



AGENDA

CABINET

Monday, 24th March, 2014, at 10.00 am
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Louise Whitaker**
Telephone: **(01622) 694433**

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

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

UNRESTRICTED ITEMS

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

1. Introduction/Webcasting
2. Declaration of Interests by Member in Items on the Agenda for this meeting
3. Minutes of the Meeting held on 21 January 2014 (Pages 3 - 12)
4. Other items which the Chairman decides are relevant or urgent
5. Learning Disability Partnership - Presentation (Pages 13 - 32)
6. Select Committee Report - Kent's European Relationship (Pages 33 - 114)
7. Revenue and Capital Budget Monitoring for 2013-14 - Quarter 3 (Pages 115 - 264)

8. Quarterly Performance Report - Quarter 3 (Pages 265 - 366)
9. Co-ordinated Admissions Schemes for 2015 (Pages 367 - 438)
10. Early Years and Childcare Strategy 2014-17 (Pages 439 - 468)

Peter Sass
Head of Democratic Services
Friday, 14 March 2014

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 22 January 2014.

PRESENT: Mr P B Carter, CBE (Chairman), Mr D L Brazier, Mr G Cooke, Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr J D Simmonds, MBE, Mr B J Sweetland and Mrs J Whittle

UNRESTRICTED ITEMS**38. Minutes of the Meeting held on 2 December 2013**

(Item 3)

The minutes of the meeting held on 2 December 2013 were agreed and signed by the Chairman as a true record.

39. Other items which the Chairman decides are relevant or urgent

(Item 4)

None.

40. Christmas / New Year Storms & Floods - Update Report

(Item 5 – Report of Mr Mike Hill, Cabinet Member for Community Services and Corporate Director Customer and Communities)

Cabinet received a report providing an update on the response by KCC and partners to the storms and flooding experienced over the Christmas and New Year period.

The Cabinet Member, Mr Hill introduced the report and in particular referred to the following:

- i. that although the political and media interest had focused on particular areas of the county, many areas had been flooded. 28,500 properties had been without power and 19,000 calls had been received by the KCC contact centre and 1500 to KCC Highways department regarding fallen trees, in addition 134 rescues had been performed by the Kent Fire and Rescue Authority.
- ii. That the circumstances had been exceptional and challenging combining not only rain and floods but high winds. In addition the emergency was prolonged and fell over the Christmas period.
- iii. Some issues had already emerged and would be considered further for the future:
 - a. Communications between individuals and agencies had been difficult. Therefore staff had been needed 'on the ground' to communicate safety messages

- b. Additional staff had been needed, particularly in the contact centre, however some staff had been working very long hours that would not have been sustainable for any longer a period of time
 - c. The handover between the emergency and recovery stages was difficult to co-ordinate given the ongoing bad weather and needed to be tightly managed to be effective
 - d. Community wardens and other staff working out in affected communities had been invaluable in communicating messages and supporting the county's vulnerable residents.
 - e. That the newly conceived Kent Support and Assistance Service provided food, clothing and some furniture to people in considerable distress and had been well received
- iv That a police chaired meeting of the Kent Resilience Forum would be held as part of the debriefing process and further report to cabinet in the spring,
- iv. He concluded by expressing his pride in the work of KC officers and partners in managing what had been a difficult and drawn out emergency

Stuart Beaumont, Head of Community Safety and Emergency Planning, supported Mr Hill's comments and assured Cabinet that the debriefings would be thorough and would focus on the issues raised by residents, partners and officers and would report back to Cabinet in the future.

Steve Terry, Emergency Planning Manager, reminded Cabinet that KCC had played a significant role in saving and protecting lives, including during rescue operations which had been co-ordinated by various partners (including volunteers) and that the joint nature of the work had been crucial to its success. He also reminded members that although the risk to life had reduced the emergency was not yet over.

The Leader endorsed the comments received and confirmed that further work would be carried out to assess the actions taken by all parties during the emergency, in particular, he hoped that Environment Agency would consider the timeliness of warnings for residents, and to that end requested that they be invited as a guest of the Flood Risk Management Committee to discuss such issues. He also requested that a further issue be discussed by the Committee; flood defences and the possibility, with help from central government, of longer term pre-emptive measures being taken to avert floods.

Finally, he addressed the issue of the Bellwin Scheme to which local authorities could apply for compensation from central government where spending on emergencies exceeded 3.3 million. He assured cabinet that the government was supportive of efforts to make good damage from the storms and to that end the Council had already put a further 2.5 million in to pothole repair across the County, but it was not expected that this would be the total of costs incurred.

The Cabinet Member for Social Care and Public Health, Mr Gibbens, concurred with praise already received for voluntary sector support during the emergency and further praised the staff within his own directorate for the work they had done to protect Kent's most vulnerable residents during the emergency. He urged the Corporate Director for Families and Social Care to write to those voluntary organisations to thank them for the help received by KCC.

Responding to a question from the Leader, Mr Beaumont reported that Parish Council's would be consulted as part of the multi-agency debrief, as would the Environment Agency.

