114	-16	-53	33
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	1.4	4.3	2.8	2.2	5.9	3.3	1.3	-0.2	-0.6	0.4

Dartford secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1405	1405	1435	1435	1435	1435	1435	1435	1435	1435	1435
Year 7 roll	1366	1352	1310	1406	1454	1489	1528	1576	1645	1666	1664
Year 7 surplus / deficit places	39	53	125	29	-19	-54	-93	-141	-210	-231	-229
Year 7 surplus / deficit capacity (%)	2.8	3.8	8.7	2.0	-1.3	-3.8	-6.5	-9.8	-14.6	-16.1	-16.0
Total capacity (Years 7-11)	7025	7025	7055	7085	7115	7145	7175	7175	7175	7175	7175
Total roll (Years 7-11)	6840	6927	6850	6885	6945	7089	7265	7531	7770	7982	8157
Total surplus / deficit places (Years 7-11)	185	98	205	200	170	56	-90	-356	-595	-807	-982
Total surplus / deficit capacity (Years 7-11) (%)	2.6	1.4	2.9	2.8	2.4	0.8	-1.3	-5.0	-8.3	-11.2	-13.7
Post 16 roll	1898	1791	1874	1882	1873	1857	1834	1792	1822	1905	1958
Total roll (including Post-16)	8738	8718	8724	8767	8818	8946	9099	9323	9592	9887	10115

Gravesham primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Gravesham East	570	513	10.0	3655	3443	5.8	526	507	526	562	536	3561	3597	3669	3685	3704
Gravesham West	384	375	2.3	2508	2427	3.2	330	320	303	355	339	2392	2374	2343	2469	2481
Northfleet	110	111	-0.9	698	697	0.1	129	159	149	148	141	785	853	915	821	826
Istead Rise	30	38	-26.7	300	260	13.3	32	26	31	31	30	239	236	228	251	252
Higham	30	29	3.3	210	206	1.9	28	29	18	28	26	198	191	179	204	205
Cobham & Shorne	60	60	0.0	420	418	0.5	58	58	43	56	54	402	398	379	418	420
Meopham	60	60	0.0	420	430	-2.4	52	71	55	67	64	447	458	455	466	468
Culverstone & Vigo	60	56	6.7	420	347	17.4	45	40	37	47	45	327	338	330	339	341
District pupil product adjustment	-	-	-	-	-	-	9	13	16	20	23	61	88	114	138	162
District pre-school migration	-	-	-	-	-	-	22	34	45	44	43	34	67	112	156	200
Total	1304	1242	4.8	8631	8228	4.7	1231	1257	1223	1358	1301	8446	8600	8724	8947	9059
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1354	1346	1346	1346	1346	8772	8905	9038	9171	9304
Forecast surplus / deficit places	-	-	-	-	-	-	123	89	123	-12	45	326	305	314	224	245
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	9.1	6.6	9.1	-0.9	3.3	3.7	3.4	3.5	2.4	2.6

Gravesham secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1284	1284	1284	1284	1284	1284	1284	1284	1284	1284	1284
Year 7 roll	1160	1164	1193	1188	1229	1258	1309	1316	1293	1278	1257
Year 7 surplus / deficit places	124	120	91	96	55	26	-25	-32	-9	6	27
Year 7 surplus / deficit capacity (%)	9.7	9.3	7.1	7.5	4.3	2.0	-1.9	-2.5	-0.7	0.5	2.1
Total capacity (Years 7-11)	6574	6451	6420	6420	6420	6420	6420	6420	6420	6420	6420
Total roll (Years 7-11)	6203	6186	6049	5969	6002	6032	6177	6300	6405	6454	6453
Total surplus / deficit places (Years 7-11)	371	265	371	451	418	388	243	120	15	-34	-33
Total surplus / deficit capacity (Years 7-11) (%)	5.6	4.1	5.8	7.0	6.5	6.0	3.8	1.9	0.2	-0.5	-0.5
Post 16 roll	1423	1492	1540	1543	1466	1444	1421	1413	1420	1441	1472
Total roll (including Post-16)	7626	7678	7589	7512	7468	7476	7598	7713	7825	7895	7925

Sevenoaks primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Sevenoaks	395	349	11.6	2335	2232	4.4	328	268	296	305	284	2240	2206	2201	2197	2171
Kemsing	30	30	0.0	210	210	0.0	28	23	23	27	25	211	205	199	206	204
Dunton Green	30	20	33.3	210	178	15.2	42	25	28	31	29	210	208	207	200	198
Otford	60	55	8.3	334	315	5.7	45	39	37	44	41	320	323	320	310	306
Eynsford	45	18	60.0	315	294	6.7	52	56	38	49	46	337	350	341	335	330
Westerham	70	65	7.1	440	409	7.0	60	45	56	58	54	416	401	400	406	401
Ice Hill, Sundridge & Brasted	35	29	17.1	220	185	15.9	30	29	33	33	31	196	199	211	194	192
Halstead & Knockholt	55	45	18.2	312	255	18.3	30	39	33	37	34	245	250	247	246	243
West Kingsdown	60	29	51.7	415	259	37.6	31	34	30	34	32	231	227	219	238	235
Shoreham	15	12	20.0	105	81	22.9	16	17	17	15	14	83	82	89	83	82
Swanley	215	202	6.0	1485	1321	11.0	213	199	213	209	194	1345	1385	1408	1354	1337
Hextable	60	58	3.3	420	387	7.9	56	52	42	49	45	382	378	359	381	377
New Ash Green	60	39	35.0	420	306	27.1	47	47	56	50	47	321	325	334	322	318
Hartley	90	77	14.4	630	583	7.5	68	61	56	65	60	559	538	507	556	550
Horton Kirby	45	22	51.1	315	270	14.3	41	45	37	40	37	292	305	294	291	287
Edenbridge	91	91	0.0	637	493	22.6	81	73	85	77	72	488	495	515	486	480
Sevenoaks Rural South East	80	79	1.3	499	549	-10.0	77	62	55	70	65	566	555	532	547	541
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	69	103	138	153	142	103	207	345	497	640
Total	1436	1220	15.0	9302	8327	10.5	1314	1217	1273	1346	1252	8545	8639	8728	8849	8892
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1371	1366	1366	1366	1366	9375	9443	9521	9601	9661
Forecast surplus / deficit places	-	-	-	-	-	-	57	149	93	20	114	830	804	793	752	769
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	4.2	10.9	6.8	1.5	8.3	8.9	8.5	8.3	7.8	8.0

Sevenoaks secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	510	510	510	510	510	510	510	510	510	510	510
Year 7 roll	372	389	367	394	408	410	426	436	439	413	410
Year 7 surplus / deficit places	138	121	143	116	102	100	84	74	71	97	100
Year 7 surplus / deficit capacity (%)	27.1	23.7	28.0	22.7	20.0	19.6	16.5	14.5	13.9	19.0	19.6
Total capacity (Years 7-11)	2550	2550	2550	2550	2550	2550	2550	2550	2550	2550	2550
Total roll (Years 7-11)	2029	1962	1867	1841	1847	1889	1926	1995	2040	2045	2045
Total surplus / deficit places (Years 7-11)	521	588	683	709	703	661	624	555	510	505	505
Total surplus / deficit capacity (Years 7-11) (%)	20.4	23.1	26.8	27.8	27.6	25.9	24.5	21.8	20.0	19.8	19.8
Post 16 roll	250	236	237	234	225	211	209	207	211	220	225
Total roll (including Post-16)	2279	2198	2104	2075	2072	2100	2135	2202	2251	2265	2270

Tunbridge Wells primary schools planning areas	Year R admission number (September 2011)	Year R roll (Autumn 2011)	Year R surplus / deficit capacity (%) (Autumn 2011)	Total capacity 2011-12	Total roll (Autumn 2011)	Total surplus / deficit capacity (%) (Autumn 2011)	Year R 2012-13 (F)	Year R 2013-14 (F)	Year R 2014-15 (F)	Year R 2015-16 (F)	Year R 2016-17 (F)	Total roll 2012-13 (F)	Total roll 2013-14 (F)	Total roll 2014-15 (F)	Total roll 2015-16 (F)	Total roll 2016-17 (F)
Tunbridge Wells	460	437	5.0	2759	2557	7.3	435	449	469	461	437	2631	2760	2875	2740	2761
Southborough	60	60	0.0	390	411	-5.4	73	67	58	69	65	436	448	446	444	448
Rusthall	50	46	8.0	290	227	21.7	32	39	40	41	39	231	242	254	239	241
Pembury	90	88	2.2	450	437	2.9	53	54	47	58	55	399	402	390	411	414
Langton Green	40	41	-2.5	220	225	-2.3	19	20	23	26	25	211	201	193	215	217
Broadwater	60	46	23.3	410	286	30.2	65	59	51	58	55	328	352	364	335	338
Hawkenbury	110	110	0.0	590	599	-1.5	87	76	83	89	85	602	597	596	612	616
Bidborough & Speldhurst	50	40	20.0	350	335	4.3	41	39	41	49	47	352	341	331	357	359
Capel	30	25	16.7	210	190	9.5	37	30	22	33	31	227	230	223	229	230
Paddock Wood	90	69	23.3	630	560	11.1	67	66	87	77	73	547	524	528	561	565
Brenchley & Horsmonden	70	58	17.1	515	412	20.0	59	51	30	54	52	406	393	366	410	414
Lamberhurst	20	19	5.0	140	134	4.3	24	23	24	23	22	143	150	152	149	150
Cranbrook	106	101	4.7	788	720	8.6	105	92	54	93	88	710	687	630	709	715
Goudhurst	30	30	0.0	210	208	1.0	23	21	23	25	24	195	186	178	200	202
Hawkhurst	55	40	27.3	377	338	10.3	44	48	36	45	42	348	349	337	357	360
District pupil product adjustment	-	-	-	-	-	-	0	0	0	0	0	0	0	0	0	0
District pre-school migration	-	-	-	-	-	-	59	89	119	152	136	89	178	296	448	584
Total	1321	1210	8.4	8329	7639	8.3	1223	1223	1207	1353	1276	7855	8040	8159	8416	8614
Forecast Year R admission number / Total capacity	-	-	-	-	-	-	1341	1251	1251	1311	1311	8496	8553	8644	8897	9059
Forecast surplus / deficit places	-	-	-	-	-	-	118	28	44	-42	35	641	513	485	481	445
Forecast surplus / deficit capacity (%)	-	-	-	-	-	-	8.8	2.2	3.5	-3.2	2.7	7.5	6.0	5.6	5.4	4.9

Tunbridge Wells secondary schools	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Year 7 admission number	1499	1439	1409	1409	1409	1409	1409	1409	1409	1409	1409
Year 7 roll	1199	1301	1284	1322	1353	1342	1441	1463	1402	1329	1292
Year 7 surplus / deficit places	300	138	125	87	56	67	-32	-54	7	80	117
Year 7 surplus / deficit capacity (%)	20.0	9.6	8.9	6.2	4.0	4.8	-2.3	-3.8	0.5	5.7	8.3
Total capacity (Years 7-11)	7871	7837	7766	7690	7600	7510	7480	7480	7480	7480	7480
Total roll (Years 7-11)	6887	6830	6811	6788	6835	6945	7085	7264	7344	7320	7270
Total surplus / deficit places (Years 7-11)	984	1007	955	902	765	565	395	216	136	160	210
Total surplus / deficit capacity (Years 7-11) (%)	12.5	12.8	12.3	11.7	10.1	7.5	5.3	2.9	1.8	2.1	2.8
Post 16 roll	1973	2020	2028	2040	2058	2008	2014	2038	2051	2082	2088
Total roll (including Post-16)	8860	8850	8839	8828	8893	8953	9099	9302	9395	9402	9358