The Cabinet Member for Transport and Environment, Mr Brazier spoke to the item; he reported the contribution of the Highways team as follows:

- A red alert had been put in place on the 22nd December and remained over Christmas and many additional staff had been brought in.
- Over 2000 trees had been cleared in the space of 2 days and main roads cleared relatively quickly. However country roads were more difficult to clear, some taking up to week, owing to the lack of drainage options for the water.
- The ban on vans to household waste disposal units had been temporarily lifted and this had successfully helped residents who had been flooded to clear damaged property quickly and easily.
- Repair to potholes was ongoing but the cost could not yet be estimated.

Mr Bird, local member for Maidstone Central, had requested and been granted permission to speak at the meeting by the Chairman. Mr Bird made the following points as a resident affected by the flood:

- That the majority of residents of Yalding were grateful for the support that they had received from the various agencies involved.
- That the flood in 2000 had been relatively well managed, but on this occasion that had not been the case. No severe flood warning was issued to residents of Yalding and this led to difficulties in convincing some residents to evacuate.
- That in the future systems of communication should be improved, including systems that do not rely on telephone or electronic communication.
- Finally he suggested that pre-emptive measures be taken to avert flooding and argued that flood prevention was less costly than flooding damage, loss and inability of residents to get to work.

The Cabinet Member for Corporate and Democratic Services, Mr Gary Cooke, extended sympathy to all of those affected. He reported that KCC premises had also been flooded including record storage areas. He thanked a number of staff who had worked on Boxing Day in order to raise boxes of valuable personal data above the flood line.

Director of Public Health, Mrs Peachey reported that Community Resilience during the flood had been particularly strong and work would be done to capture the best elements of the work between the emergency planning team and the local communities in order to build on it for the future.

The Cabinet Member for Commercial and Traded Services, Mr Bryan Sweetland urged officers and Members to ensure that resident input was sought during any debrief period. He commended the KCC Highways department and the Community Wardens for their work with residents.

The Leader thanked those officers and volunteers who had worked through Christmas to aid during the flood and asked that a full report be considered by

Cabinet in the future when debrief work was complete and conclusions and recommendations for the future could be made.

It was RESOLVED that the report be noted and that a full report be brought and considered in the spring.

41. Budget 2014/15 and Medium Term Financial Plan 2014 - 17

(Item 6 – Report of the Deputy Leader and Cabinet Member for Finance and Procurement Mr John Simmonds and Corporate Director for Finance and Procurement, Andy Wood)

Cabinet received a report setting out the proposed final draft budget for 2014/15 and Medium Term Financial Plan (MTFP) 2014/17 to be presented to County Council for agreement on 13th February 2014.

The Deputy Leader & Cabinet Member for Finance and Procurement, Mr Simmonds, introduced the report for Cabinet. In particular he referred to the following:

- That the Council had taken £250 million from the budget in the last three years as a result of pressures and funding reductions and that the trend was set to continue.
- That in light of these difficult economic pressures the news that the government had reconsidered the cessation of the New Homes Bonus was welcomed.
- That the proposed budget represented the core objectives that continued to be pursued by Kent County Council, Growth without Gridlock, Bold Steps for Kent and protecting the vulnerable.
- That the transformation agenda would be crucial to maintaining services in the future.
- That it was crucial that the council was aware of the priorities of residents of Kent while spending an ever reduced budget which made difficult choices more and more likely.
- That the floods had served as a reminder to members of the importance of being financially prepared for the unexpected.
- The consultation had been well run and successful and it was largely as a result of this that it was agreed that council tax should be raised by 1.99% as respondents suggested that they would endorse such a rise to protect services for the vulnerable.

The Corporate Director for Finance and Procurement, Andy Wood, spoke to the item, he particularly highlighted the following, while referring to slides [appendix 1]:

- That the Local Government Settlement announced on the 18th December was largely in line with the predictions made by officers at Kent.
- That the council tax base was higher than had been expected and further news had been received from central government who had agreed to continue the New Homes Bonus and the Council Tax Freeze Grant, both of which had been at risk.

In relation to the proposed Capital budget he reported that:

- The Capital budget for the next three years continued to sit above £600 million
- A continued limit of 15% on borrowing costs had been included in the budget.

- A large proportion of the budget would be spent on schools and roads but a proportion continued to be spent on regeneration projects such as Broadband roll out and Live Margate

In relation to the proposed Revenue budget Mr Wood reported:

- The inclusion of a proposed increase in council tax of 1.99% just under the referendum threshold currently set by the Government. Parliament was due to consider the threshold further before the 12th February and therefore, should it alter, last minute amendments to the budget would be needed at the Council meeting of the 13th February.
- That the council tax increase and the tax base increase reported earlier combined to create an additional 19m set against 35m reduction in Grant funding. With other factors included the council had a total reduction of 18m in the overall budget.
- Pressures continued to build in some service delivery areas and costs continued to rise. These pressures, although sometimes offset by transferred monies, would continue to increase the spend required by KCC, by approximately 73m.
- Considering increases and reductions, pressures and transferred monies, the overall saving required would be 80m. The proposed budget achieved these savings.