Kent Primary Schools by Type and Category (December 2011)

Category	Infant	Junior	Primary	Total
Academy	1	3	13	17
Community	26	16	192	234
Foundation	1	3	9	13
Voluntary Aided	1	5	73	79
Voluntary Controlled	4	6	97	107
Total	33	33	384	450

Notes:

(1) Provision Planning and Operations, KCC (December 2011)

Kent Secondary Schools by Type and Category (December 2011)

Category	Academy	Grammar	High	Wide ability	Total
Academy	34	16	-	-	50
Community	-	3	9	1	13
Foundation	-	8	13	3	24
Voluntary Aided	-	3	-	6	9
Voluntary Controlled	-	3	-	-	3
Total	34	33	22	10	99

Notes:

(1) Provision Planning and Operations, KCC (December 2011)

Medium Term Plan – Capital Programme

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	<i>Annual Planned Enhancement Programme*</i>	23,199				23,199						
2	Devolved Formula Capital Grants for Schools for Pupil Referral Units	270				270						
3	Devolved Formula Capital Grants for Schools	11,748				11,748						
4	Schools Revenue Contribution to Capital	26,000							26,000			
5	Total Rolling Programmes	61,217				35,217			26,000			
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Basic Need Schemes - to provide additional pupil places:												
6	<i>Future Basic Need Schemes*</i>	31,987				27,544				4,443		
7	Basic Needs Projects under £1m	969					969					
8	Goat Lees Primary School, Ashford	2,685	210	2,241		186	48					
9	Repton Park Primary School, Ashford	6,100	2,941	815			2,344					
10	<i>Aylesham Primary School, Dover</i>	1,000										1,000
11	<i>Cheesemans Green Primary School, Ashford</i>	4,300										4,300
12	<i>Ebbsfleet Station Primary School, Gravesham</i>	5,100										5,100
13	<i>John Wesley Primary School, Ashford</i>	2,500										2,500
14	<i>Lansdowne Primary School, Sittingbourne</i>	2,500										2,500
15	<i>Rushenden Primary School, Queenborough</i>	3,000										3,000
16	<i>St Peter & St Paul Primary School, Leybourne</i>	2,000										2,000

		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Modernisation Programme - Improving & upgrading school buildings including removal of temporary classrooms:											
1	Frittenden Primary School, Tunbridge Wells	755	705			50						
2	Halfway House Primary School, Sheerness	2,378	858			1,520						
3	Kingsmead Primary School, Canterbury	2,017	218	1,799								
4	Wrotham School, Sevenoaks	3,000	509	600		1,891						
5	<i>Modernisation Programme</i>	20,005				20,005						
	Special Schools Review - major projects supporting the special schools review:											
6	The Wyvern School, Ashford (Buxford Site)	3,000	1,801	1,199								
7	Special Schools Review - Phase 2	30,000	195	29,805								
8	Special Schools Review projects under £1m	1,137	1,048	89								
	Development Opportunities - projects partly/entirely funded by income from land disposal:											
9	Bromstone Primary School, Thanet	3,088										3,088
10	Headcorn Primary School, Maidstone	1,184										1,184
11	Whitehill Primary School, Gravesend	950										950
	Primary Improvement Programme Projects (PCP):											
12	Archbishops Courtney Primary School, Maidstone	3,257	3,180			77						
13	Beaver Green Primary School, Ashford	2,903	2,897			6						
14	Eastchurch CE Primary School, Sheerness	4,710	4,700			10						
15	Richmond Primary School, Sheerness	1,300	1,142			158						
16	Rose Street Primary School, Sheerness	1,383	1,378			5						
17	West Minster Primary School, Sheerness	1,300	373			927						
18	Primary Improvement Programme Projects under £1m	1,576	1,568			8						

		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Academy Projects:											
1	Academies Unit Costs Other Projects	4,680	3,235	1,445								
2	Cornwallis Academy, Maidstone	35,328	34,167	178						983		
3	Dover Christ Church Academy	10,252	134			10,118						
4	Duke of York Academy, Deal	24,240				24,240						
5	Isle of Sheppey Academy, Sheerness	49,578	27,531	2,624		19,423						
6	John Wallis Academy, Ashford	7,615	32			7,583						
7	Knole Academy, Sevenoaks	16,947	170			16,777						
8	Longfield Academy, Dartford	24,597	23,797	130		670						
9	Marsh Academy, New Romney	16,627	15,014	217		689				707		
10	Skinnners Kent Academy, Tunbridge Wells	20,399	6,805	44		13,394				156		
11	Spires Academy, Canterbury	13,694	11,026	525		743				1,400		
12	St Augustines Academy, Maidstone	11,545				11,545						
13	Wilmington Enterprise Academy, Dartford	13,056	200			12,856						
	Building Schools for the Future Projects:											
14	BSF Wave 3 Build Costs	208,045	204,545	1,363						2,137		
15	BSF Unit Costs (including SecTT)	12,820	12,720	100								
16	BSF Wave 5 unit costs	1,750	1,250	500								
	Other Projects:											
17	One-off Schools Revenue to Capital	5,000	105						4,895			
18	Unit Review	3,500	1,195	2,305								
19	Ursuline College (Specialist Schools)	350	108			242						
20	Total Individual Projects	626,107	365,757	45,979		170,667	3,361		4,895	9,826		25,622
21	TOTAL CASH LIMIT	687,324	365,757	45,979		205,884	3,361		30,895	9,826		25,622

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

* only the 2012/13 allocation has been announced. Estimates have been included for 13/14 and 14/15. Individual projects are to be identified and prioritised prior to approved programmes being announced.

Historic Accuracy of Forecasts

Primary accuracy

Over forecast (> +1%)
Under forecast (> -1%)

All forecasts include an estimate for pupil product from new housing

Ashford

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	9589	9590	9490	9409	9522			
Forecast (2007)	9605	9597	9573	9579	9669			
Forecast (2008)		9700	9773	9909	10080	10273		
Forecast (2009)			9612	9667	9860	10084	10302	
Forecast (2010)				9581	9784	10042	10227	10414
Forecast (2011)					9623	9944	10200	10375

Ashford

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.2	100.1	100.9	101.8	101.5			
Forecast (2008)		101.1	103.0	105.3	105.9			
Forecast (2009)			101.3	102.7	103.6			
Forecast (2010)				101.8	102.8			
Forecast (2011)					101.1			

Canterbury

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	9641	9447	9466	9479	9534			
Forecast (2007)	9646	9553	9616	9719	9905			
Forecast (2008)		9535	9605	9731	9873	9938		
Forecast (2009)			9427	9438	9567	9626	9699	
Forecast (2010)				9428	9480	9530	9633	9688
Forecast (2011)					9501	9560	9679	9683

Canterbury

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.1	101.1	101.6	102.5	103.9			
Forecast (2008)		100.9	101.5	102.7	103.6			
Forecast (2009)			99.6	99.6	100.4			
Forecast (2010)				99.5	99.4			
Forecast (2011)					99.7			

Dartford

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7444	7444	7580	7701	7925			
Forecast (2007)	7473	7489	7582	7628	7721			
Forecast (2008)		7438	7675	7738	7973	8252		
Forecast (2009)			7566	7686	7962	8288	8646	
Forecast (2010)				7723	7960	8240	8504	8718
Forecast (2011)					7986	8337	8688	8998

Dartford

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.4	100.6	100.0	99.1	97.4			
Forecast (2008)		99.9	101.3	100.5	100.6			
Forecast (2009)			99.8	99.8	100.5			
Forecast (2010)				100.3	100.4			
Forecast (2011)					100.8			

Dover

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7956	7699	7600	7590	7688			
Forecast (2007)	7871	7684	7647	7644	7671			
Forecast (2008)		7825	7899	8011	8166	8337		
Forecast (2009)			7661	7690	7830	7964	8162	
Forecast (2010)				7647	7794	7948	8169	8359
Forecast (2011)					7771	7894	8131	8248

Dover

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	98.9	99.8	100.6	100.7	99.8			
Forecast (2008)		101.6	103.9	105.6	106.2			
Forecast (2009)			100.8	101.3	101.8			
Forecast (2010)				100.8	101.4			
Forecast (2011)					101.1			

Gravesham

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	8036	7931	7972	8116	8228			
Forecast (2007)	7965	7874	7869	8010	8089			
Forecast (2008)		8005	8119	8313	8551	8806		
Forecast (2009)			7987	8255	8477	8706	8915	
Forecast (2010)				8197	8402	8604	8794	9001
Forecast (2011)					8282	8445	8600	8724

Gravesham

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.1	99.3	98.7	98.7	98.3			
Forecast (2008)		100.9	101.8	102.4	103.9			
Forecast (2009)			100.2	101.7	103.0			
Forecast (2010)				101.0	102.1			
Forecast (2011)					100.7			

Maidstone

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	10739	10741	10786	10828	10902			
Forecast (2007)	10818	10836	10835	10859	10889			
Forecast (2008)		10824	10842	10907	11066	11267		
Forecast (2009)			10754	10801	10973	11168	11396	
Forecast (2010)				10824	10946	11118	11318	11441
Forecast (2011)					10932	11164	11378	11520

Maidstone

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.7	100.9	100.5	100.3	99.9			
Forecast (2008)		100.8	100.5	100.7	101.5			
Forecast (2009)			99.7	99.8	100.7			
Forecast (2010)				100.0	100.4			
Forecast (2011)					100.3			

Sevenoaks

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	8077	8119	8116	8223	8327			
Forecast (2007)	8201	8260	8237	8259	8408			
Forecast (2008)		8135	8117	8156	8326	8422		
Forecast (2009)			8130	8199	8389	8514	8675	
Forecast (2010)				8151	8315	8418	8513	8553
Forecast (2011)					8401	8545	8640	8727

Shepway

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7853	7701	7657	7689	7636			
Forecast (2007)	7832	7724	7659	7641	7610			
Forecast (2008)		7784	7688	7740	7811	7987		
Forecast (2009)			7603	7579	7636	7754	7872	
Forecast (2010)				7683	7740	7899	8034	8188
Forecast (2011)					7716	7848	7968	8089

Swale

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	10968	10825	10817	10882	11022			
Forecast (2007)	10955	10819	10730	10742	10802			
Forecast (2008)		10904	10904	11001	11166	11401		
Forecast (2009)			10831	10890	11007	11248	11394	
Forecast (2010)				10904	11024	11243	11386	11571
Forecast (2011)					11003	11221	11342	11655

Sevenoaks

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	101.5	101.7	101.5	100.4	101.0			
Forecast (2008)		100.2	100.0	99.2	100.0			
Forecast (2009)			100.2	99.7	100.7			
Forecast (2010)				99.1	99.9			
Forecast (2011)					100.9			

Shepway

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.7	100.3	100.0	99.4	99.7			
Forecast (2008)		101.1	100.4	100.7	102.3			
Forecast (2009)			99.3	98.6	100.0			
Forecast (2010)				99.9	101.4			
Forecast (2011)					101.1			

Swale

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.9	99.9	99.2	98.7	98.0			
Forecast (2008)		100.7	100.8	101.1	101.3			
Forecast (2009)			100.1	100.1	99.9			
Forecast (2010)				100.2	100.0			
Forecast (2011)					99.8			

Thanet

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	9930	9769	9703	9873	9910			
Forecast (2007)	9864	9763	9665	9783	9897			
Forecast (2008)		9855	9769	9977	10084	10255		
Forecast (2009)			9742	9837	10041	10347	10603	
Forecast (2010)				9796	9802	10037	10274	10530
Forecast (2011)					9941	10220	10490	10743