The Cabinet Member for Economic Development, Mr Mark Dance, spoke to the item. He talked about the statutory / non-statutory divide and hoped that the council would continue to bid for funds to deliver non-statutory services that in turn would ease pressure on statutory functions.

The Cabinet Member for Specialist Children's Services, Mrs Jenny Whittle flagged up an emerging pressure within specialist children's services. The 'Staying put' policy, whereby local authorities would be required to provide for looked after children to stay with foster parents until the age of 21. Although Kent County Council already offered young people that option this policy was likely to increase demand. In contrast, Mrs Whittle also reported a potential saving relating to a proposed reduction in court fees that if introduced would save between £400,000 and £1m.

The Cabinet Member for Commercial and Traded Services, Mr Bryan Sweetland joined the discussion to add that a review of traded companies had been conducted and rationalisation of the structure had taken place. As a result, the current contribution of £5m was predicted to grow to £10m after two financial years. In addition the businesses employed a significant number of people and continued to provide services nationwide.

The Leader welcomed the news from the traded services portfolio, something which the transformation would encourage in the future.

The Deputy Leader concluded the discussion by thanking officers within the Finance department for their continued hard work and professionalism in delivering a timely budget against ever tighter deadlines.

It was RESOLVED that the final draft budget and the Council Tax precept taking into account proposed amendments from Cabinet Committees and any necessary changes arising out of the provisional Local Government Settlement and Council

Tax/Business Rate tax base notification from district councils be endorsed to County Council on the 13th February for agreement.

42. Revenue and Capital Budget Monitoring 2013 / 14 - October

(Item 7 – (Report of the Deputy Leader and Cabinet Member for Finance and Procurement Mr John Simmonds and Corporate Director for Finance and Procurement, Andy Wood)

Cabinet received a report providing the budget monitoring position for October 2013-14 for both revenue and capital budgets. Due to revenue finance resources being focused predominately on preparing the 2014-15 budget, no activity data was supplied.

The Deputy Leader and Cabinet Member for Finance and Procurement introduced the report for Cabinet. He made the following comments:

- That the predicted underspend had been reduced to £1m from £4m owing to certain commitments and unexpected increases to costs, such as SEN Transport, which would rise to £2.4m following management action. However he remained confident that the targeted £4m underspend would be achieved.

In relation to the Capital budget

- That the budget was set at £316m but the forecast outturn was currently £273m owing largely to the rescheduling of projects
- That £3m had been made available from the reserves for severe weather action relating to road maintenance repairs required after the flooding.

In response to the a question from the Leader the Corporate Director for Finance and Procurement detailed work that would be undertaken to ensure that the targeted underspend of £4m would be achieved by the end of the financial year. He reported that a moratorium would be put in place in order that departments were careful with discretionary spending and this was expected to save £1.5m to £2m.

The Cabinet Member for Education and Health reform spoke to the item in order to address the overspend in SEN transport. He reported that work between the Education and Transport Integration teams continued to attempt to identify reasons for and solutions to the underspend. The SEND Strategy due for release the following week would help to address issues of transport by creating more places in local schools for children with special needs amongst other actions.

The Cabinet Member for Social Care and Public Health, Mr Gibbens, confirmed that the number of people with Learning Disabilities needing services and care from the local authority was increasing and that this would continue to create budget pressures for the Adult Social Care portfolio.

The Cabinet Member for Community Services, Mr Mike Hill welcomed the underspend within the communities directorate and thanked the Corporate Director for her continued work to deliver services under budget.

It was Resolved that:

1. That the latest monitoring position on both the revenue and capital budgets be noted
2. That the changes to the capital programme as detailed in the actions column in table 2 of the annex reports be agreed.
3. That the additional capital spending as a result of the introduction of an emergency highways repair programme, within the EH&W portfolio, following the recent flooding be noted

43. Unlocking the Potential, Growing for Growth: The Kent and Medway Growth Plan

(Item 8 – Report of the Cabinet Member for Economic Development, Mr Mark Dance and the Director of Economic and Spatial Development, Barbara Cooper)

Cabinet received a report introducing ‘Unlocking the Potential: Going for Growth’, the draft Kent and Medway Growth Plan and explaining how the document would link to the South East Local Enterprise Partnership’s Strategic Economic Plan and potential future Government and European funding.

The Leader spoke briefly of the projects at hand referring members to the significant funds available through the LEP and the importance of planning in advance for funding which might be allocated. In addition he spoke of the European funding available and urged innovative thinking and delivery to allow non-statutory functions in light of revenue budget cuts. Finally he reported the success of regeneration projects in Kent and his desire to see this kind of work continued through new funding streams.

The strong local government / business partnership in Kent, would he believed, be key to the success of those projects and schemes about which he had spoken.

Ross Gill, Economic Strategy and Policy Manager, spoke to the item. He reported that:

- ‘Unlocking the Potential’ would require two steps before 31st March 2014 when it would be submitted to Government. Firstly, a strategy for Kent and Medway that was consistent and agreeable to all parties must be agreed by all. Secondly, the high level allocations suggested for the use of local growth fund and European monies, in part allocated dependant on the origin of the money and partly on the aims and objectives for Kent.
- He was confident that KCC was on track in terms of timing and content at this stage and with the continued work of all parties would have a solid submission by March.
- A further commissioning plan would be produced containing further spending detail would then be produced before the funding became available in April 2015.