Thanet

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.3	99.9	99.6	99.1	99.9			
Forecast (2008)		100.9	100.7	101.1	101.8			
Forecast (2009)			100.4	99.6	101.3			
Forecast (2010)				99.2	98.9			
Forecast (2011)					100.3			

Tonbridge & Malling

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	9489	9443	9509	9631	9770			
Forecast (2007)	9406	9380	9394	9388	9456			
Forecast (2008)		9509	9551	9655	9814	9932		
Forecast (2009)			9429	9447	9569	9688	9815	
Forecast (2010)				9632	9834	9995	10176	10294
Forecast (2011)					9811	9929	10066	10076

Tonbridge & Malling

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.1	99.3	98.8	97.5	96.8			
Forecast (2008)		100.7	100.4	100.3	100.4			
Forecast (2009)			99.2	98.1	97.9			
Forecast (2010)				100.0	100.7			
Forecast (2011)					100.4			

Tunbridge Wells

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7526	7470	7401	7475	7639			
Forecast (2007)	7561	7548	7450	7499	7612			
Forecast (2008)		7559	7512	7670	7889	8037		
Forecast (2009)			7464	7576	7806	7964	8127	
Forecast (2010)				7491	7675	7792	7901	7961
Forecast (2011)					7701	7855	8040	8161

Tunbridge Wells

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.5	101.0	100.7	100.3	99.6			
Forecast (2008)		101.2	101.5	102.6	103.3			
Forecast (2009)			100.8	101.4	102.2			
Forecast (2010)				100.2	100.5			
Forecast (2011)					100.8			

Kent

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	107248	106179	106097	106896	108103			
Forecast (2007)	107197	106527	106257	106751	107729			
Forecast (2008)		107074	107455	108809	110799	112908		
Forecast (2009)			106206	107065	109117	111351	113605	
Forecast (2010)				107057	108757	110866	112929	114719
Forecast (2011)					108668	110964	113223	114997

Kent

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.0	100.3	100.2	99.9	99.7			
Forecast (2008)		100.8	101.3	101.8	102.5			
Forecast (2009)			100.1	100.2	100.9			
Forecast (2010)				100.2	100.6			
Forecast (2011)					100.5			

Secondary accuracy (Years 7-11)

	Over forecast (> +1%)
	Under forecast (> -1%)

All forecasts include an estimate for pupil product from new housing

Ashford

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	6358	6347	6377	6390	6343			
Forecast (2007)	6445	6535	6612	6636	6617	6557	6527	6542
Forecast (2008)		6369	6387	6378	6351	6339	6354	6377
Forecast (2009)			6337	6310	6319	6329	6333	6392
Forecast (2010)				6506	6595	6672	6739	6742
Forecast (2011)					6424	6441	6474	6488

Canterbury

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	8173	8135	8082	8024	7901			
Forecast (2007)	8247	8289	8319	8327	8297	8182	7990	7987
Forecast (2008)		8149	8114	8079	8053	7993	7884	7890
Forecast (2009)			8056	7965	7910	7818	7643	7609
Forecast (2010)				8012	7908	7789	7646	7581
Forecast (2011)					7936	7782	7583	7537

Dartford

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	6712	6716	6764	6799	6840			
Forecast (2007)	Forecast excluded Leigh CTC (later Leigh Academy)							
Forecast (2008)		6682	6647	6597	6570	6505	6378	6397
Forecast (2009)			6640	6521	6468	6397	6231	6291
Forecast (2010)				6828	6823	6815	6722	6724
Forecast (2011)					6877	6926	6850	6886

Ashford

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	101.4	103.0	103.7	103.8	104.3			
Forecast (2008)		100.3	100.2	99.8	100.1			
Forecast (2009)			99.4	98.8	99.6			
Forecast (2010)				101.8	104.0			
Forecast (2011)					101.3			

Canterbury

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.9	101.9	102.9	103.8	105.0			
Forecast (2008)		100.2	100.4	100.7	101.9			
Forecast (2009)			99.7	99.3	100.1			
Forecast (2010)				99.8	100.1			
Forecast (2011)					100.4			

Dartford

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	Forecast excluded Leigh CTC (later Leigh Academy)							
Forecast (2008)		99.5	98.3	97.0	96.1			
Forecast (2009)			98.2	95.9	94.6			
Forecast (2010)				100.4	99.7			
Forecast (2011)					100.5			

Dover

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	6839	6705	6664	6549	6361			
Forecast (2007)	6813	6745	6700	6576	6421	6294	6079	5916
Forecast (2008)		6771	6687	6548	6384	6261	6074	6066
Forecast (2009)			6628	6475	6304	6167	5940	5856
Forecast (2010)				6582	6416	6326	6125	6018
Forecast (2011)					6445	6363	6188	6103

Gravesham

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	6665	6597	6501	6332	6203			
Forecast (2007)	6662	6557	6426	6292	6235	6178	6076	5954
Forecast (2008)		6560	6442	6335	6317	6292	6232	6224
Forecast (2009)			6507	6392	6330	6264	6124	6059
Forecast (2010)				6383	6348	6273	6175	6118
Forecast (2011)					6312	6187	6049	5969

Maidstone

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	9602	9368	9202	9087	9119			
Forecast (2007)	9621	9479	9445	9371	9366	9267	9198	9129
Forecast (2008)		9470	9388	9301	9308	9210	9164	9145
Forecast (2009)			9253	9107	9100	8998	8897	8838
Forecast (2010)				9055	9034	8927	8852	8808
Forecast (2011)					9095	8952	8853	8798

Dover

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.6	100.6	100.5	100.4	100.9			
Forecast (2008)		101.0	100.3	100.0	100.4			
Forecast (2009)			99.5	98.9	99.1			
Forecast (2010)				100.5	100.9			
Forecast (2011)					101.3			

Gravesham

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.0	99.4	98.9	99.4	100.5			
Forecast (2008)		99.4	99.1	100.0	101.8			
Forecast (2009)			100.1	100.9	102.1			
Forecast (2010)				100.8	102.3			
Forecast (2011)					101.8			

Maidstone

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.2	101.2	102.6	103.1	102.7			
Forecast (2008)		101.1	102.0	102.4	102.1			
Forecast (2009)			100.5	100.2	99.8			
Forecast (2010)				99.7	99.1			
Forecast (2011)					99.7			

Sevenoaks

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	2423	2339	2282	2131	2029			
Forecast (2007)	2468	2403	2376	2342	2286	2262	2208	2175
Forecast (2008)		2403	2382	2353	2316	2313	2282	2259
Forecast (2009)			2303	2246	2209	2223	2209	2217
Forecast (2010)				2215	2139	2131	2061	2063
Forecast (2011)					2016	1962	1867	1841

Shepway

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	5508	5425	5432	5332	5340			
Forecast (2007)	5464	5425	5411	5357	5382	5263	5116	4971
Forecast (2008)		5540	5497	5409	5383	5276	5164	5058
Forecast (2009)			5399	5306	5298	5206	5078	4971
Forecast (2010)				5429	5497	5495	5411	5339
Forecast (2011)					5334	5209	5027	4850

Swale

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	8139	8204	8124	7979	7998			
Forecast (2007)	8071	8066	7981	7902	7843	7693	7557	7415
Forecast (2008)		8217	8025	7988	8016	7953	7910	7851
Forecast (2009)			8226	8235	8322	8221	8086	8015
Forecast (2010)				8110	8171	8107	7976	7921
Forecast (2011)					7968	7814	7623	7483

Sevenoaks

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	101.9	102.7	104.1	109.9	112.7			
Forecast (2008)		102.7	104.4	110.4	114.1			
Forecast (2009)			100.9	105.4	108.9			
Forecast (2010)				104.0	105.4			
Forecast (2011)					99.3			

Shepway

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.2	100.0	99.6	100.5	100.8			
Forecast (2008)		102.1	101.2	101.5	100.8			
Forecast (2009)			99.4	99.5	99.2			
Forecast (2010)				101.8	102.9			
Forecast (2011)					99.9			

Swale

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.2	98.3	98.2	99.0	98.1			
Forecast (2008)		100.2	98.8	100.1	100.2			
Forecast (2009)			101.3	103.2	104.1			
Forecast (2010)				101.6	102.2			
Forecast (2011)					99.6			

Thanet

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7775	7800	7755	7641	7591			
Forecast (2007)	7767	7744	7803	7747	7729	7618	7373	7111
Forecast (2008)		7766	7704	7672	7692	7654	7551	7449
Forecast (2009)			7774	7654	7654	7590	7397	7315
Forecast (2010)				7705	7683	7614	7415	7271
Forecast (2011)					7658	7509	7256	7042

Thanet

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.9	99.3	100.6	101.4	101.8			
Forecast (2008)		99.6	99.3	100.4	101.3			
Forecast (2009)			100.2	100.2	100.8			
Forecast (2010)				100.8	101.2			
Forecast (2011)					100.9			

Tonbridge & Malling

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7417	7546	7696	7710	7760			
Forecast (2007)	7384	7405	7371	7313	7178	7100	6936	6902
Forecast (2008)		7443	7429	7334	7254	7176	7061	7002
Forecast (2009)			7573	7498	7433	7344	7151	7058
Forecast (2010)				7773	7801	7835	7736	7676
Forecast (2011)					7731	7764	7692	7698

Tonbridge & Malling

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	99.6	98.1	95.8	94.9	92.5			
Forecast (2008)		98.6	96.5	95.1	93.5			
Forecast (2009)			98.4	97.3	95.8			
Forecast (2010)				100.8	100.5			
Forecast (2011)					99.6			

Tunbridge Wells

Numeric data	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	7125	7027	7066	6974	6890			
Forecast (2007)	7189	7149	7190	7133	7047	6976	6919	6861
Forecast (2008)		7102	7083	6991	6909	6864	6829	6827
Forecast (2009)			7022	6920	6875	6824	6827	6819
Forecast (2010)				7121	7143	7134	7198	7211
Forecast (2011)					6909	6830	6811	6788

Tunbridge Wells

% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	100.9	101.7	101.8	102.3	102.3			
Forecast (2008)		101.1	100.2	100.2	100.3			
Forecast (2009)			99.4	99.2	99.8			
Forecast (2010)				102.1	103.7			
Forecast (2011)					100.3			