Paul Crick, Director of Planning and Environment, spoke to the item, he particularly made reference to the following points:

- That the original Growth without Gridlock document launched in December 2010 which put forward a bold plan for transport delivery of which much had been achieved would now be replaced by a new document allocating funding from the single local growth fund which had devolved to LEPs.

- That £2 billion over 6 years had been committed by government, the allocation to Kent was yet to be decided but it was likely to be largely appropriated to transport schemes.
- The LEP federated model meant that it was now appropriate to include Medway in any plans and the document produced would form the transport element of 'unlocking the potential'.
- The new Growth without Gridlock document also included new and important information from Government relating to the Lower Thames Crossing and to future plans for aviation and the impact of both for transport in Kent.
- The Kent and Medway Economic Partnership agreed the Growth without Gridlock refresh in January 2014 and it had been considered by the Environment Highways and Waste Cabinet Committee.

The Cabinet Member for Economic Development spoke to the item. In particular he made reference to the following:

- He commended the document as readable yet detailed and felt that it provided a solid base for the work of the council and partners in these important areas in the future.

The Cabinet Member for Education and Health Reform entered the discussion, he reminded Cabinet of the Skills dimension of the Growth plan. He believed it would build on the work already ongoing in apprenticeships and employability for young people. A challenge existed to ensure maximum opportunities for those seeking employment and those seeking to employ and ensuring that the needs of both could be met.

The Cabinet Member for Corporate and Democratic Services, Mr Cooke, spoke of the Lorrywatch initiative which had been received with differing levels of enthusiasm by residents. He urged officers to build spare capacity in to any transport plans, in particular referring to the closure of the B2163 and the resulting traffic congestion that had been caused. He expressed disappointment that the new document no longer supported two previously included by-pass schemes.

The Leader responded to the comments of the Cabinet Member and reported that the Maidstone Local Transport Plan was still under discussion with the Borough Council and would be concluded when housing plans had been finalised.

The Cabinet Member for Commercial and Traded Services, Mr Sweetland welcomed the projection of the ebbsfleet valley in 20 years time and was sure that if realised, it would greatly improve the local economy. In addition he referred to the introduction of free flow tolling cameras at the Dartford crossing and the delays to implementation that had occurred to date. He encouraged officers to seek to ensure that the Department for Transport fulfilled its most recent promise to implement them in October 2014.

The Leader concluded by commenting on the devolved nature of future funding and the need for Local Government to conceive and deliver successful projects or risk reduction in funding. He requested that an Executive summary be added to the document in order that the Government can see the freedoms and flexibilities that would further enhance the projects such as half price travel fares for young people and the thoughtful allocation of troubled families to appropriate areas of the council.

The Leader requested that further information be received for consideration by Cabinet in the future.

It was RESOLVED that the report be noted.

44. Adult Transformation Programme for Older People and Physical Disabilities Division, Families and Social Care - Update

(Item 9 – Report of the Cabinet Member for Social Care and Public Health, Mr Graham Gibbens and Corporate Director of Families and Social Care, Andrew Ireland)

Cabinet received a report providing an update on one aspect of the Transformation of Adult Social Care Programme, from the Older People and Physical Disability (OPPD) Division and outlining further planned changes for the Division.

The Cabinet Member for Social Care and Public Health introduced the report for Cabinet; he described the update which the report provided on the transformation programme and the work undertaken in partnership with Newton Europe. A key element of that work would be the further integration of health and social care and the significant impact of partnership work on the support provided for Older People in Kent. He summarised some of the changes that had taken place:

- Clinical Commissioning Group boundaries had been adopted by the Older People's team.
- Staff in hospitals now deliver services 7 days a week and in the future all offices would be working between 8am and 8pm
- That a 'model office' trial had been successfully introduced and would be rolled out to other teams around Kent

He noted some of the achievements of last year's 'Model Office' initiative in Dover:

- 40% reduction in the number of onward assessments
- 70% reduction in waiting time for service users
- 60% reduction of overdue reviews
- 20% reduction in the time that practitioners spent on paperwork

Mr Gibbens asserted that in addition to these benefits the new practices would strengthen safeguarding.

He reminded Members that the Health and Social Care Act had been a catalyst for the changes described and that the Care Bill currently progressing through parliament would introduce further integration and shared service delivery with the voluntary sector, requiring further changes to working practices and support older people needing care. In preparation for this time a conference would be held to liaise with the voluntary sector. A further report would be brought before Cabinet when the Care Bill became an Act.

Anne Tidmarsh, Director Older People's and Physical Disability, made a presentation to Cabinet regarding the evidence gathered after one year to support the success of the transformation and work with Newton Europe later joined by Mark Lobban, Director Strategic Commissioning. The presentation detailed the work undertaken and results achieved [attached as appendix 2]

Andrew Ireland, Corporate Director of Families and Social Care commented on the strong relationship between good practice and efficiency and therefore savings.