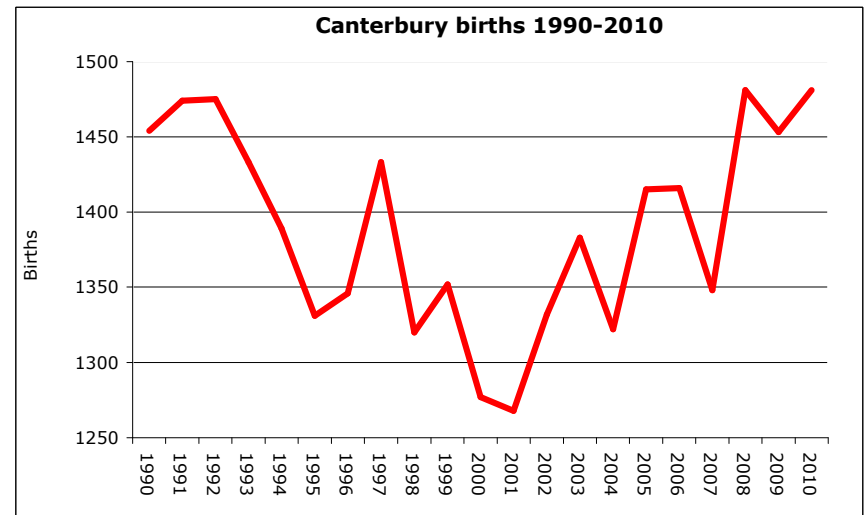
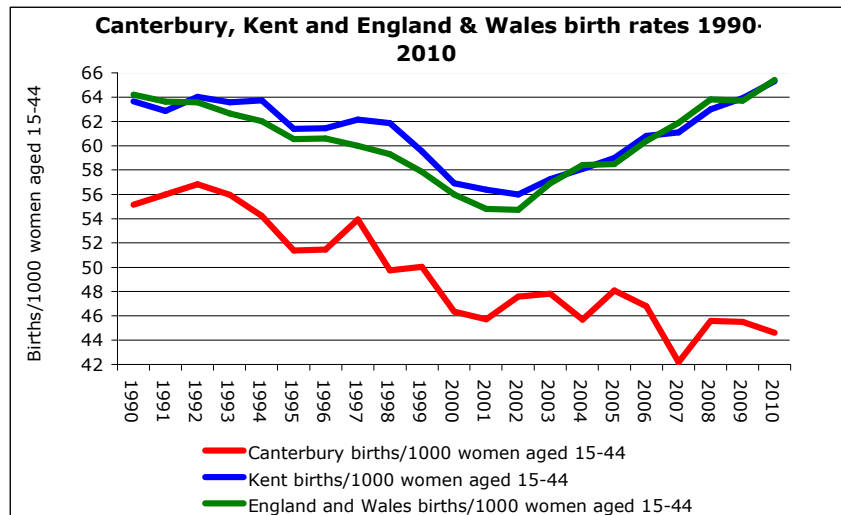
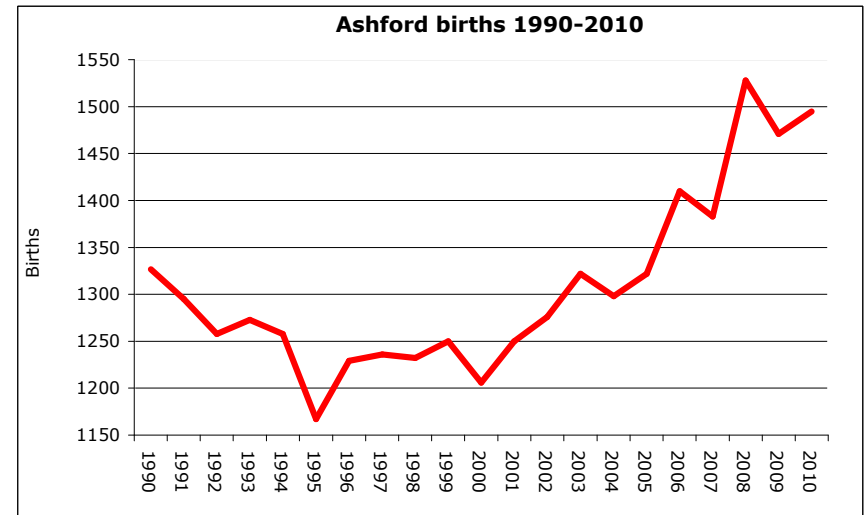
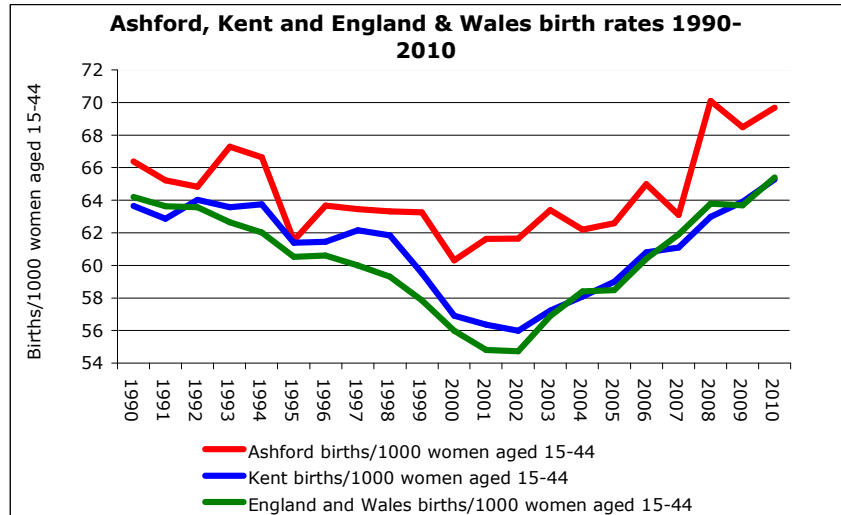
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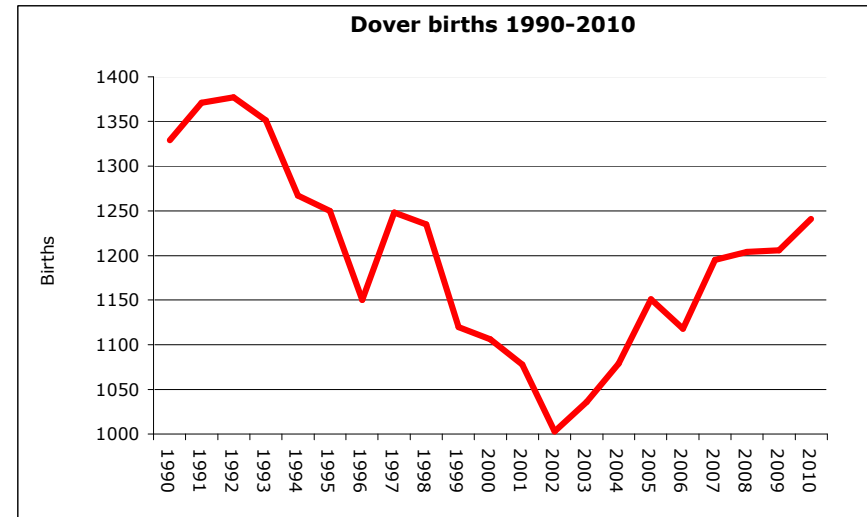
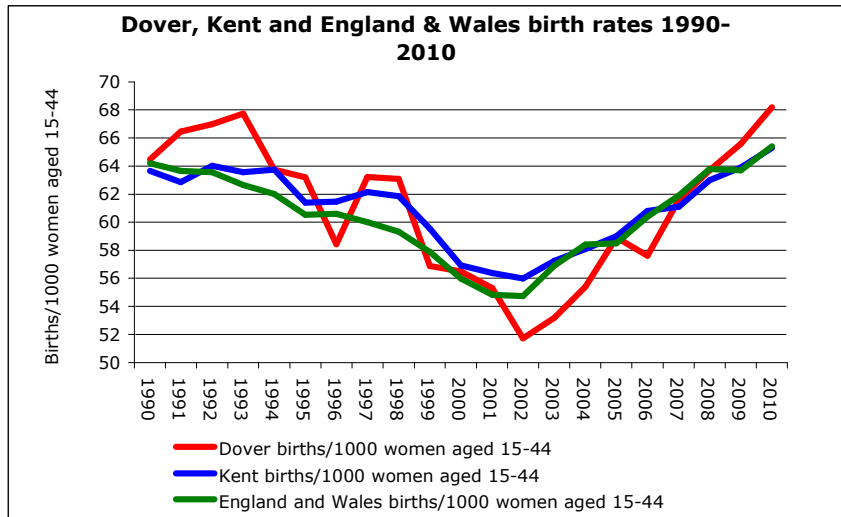
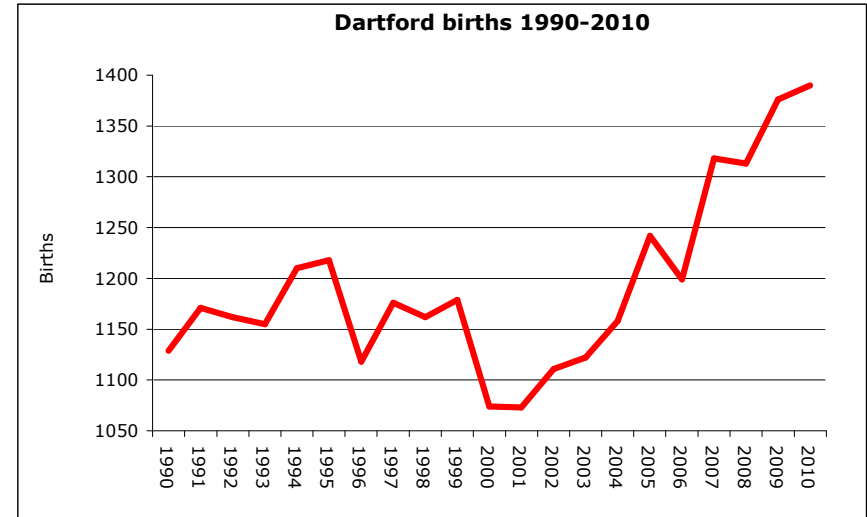
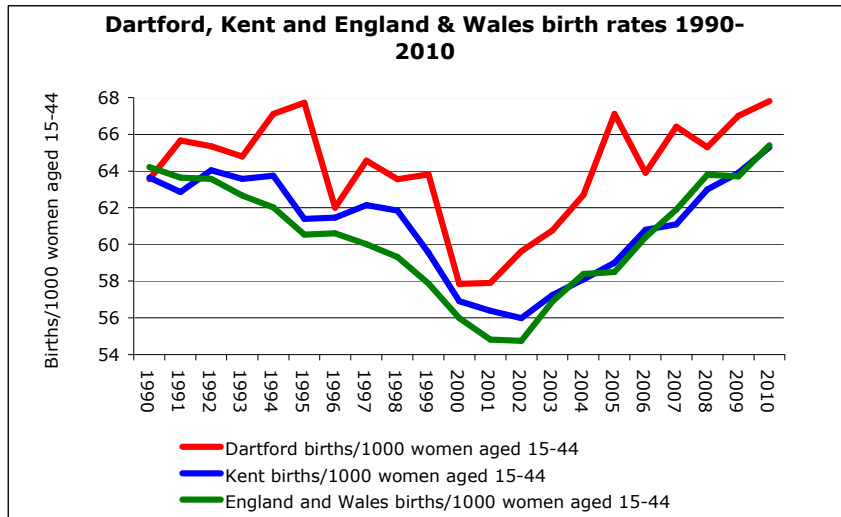
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Actuals	82736	82209	81945	80948	80375			
Forecast (2007)	81758	81384	81154	80443	79771	78712	77208	76211
Forecast (2008)		82474	81784	80985	80554	79838	78884	78544
Forecast (2009)			81718	80629	80222	79382	77915	77440
Forecast (2010)				81718	81558	81119	80056	79473
Forecast (2011)					80702	79739	78271	77481