- i) That the progress to date in support of the Adult Social Care Transformation Programme be noted.
- ii) That the better service outcomes for the public as a result of implementing the Boundaries Realignment and Transformation Programme through implementation of the Model Office be noted.
- iii) That the financial savings from 2013 to 2015 as a result of changes to date and further proposed changes be noted.
- iv) That the intention through the Integration Pioneer Action Plan and Steering Group to accelerate health and social care closer working and integration be endorsed.
- v) That the plan to review and develop the OPPD workforce in line with roll-out of the Model Office and integration of social care and health services be endorsed
- vi) That a detailed Care Bill implementation plan is presented to Cabinet in due course, detailing how the key tasks of the plan will be aligned to the Care pathways, Optimisation or Commissioning work streams of the Transformation Programme be endorsed.



Easy read summary of the Cabinet Paper and Presentation by the Kent Learning Disability Partnership Board



26th March 2014

Who is the paper by?



Graham Gibbens, Cabinet Member for Adult Social Care and Public Health



Andrew Ireland, Corporate Director, Families and Social Care

What is the paper/presentation about?



In Kent there are around 4,200 people with learning disabilities who are supported through services provided by Kent County Council.



Partnership Board Organisation

To make sure that people with learning disabilities are listened too, the Families and Social Care directorate have the Learning Disability Partnership Board.

This helps KCC make services for people with learning disabilities better.



This paper and presentation lets the Cabinet know the issues that are important to people with learning disabilities.

Recommendations for the Cabinet



Make sure the Kent Partnership Board continues and is supported.

Look at how the Council can use the Kent Partnership Board to make life better for people with learning disabilities.

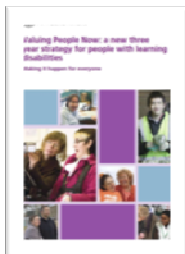
1. Introduction



It has always been important that the people with a learning disability are listened to when planning services.

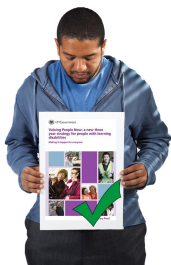


It is also important that they are given information about health, social care, education, housing and democratic issues that we all encounter in life.



This was written about in Valuing People Now a strategy for people with Learning Disabilities.

It was published by the Department of Health in 2009.



Kent County Council works through the Learning Disability Partnership Board to make sure the aims of Valuing People Now are achieved and that people with learning disabilities are supported in leading independent lives.



2. The Kent Learning Disability Partnership Board

2.1 The Kent Learning Disability Partnership Board meets regularly and is made up of people with learning disabilities their family/carers, staff from KCC, health and voluntary groups.



The Board reports to the Health and Wellbeing Board and the Safeguarding Board in Kent.

The Board meets 4 times a year and it is open to the public.

2.2 Valuing People Now Cabinet

The role of the Cabinet is to co-ordinate the work of the 6 delivery groups and to check that things are done.

The Cabinet is made up of lead officers and a champion (a person with a learning disability for each of the delivery groups and 3 family carers).

The Cabinet is co-chaired by the Director of Learning Disability and Mental Health and a person with a learning disability.



2.3 Delivery Groups

The Kent Learning Disability Partnership is made up of 6 Delivery Groups that look at good health; housing; employment, education and training; transition from children's to adults' services; safeguarding; and advocacy.





Meeting minutes and information is in easy read and is on the Kent Learning Disability Partnership Board Website:
www.kentldpb.org.uk.



Kent County Council commission the Kent Valuing People Partnership to support the delivery of the work carried out by the Delivery Groups.

The Delivery Groups are:

- Becoming an Adult
- Good Health
- Keeping Safe
- What I Do
- Where I Live



An Advocacy Delivery Group will be set up during the course of this year.

2.4 District Partnership Groups (DPGs)

There are 11 District Partnership Groups which cover the 12 districts in Kent (Dartford and Gravesham work as one DPG).



These groups look at what issues people with a learning disability have locally.

If issues are felt to be important for all people in Kent, then information is fed-up through the relevant Delivery Group.



The DPGs have been named as an example of good practice in research done by the University of Kent, Kent Police, MCCH and Autism London. The research is called 'Living in Fear'.

The research highlighted the work that promoted community safety of people with learning disabilities.

2.5 The Joint Health and Social Care Self-Assessment Framework (SAF)



The Self Assessment Framework outlines the Partnership's work for the year ahead.

This is looked at annually. We will look at this again in November.

The Joint Health and Social Care SAF looks at how well we are providing services for people with a learning disability in Kent.



For the first time, the 2013 SAF was done jointly with the NHS to look at both Health and Social Care.



The information from the SAF is fed-back to Public Health England who check us against other authorities.



From this we will be able to see which of our services we do well and which we need to work on.



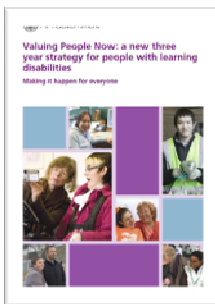
The responses from the 2013 SAF have yet to be published. We expect to hear back from Public Health England in March 2014.