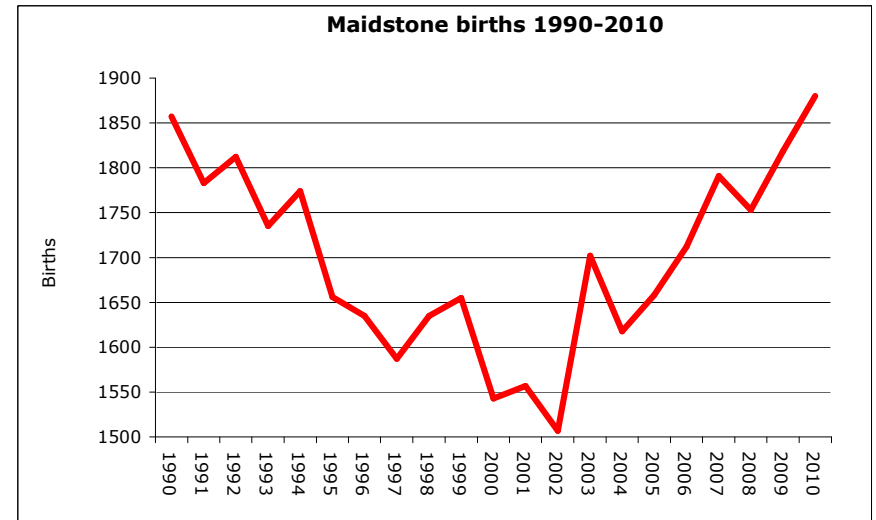
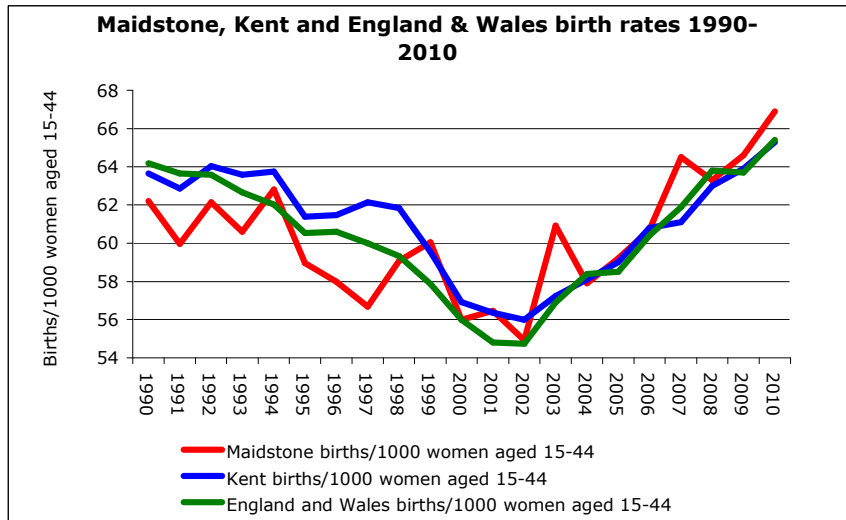
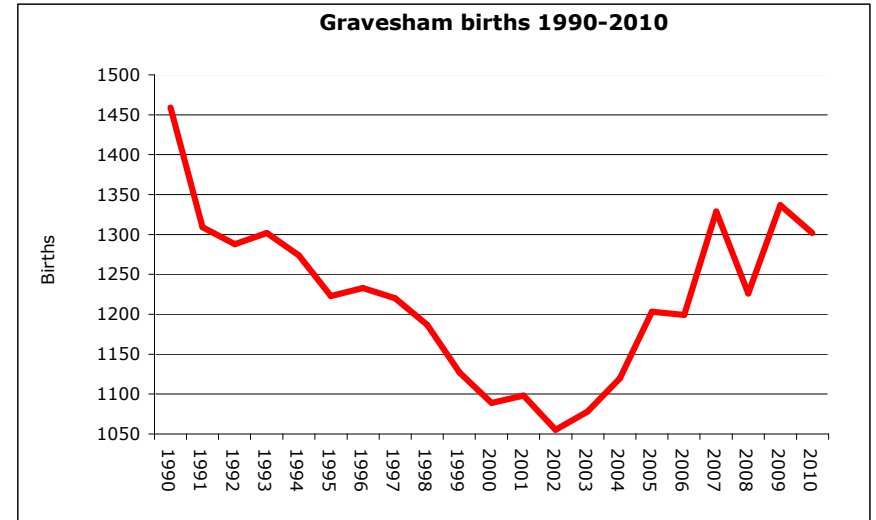
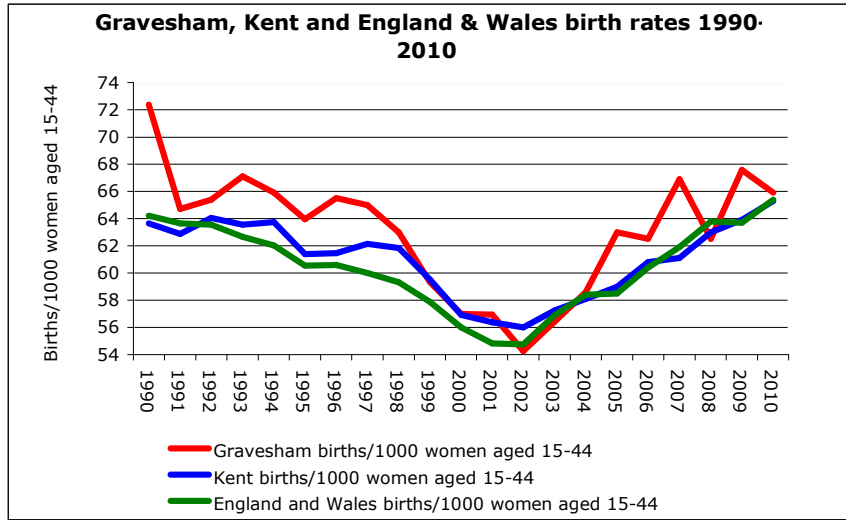
Kent

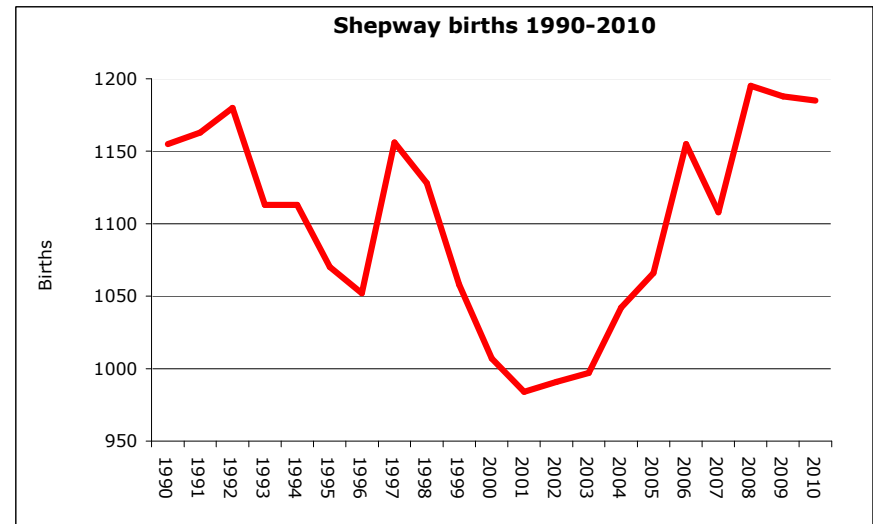
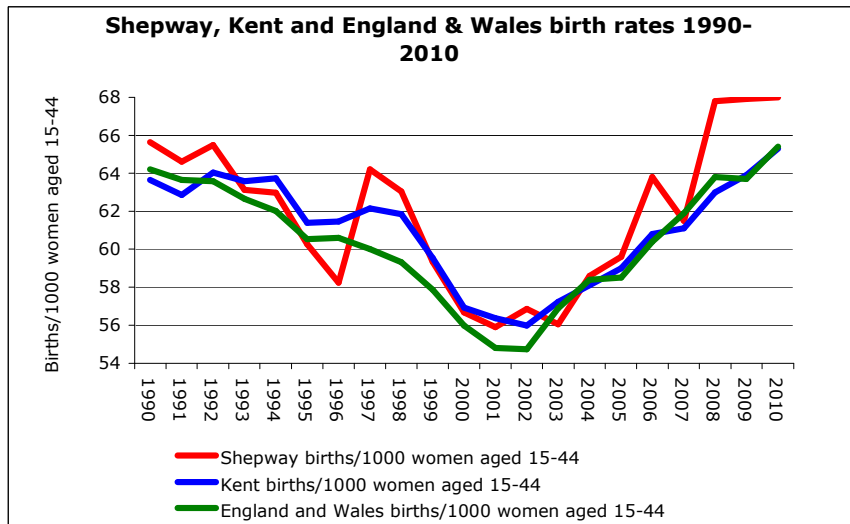
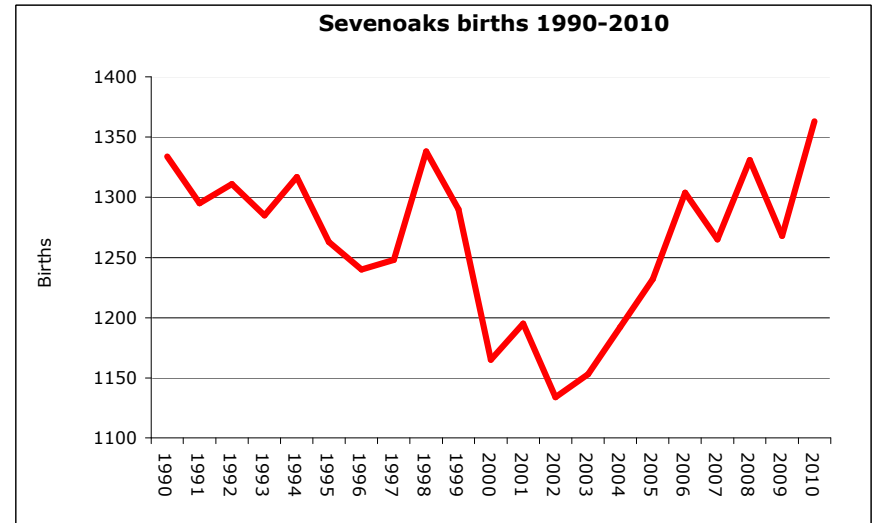
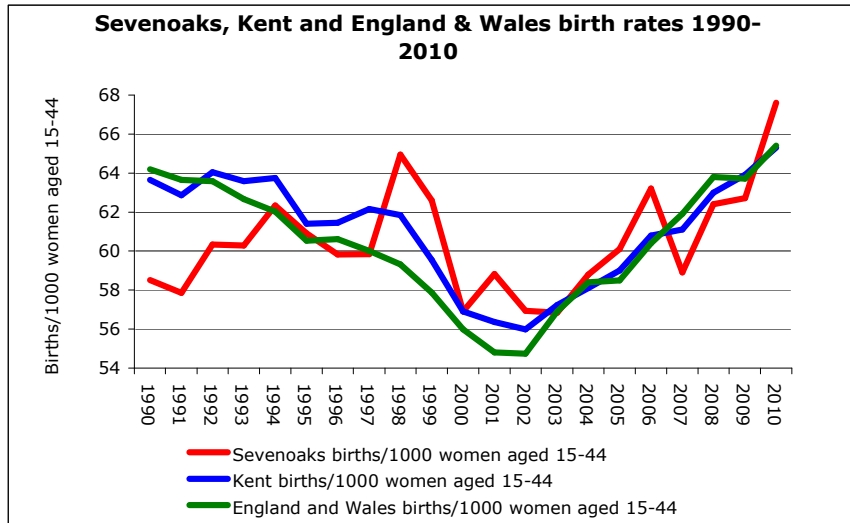
% accuracy	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Actuals	100	100	100	100	100			
Forecast (2007)	98.8	99.0	99.0	99.4	99.2			
Forecast (2008)		100.3	99.8	100.0	100.2			
Forecast (2009)			99.7	99.6	99.8			
Forecast (2010)				101.0	101.5			
Forecast (2011)					100.4			