3. Bold Steps for Kent and Policy Framework



The Kent Learning Disability Partnership Board works alongside 2 of the Kent County Council Ambition Boards: Tackling Disadvantage and Citizen in Control.

This makes sure actions taken by the Delivery Groups are the same as the County Council's approach to giving services.



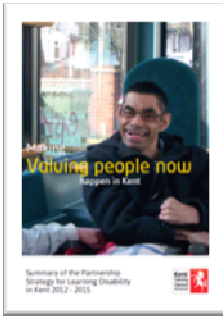
The work of the Kent Learning Disability Partnership Board is also in line with Valuing People Now, published by the Department of Health as well as KCC's Active Lives, the Employment Strategy for people with Learning Disabilities and the Joint Health and Wellbeing Strategy.

4. Recommendations

Make sure the Kent Partnership Board continues and is supported.

Look at how the Council can use the Kent Partnership Board to make life better for people with learning disabilities.





5. Background Documents

5.1 - Summary of the Partnership Strategy for Learning Disability in Kent 2012-2015

5.2 How the Kent Learning Disability Partnership Works, 2013

6. Appendix

Presentation by the Kent Learning Disability Partnership to Cabinet.

Contact Details



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KCC Cabinet Presentation 24th March 2014



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Health Services

People with learning disabilities do not get equal access to health services!

Daniel Hewitt

How will you make sure we have annual health checks and equal access to health services?

One thing we've done to help is put together optician packs to help opticians work with people who have a learning disability.



Employment

KCC and Kent employers do not employ enough people with learning disabilities!

Steve Chapman

How will you help us find employment?

One thing we've done to help is make links with the Jobcentre to train staff on how they can improve their services for people with a learning disability.



Housing

People with learning disabilities do not want to live in residential homes. They want to have other choices such as supported living.

Tina Walker

How will you help make sure that we can have our own home?

One thing we've done to help is put together an Easy Read 'Move On Toolkit'.



Keeping Safe

People with learning disabilities
want to be safe in the
community

How will you make sure we are not
abused, bullied or suffer
Hate Crime?

One thing that has already been done is the
shop safe/stay safe key fob scheme
launched in Dartford, Gravesham and soon
Bluewater. We would like to see this
adopted across Kent so there is somewhere
safe to go if we find ourselves in trouble.

Sam Holman



Transport

People with a learning disability are not able to use their transport passes before 9.30 am in Kent

Chris Perry

How will you help us travel without restriction whilst trying to find employment, gain work experience or training?

One thing we've done is put together the easy read guide on transport.



Transition

People with learning disabilities do not get equal opportunities to enable them to develop skills for their future life - such as Work Experience, College and Life Skills!

Danny Morgan
and Shaun Small

How will you make sure we have equal access to support and opportunities?

One thing we've done is to highlight these areas in our Becoming an Adult booklet to encourage young people with a learning disability to think about and ask for support.



Safeguarding

People with learning disabilities want to live a life free from abuse.

Penny Southern

How will you make sure we do not have a Winterbourne in Kent?

We asked for an easy read booklet about abuse called 'Abuse and what to do about it' so that we know what we can do to protect ourselves from abuse.



Finance

People with learning disabilities are worried that the funding needed for the work they do won't be seen as a priority

How will you make sure that KCC continues to support the good work of the Learning Disability Partnership

One thing we have done is try to lower our cost by finding cheaper or free meeting rooms and meeting less often

Tina Walker



Voting

Linda Bailey

Lots of people with learning disabilities don't vote in elections.

One thing we've done is support people to learn about voting through the 'Getting on Board' course. We will also be working with Mencap on the "Me and My Vote" project to make sure people with learning disabilities register to vote.

What will you do to make it easier for people with learning disabilities to vote?



The end

Recommendations

Thank you for listening and any questions

Penny Southern
Director of Learning Disability and Mental Health



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From: Mr Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Director – Economic & Spatial Development

To: Cabinet – 24th March 2014

Subject: Select Committee: Maximising the Benefits from Kent's
European Relationship

Classification: Unclassified

Past Pathway of Paper: CMM, CMT and Corporate Board

Future Pathway of Paper: County Council – 27th March 2014

Summary:

To receive and comment on the report of the Select Committee on Maximising the Benefits from Kent's European Relationship

Recommendations:

Cabinet are asked to support the following recommendations for Council:

- The Select committee is thanked for its work and for producing a relevant and balanced document.
- The witnesses and others who provided evidence and made valuable contributions to the Select Committee are thanked.
- Council's comments on the report and its recommendations are welcomed.

1. Introduction

1.1 This timely review has sought to demonstrate how Kent County Council and the County of Kent have benefited from European engagement, activities and funding during the recent EU funding programme period 2007-13; facilitated for the most part by International Affairs Group.

1.2 As we have entered a new EU funding programme period 2014-20 (and regardless of any possible change of status in the UK's relationship with the European Union) it is important that we understand the contribution of KCC's international work, the way in which it supports core priorities including those in

Bold Steps for Kent and the potential economic benefits to KCC and Kent that may be achieved from EU engagement, activity and funding in the next few years.

1.3 Having been agreed at a meeting of Scrutiny Committee on 12th November, the Select Committee was established in December 2013 with its first meeting on 10th December. It began its work immediately to gain an insight into the review topic, focusing on the work of International Affairs Group in terms of engagement, activity and the securing of EU funding for projects and exploring the ways in which maximum benefits might be achieved in the forthcoming funding programme period.

2. Select Committee

2.1 Membership

The Select Committee was chaired by Mr Alex King. Other committee members were Mr Andrew Bowles, Mr Dan Daley, Mr Geoff Lymer, Mr Alan Marsh, Mrs Paulina Stockell and Mr Roger Truelove. Having attended the initial meeting on 10th December two UKIP members who had been put forward, withdrew from the process and the review proceeded with two vacancies.

2.2 Terms of Reference

The Terms of Reference agreed on 10 December were:

To determine:

- The benefits, disbenefits and challenges for KCC, Kent organisations and the Kent economy from KCC's European engagement and activities over the period 2008-13.
- The key lessons that may be drawn from engagement and activities undertaken during this period
- What KCC needs to do in order to maximise the potential benefits to the County from European engagement and activities in the future.

2.3 Evidence

The Select Committee held three half-day hearings at the beginning of January to gain an insight into the review topic. A short questionnaire was sent to individuals who were known to have led on EU funded projects in Kent in order to gather as much information as possible in the time available. In addition, written evidence was sought from a small number of individuals and during the review, a questionnaire was sent to KCC directors and senior managers; this received a high

response rate in a very short period. Appendix 1 comprises a list of witnesses who contributed oral and written evidence to the review.

2.4 *Timescale*

The Select Committee met for the first time on 10th December and conducted a series of interviews on 7th, 8th and 14th January 2014. Surveys were distributed shortly before and after Christmas 2013 and the responses were analysed at the beginning of February with the report being compiled in mid February. It is planned that the committee's report be considered by a meeting of the County Council on 27th March 2013.

3. **The Report**

3.1 The key themes of the report's 10 recommendations include:

- Supporting the commissioning process for EU projects through the South East Local Enterprise Partnership (LEP)
- Ensuring there is a focus by the LEP on rural priorities for Kent
- Producing a new International Strategy and EU funding guide
- Prioritising partnership development
- Developing the Hardelot Centre
- Strengthening the role of KCC Brussels Office in particular regarding the accessing of EU Thematic funds
- Ensuring KCC has the resources to support and implement EU funded projects
- Enabling cost-effective project communications
- Raising the profile of Kent's international work and opportunities from EU funding
- Closing the 2% gap between the proportion of Kent businesses who export and the proportion nationally
- Ensuring Kent has improved international rail connectivity, particularly at Ashford

3.2 The full select committee report is attached as Appendix 2.

4. **Conclusions**

4.1 We welcome the report and would like to congratulate the Select Committee on completing this piece of work.

4.2 We would also like to thank all the witnesses who gave evidence to the Select Committee, and the officers who supported it.

4.3 Mr Alex King, Chairman, accompanied by Members of the Select Committee, will present the report to Cabinet and the Committee would welcome your comments.

5. Recommendations

Cabinet are asked to support the following recommendations for Council:

- The Select committee is thanked for its work and for producing a relevant and balanced document.
- The witnesses and others who provided evidence and made valuable contributions to the Select Committee are thanked.
- Council's comments on the report and its recommendations are welcomed.

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Appendix 1: Oral and written evidence – list of contributors

Oral evidence/hearings:

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Ruth Wood, Head of Research and Strategy, Visit Kent

Dafydd Pugh, Head of KCC Brussels Office

Stephen Gasche, Principal Transport Planner – Rail (Enterprise and Environment)

Erica Russell, Head of Sustainability and Insight, BSK-CIC

8th January 2014 Interviews:

Carolyn McKenzie, Sustainability and Climate Change Manager

Jarvis, Kent Downs and Marshes Leader Programme Manager

Keith Harrison, Chief Executive, ACRK

Paul Wookey, Chief Executive, Locate in Kent

Rob Lewtas, Strategic Partner Manager, South East International Trade Team, UK Trade and Investment (UKTI)

14th January 2014 Interviews:

David Godfrey, Interim Director, South East Local Enterprise Partnership

Ross Gill, Economic Policy and Strategy Manager

Steve Samson, Trade Development Manager

Myriam Caron, European Partnership Manager

Tudor Price, Business Development Manager, Kent Invicta Chamber of Commerce

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Bruton, Theresa - Head of Regeneration Projects (Enterprise and Environment)

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Appendix 2: Select Committee Report



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Chairman's Foreword



It is harder to maintain an outward-looking focus and international profile with the economy at the very earliest stages of recovery. However, I believe it is even more important that the authority does so if the County is to take full advantage of the opportunities available from EU funding and, importantly, from valuable partnerships as well as opportunities to learn from the wide range of experience and expertise of our European counterparts.