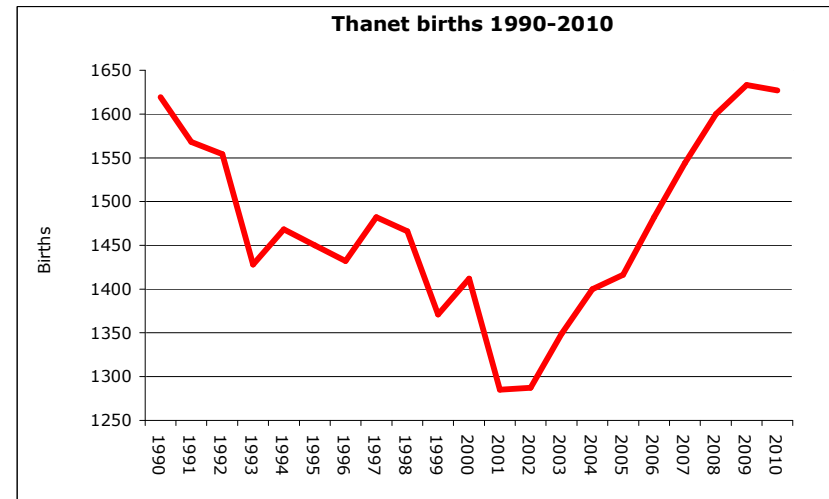
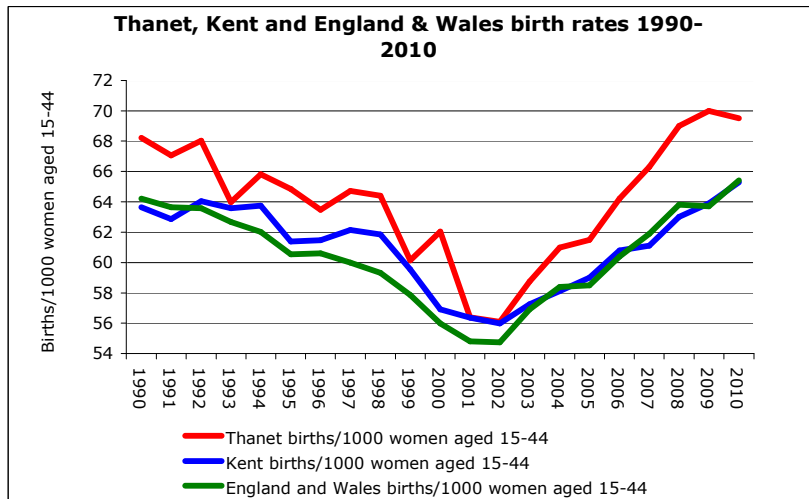
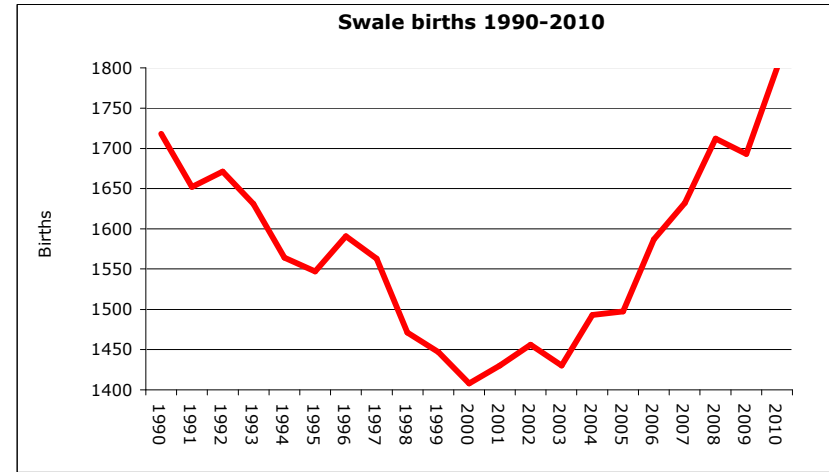
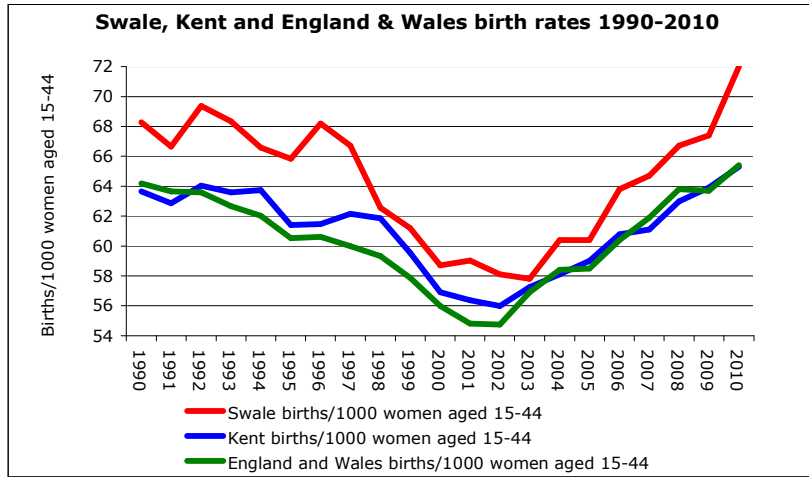
District Level Birth Rates

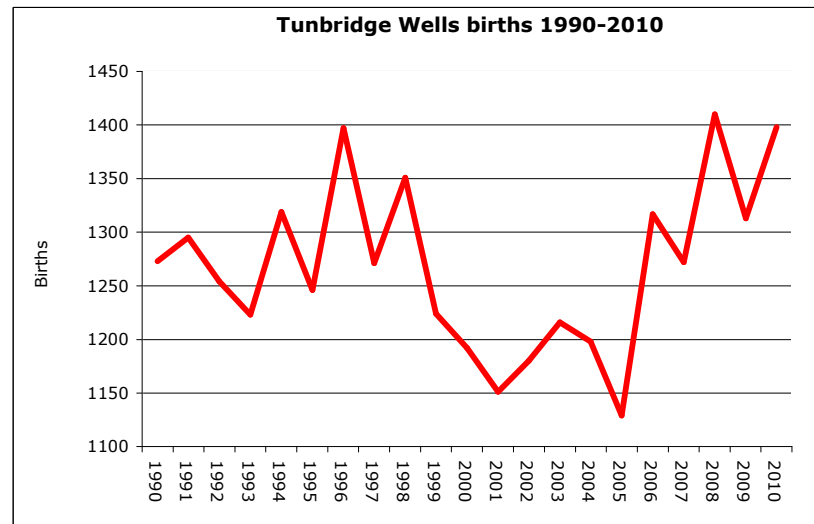
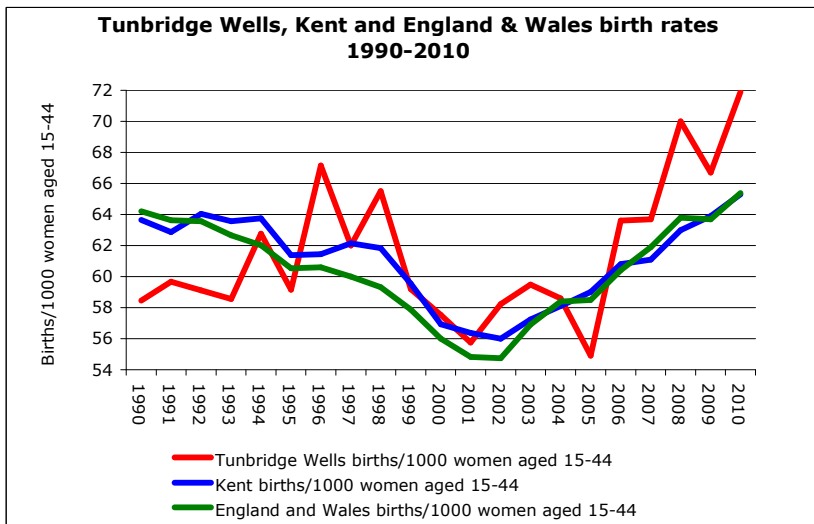
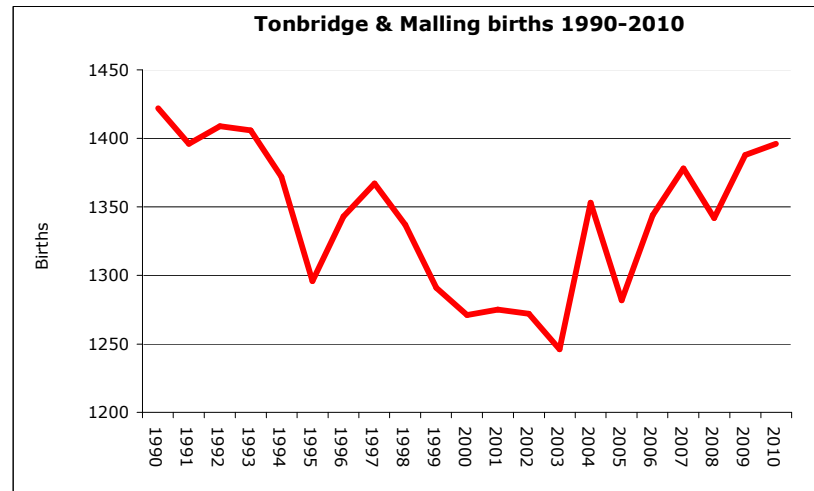
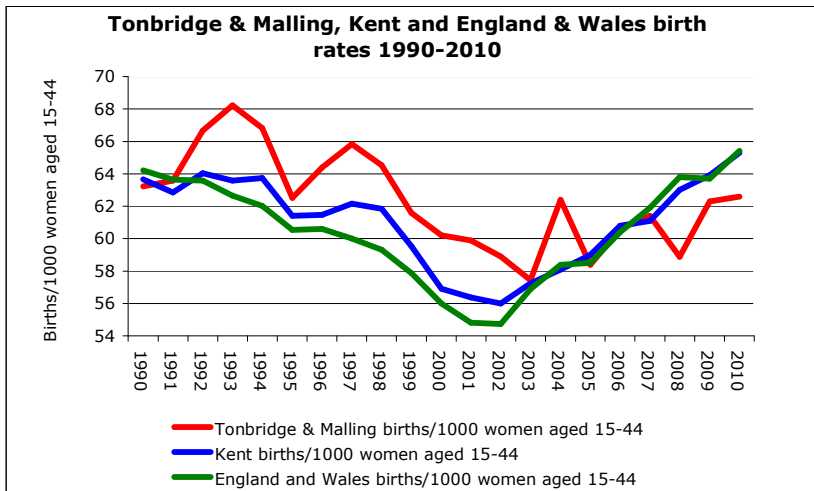




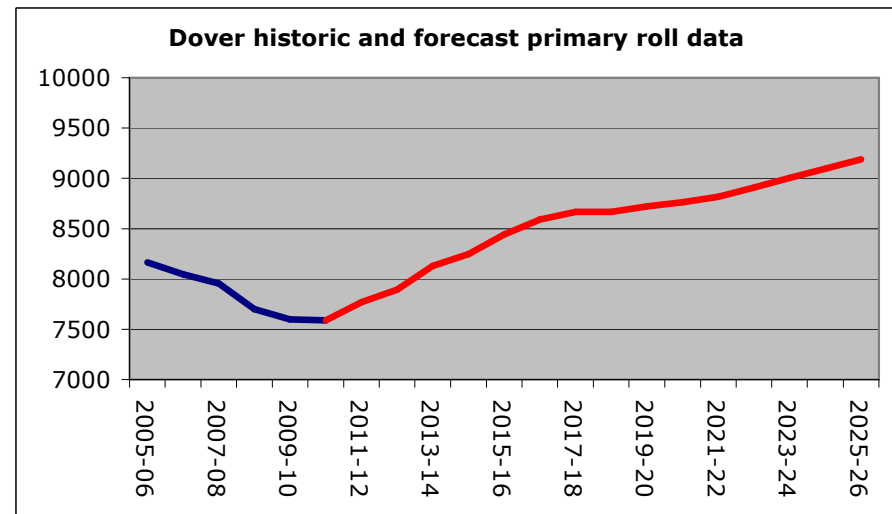
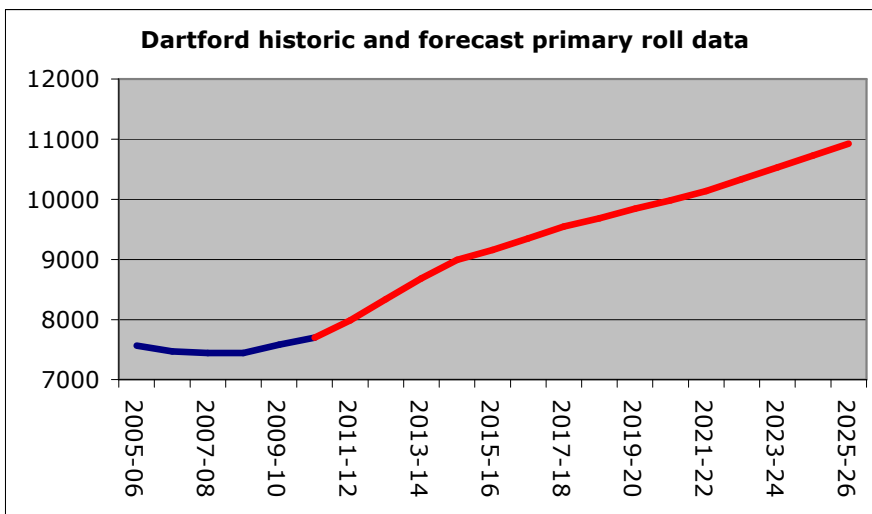
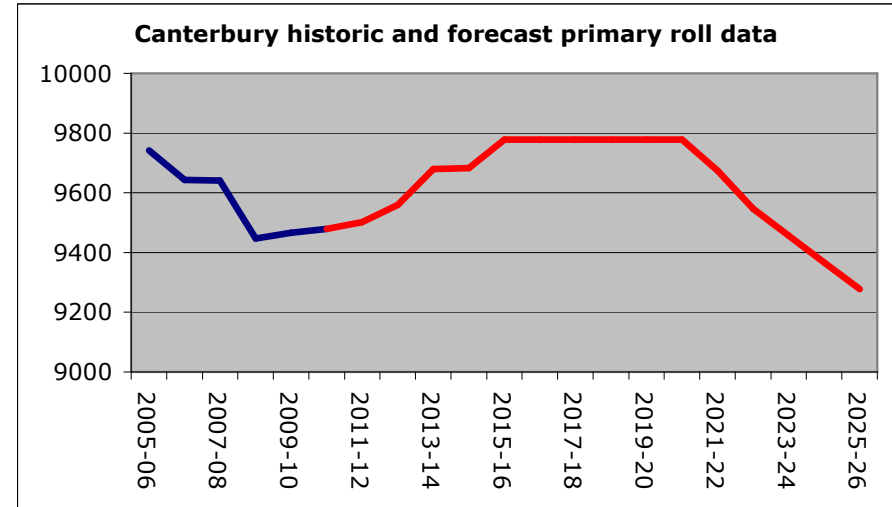
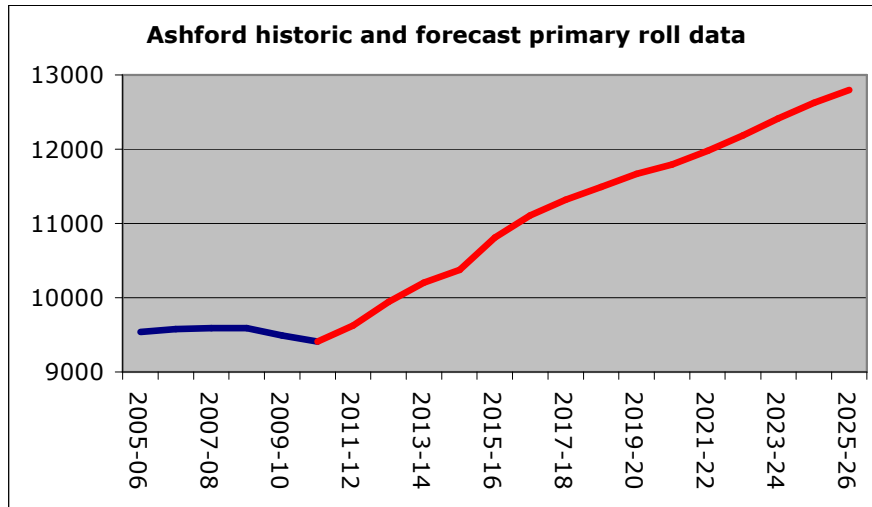


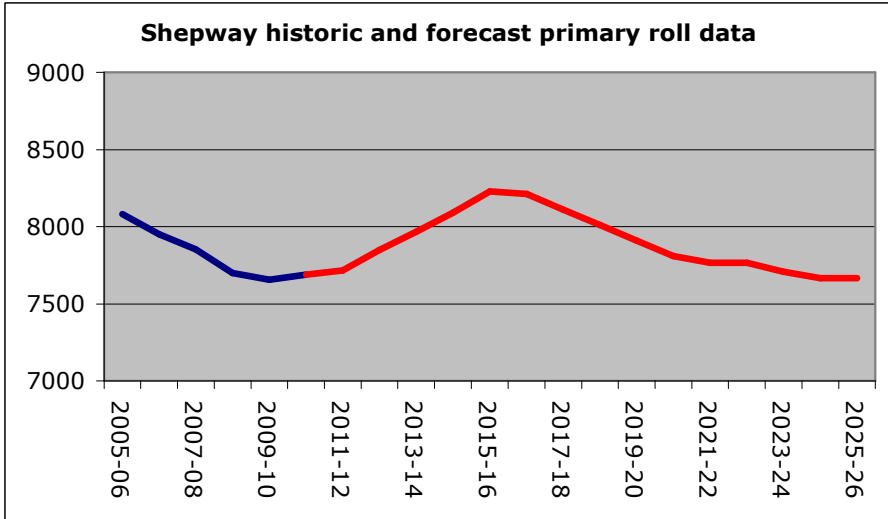
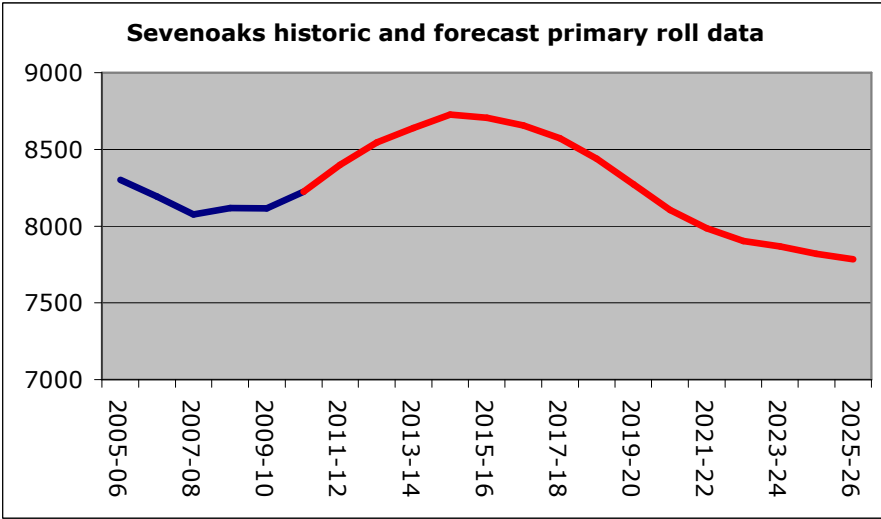
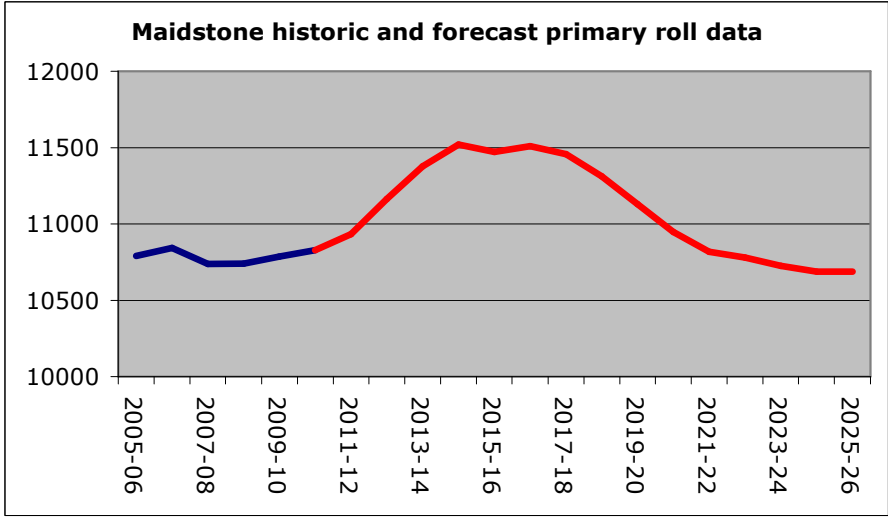
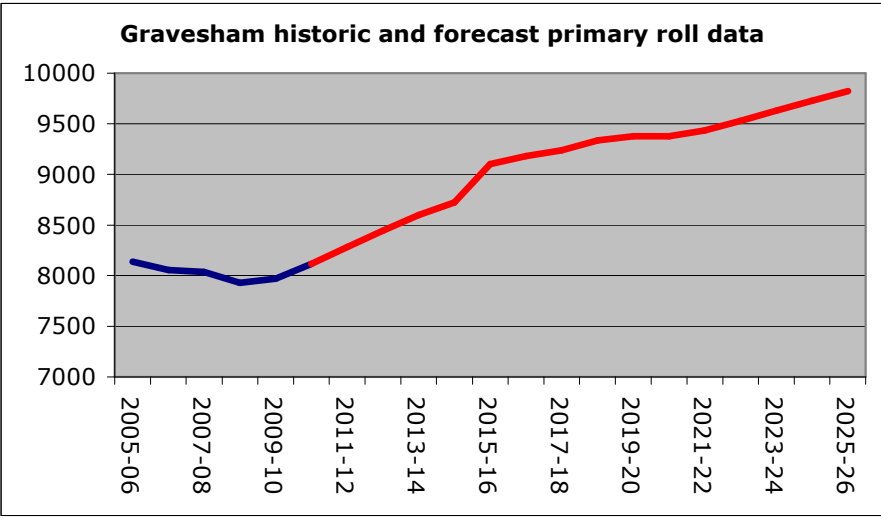


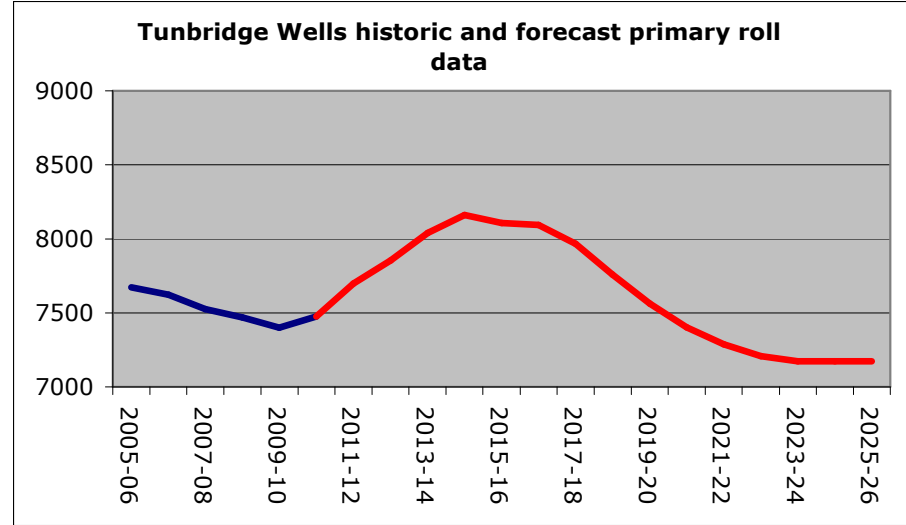
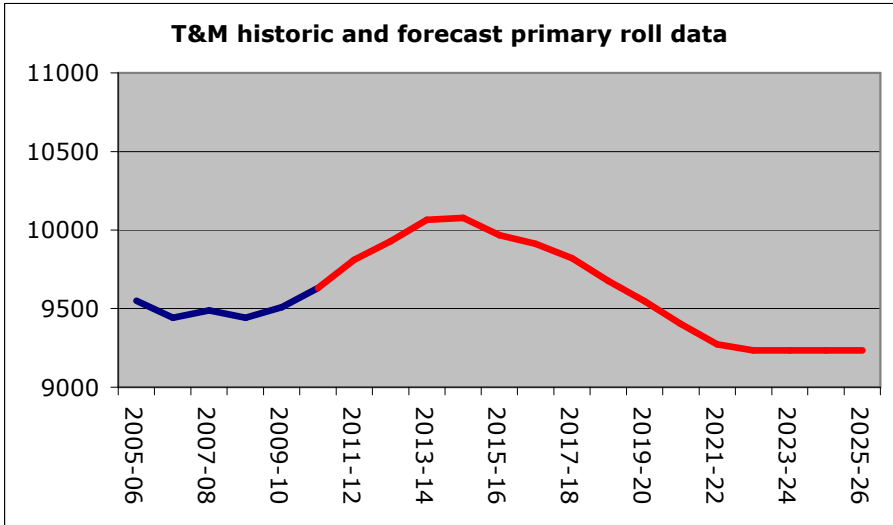
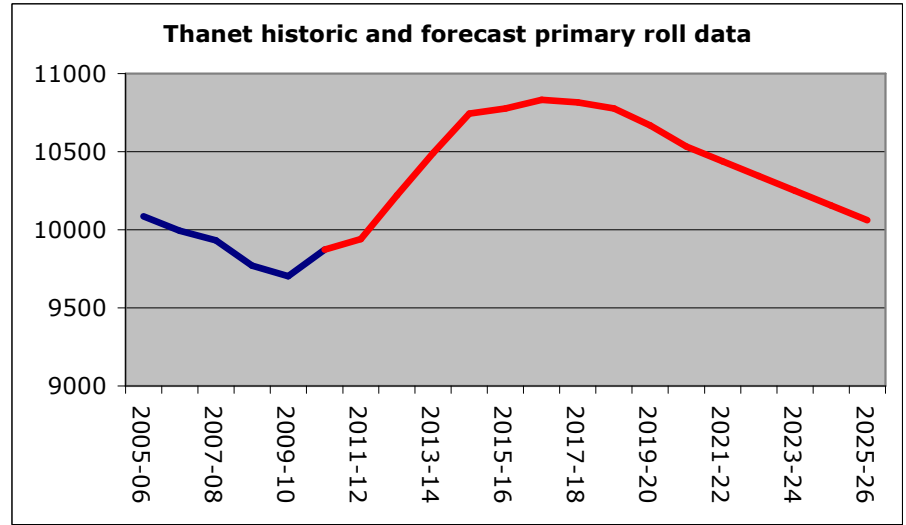
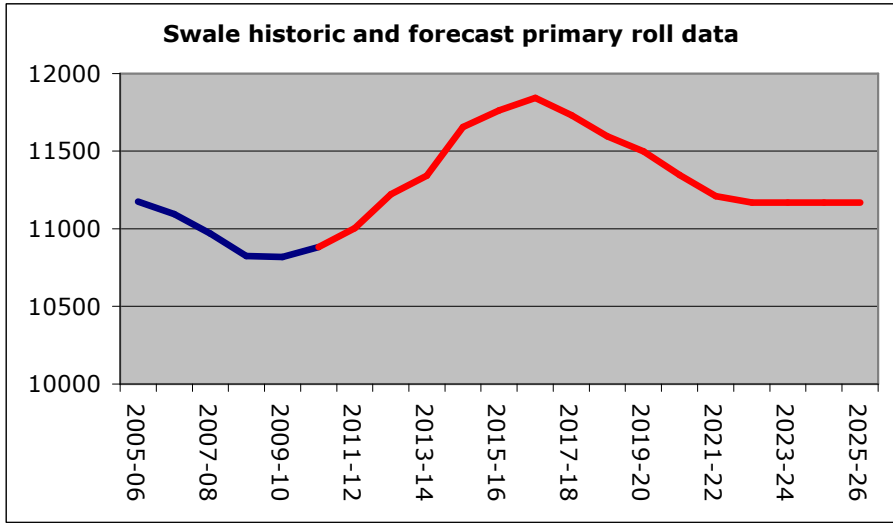




Long Term Primary Forecasts







Housing completions and allocations 1996-2026

District	1996-01	2001-06	2006-11	2011-16	2016-21	2021-26
Ashford	3236	4020	2653	7091	8274	1472
Canterbury	2775	2662	3651	1880	500	100
Dartford	1438	2839	2423	5081	5432	4165
Dover	937	1796	1507	1628	2411	1563
Gravesham	399	1283	1554	1633	1332	756
Maidstone	2275	3232	3629	2063	218	N/A
Sevenoaks	1370	1487	1363	1189	875	261
Shepway	1912	2451	1513	2109	3066	1823
Swale	2549	3196	3332	1607	2636	3296
Thanet	1461	2214	3773	3538	638	300
Tonbridge & Malling	1754	3169	3358	4011	1077	N/A
Tunbridge Wells	1457	1790	2031	916	N/A	N/A
Kent	21563	30139	30787	32746	26459	13736

Notes:

- (1) Future planned housing from Kent Integrated Infrastructure and Finance Model April 2012
(2) It should be noted that where future planned housing looks very low it may be that districts have yet to make housing allocations for those years
(3) Districts are no longer obliged to follow South East Regional Assembly (SEERA) housing allocation levels and are now to be determined locally

Difference Between Expected and Actual New House Building

Ashford	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	374	683	537	503	556	-
HLS 2006-07	352	838	842	723	723	165
HLS 2007-08		303	944	1168	651	197
HLS 2008-09			1007	598	1344	451
HLS 2009-10				691	775	204
HLS 2010-11					738	182

Average yearly difference | **237**

Canterbury	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	644	1307	982	307	411	-
HLS 2006-07	645	847	1160	1017	952	194
HLS 2007-08		609	783	1344	1322	263
HLS 2008-09			874	1175	1762	704
HLS 2009-10				792	825	450
HLS 2010-11					846	435

Average yearly difference **364**

Dartford	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	666	614	612	153	378	-
HLS 2006-07	955	1274	732	769	895	440
HLS 2007-08		1023	827	967	727	447
HLS 2008-09			775	1058	1401	697
HLS 2009-10				337	331	69
HLS 2010-11					663	285

Average yearly difference **433**

Dover	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	341	403	284	274	205	-
HLS 2006-07	385	384	389	249	154	11
HLS 2007-08		289	532	773	252	170
HLS 2008-09			238	441	577	164
HLS 2009-10				339	345	103
HLS 2010-11					354	149

Average yearly difference **105**

Gravesham	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	330	278	448	291	207	-
HLS 2006-07	592	586	436	672	341	215
HLS 2007-08		639	661	313	760	287
HLS 2008-09			783	953	528	439
HLS 2009-10				584	663	375
HLS 2010-11					500	293

Average yearly difference **305**

Maidstone	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	735	1044	528	620	702	-
HLS 2006-07	669	584	910	625	347	-99
HLS 2007-08		742	723	662	527	-60
HLS 2008-09			609	625	1591	325
HLS 2009-10				671	540	-56
HLS 2010-11					463	-239

Average yearly difference **-7**

Sevenoaks	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	194	292	316	249	312	-
HLS 2006-07	268	172	70	58	90	-141
HLS 2007-08		624	163	91	22	-67
HLS 2008-09			260	474	171	9
HLS 2009-10				267	376	41
HLS 2010-11					368	56

Average yearly difference **-54**

Shepway	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	157	427	580	198	151	-
HLS 2006-07	772	589	739	586	448	324
HLS 2007-08		699	462	721	357	221
HLS 2008-09			652	502	939	388
HLS 2009-10				346	172	85
HLS 2010-11					350	199

Average yearly difference 269

Swale	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	869	784	513	722	444	-
HLS 2006-07	595	681	667	584	649	-31
HLS 2007-08		765	533	711	764	78
HLS 2008-09			897	927	798	314
HLS 2009-10				450	389	-164
HLS 2010-11					309	-135

Average yearly difference 42

Thanet	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	738	722	767	546	1000	-
HLS 2006-07	1236	640	1106	551	348	22
HLS 2007-08		1144	470	1632	469	170
HLS 2008-09			1673	572	2537	823
HLS 2009-10				1164	591	105
HLS 2010-11					1273	273

Average yearly difference 249

Tonbridge & Malling	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	867	845	899	381	366	-
HLS 2006-07	642	918	901	710	658	94
HLS 2007-08		881	888	1016	710	251
HLS 2008-09			556	570	793	91
HLS 2009-10				575	608	218
HLS 2010-11					578	212

Average yearly difference 160

Tunbridge Wells	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	565	548	438	141	339	-
HLS 2006-07	758	283	286	87	42	-115
HLS 2007-08		503	133	420	78	-83
HLS 2008-09			644	328	349	134
HLS 2009-10				340	214	37
HLS 2010-11					536	197

Average yearly difference -16

Kent	2006-07	2007-08	2008-09	2009-10	2010-11	Average difference
Completions	6480	7947	6904	4385	5071	-
HLS 2006-07	7869	7796	8238	6631	5647	1079
HLS 2007-08		8221	7119	9818	6639	1873
HLS 2008-09			8968	8223	12790	4540
HLS 2009-10				6556	5829	1465
HLS 2010-11					6978	1907

Average yearly difference 2089

Temporary and Permanent Places Added in Kent Schools

District	2010				2011				2012				2013				2014			
	Temporary Year R	Temporary - other year groups	Permanent Year R	Permanent - other year groups	Temporary Year R	Temporary - other year groups	Permanent Year R	Permanent - other year groups	Temporary Year R	Temporary - other year groups	Permanent Year R	Permanent - other year groups	Temporary Year R	Temporary - other year groups	Permanent Year R	Permanent - other year groups	Temporary Year R	Temporary - other year groups	Permanent Year R	Permanent - other year groups
Ashford	0	0	0	0	0	0	45	0	60	0	110	195	60	60	140	420	0	120	140	525
Shepway	0	0	0	0	0	0	0	0	0	0	15	0	30	0	15	15	30	30	45	30
Malden	0	0	0	0	0	0	30	0	0	0	90	90	0	0	131	292	0	0	131	396
Tonbridge & Malling	0	0	30	0	0	0	43	30	0	0	43	98	30	0	43	136	30	30	43	174
Tunbridge Wells	30	0	20	0	70	30	80	20	60	100	80	100	0	160	170	270	0	160	170	440
Sevenoaks	0	0	0	0	60	0	25	0	50	60	25	25	0	110	85	50	0	110	85	125
Dartford	0	0	90	0	0	0	90	90	0	0	120	180	0	0	180	300	0	0	210	480
Gravesham	0	0	30	0	30	0	30	30	30	30	60	60	0	60	60	120	0	60	100	180
Thanet	45	0	30	0	0	45	60	30	60	45	90	90	0	105	120	360	0	105	120	450
Swale	5	0	0	0	30	5	55	0	30	35	85	55	0	60	150	350	0	60	150	465
Total	80	0	200	0	190	80	458	200	290	270	718	893	120	555	1094	2313	60	675	1194	3265