For example, the backdrop to preparation of this report has been unprecedented flooding in the County and the South of England and we could gain much from our colleagues and partners in the Netherlands who have longstanding expertise in this area. EU funding can provide the opportunity for beneficial cross-border collaboration and EU funding streams (some as yet untapped by the county) could provide the very foundation for innovations on this and other vital issues. With regard to the costly clean-up operation for floods in Kent and elsewhere, KCC will be asking that national government explores all available avenues for EU disaster relief funding to benefit communities in Kent and elsewhere.

With one EU funding programme having just ended; the new programme for 2014-20 is potentially very positive for Kent with the County remaining eligible to benefit from a range of funding streams. They include the 'Interreg' cross-border, transnational and interregional cooperation programmes, the South East Local Enterprise Partnership EU Structural and Investment Fund (SIF) programme, as well as a range of EU-wide 'thematic' programmes such as Horizon 2020, the EU's programme for Research and Innovation. I believe KCC's continued and reinvigorated focus on this activity will help to maximise the share of EU funding that KCC and Kent organisations can achieve, in support of our core business priorities.

I am grateful to colleagues on the Select Committee for their energy in completing this major project in a relatively short period of time, and to Sue Frampton, our Research Officer, for covering a lot of ground and producing a highly readable report.



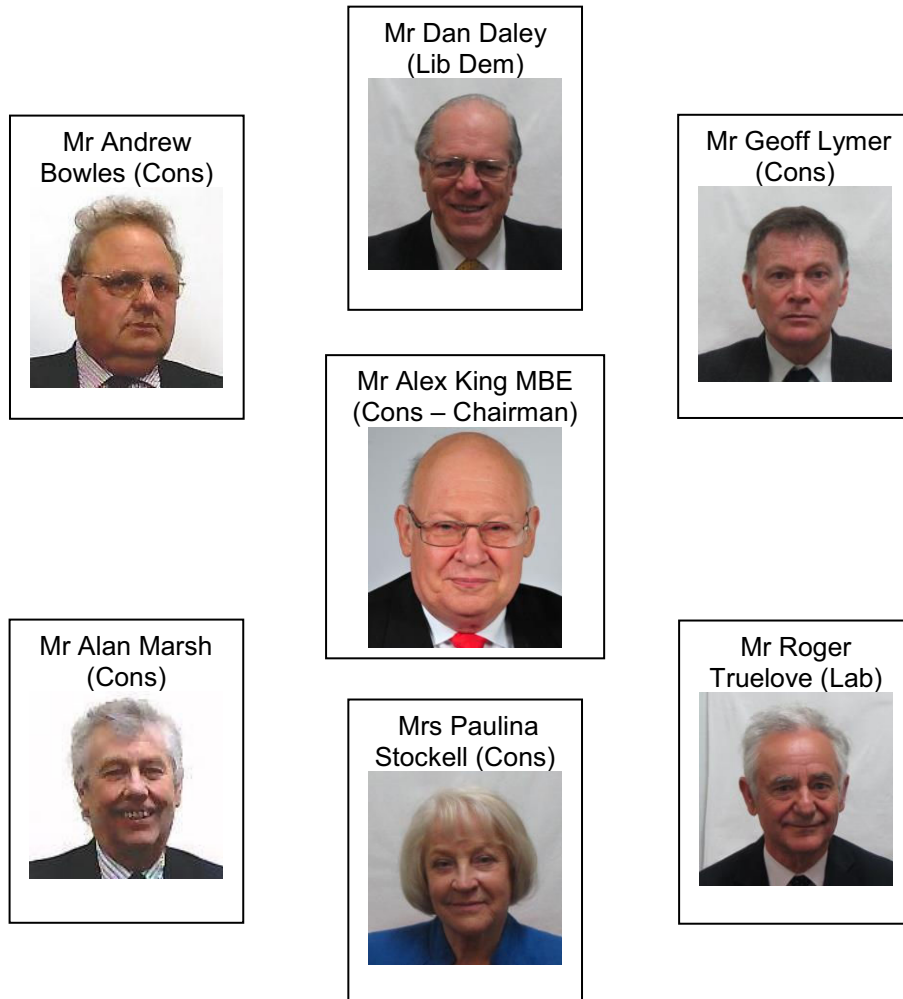
Select Committee Chairman

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I EXECUTIVE SUMMARY

1.1 Committee membership

The Select Committee comprised seven Members of the County Council; five Conservative, one Labour, one Liberal Democrat; the Chairman being Mr Alex King MBE. There were two UKIP vacancies. Kent County Council Members:



1.2 Establishment of the Select Committee

1.2.1 The Select Committee was approved by Scrutiny Committee on 12th November 2013, having resulted from concerns that there should be a clearer understanding of the benefits and challenges from Kent's international and EU funded work and activities as well as opportunities for the future.

1.3 Glossary

1.3.1 A glossary of common acronyms is provided at Appendix 1.

1.4 Terms of Reference (TOR)

1.4.1 To determine:

- The benefits, disbenefits and challenges for KCC, Kent organisations and the Kent economy from KCC's European engagement and activities over the period 2008-13.
- The key lessons that may be drawn from engagement and activities undertaken during this period
- What KCC needs to do in order to maximise the potential benefits to the County from European engagement and activities in the future.

1.5 Scope of the review

1.5.1 To determine the benefits and challenges for KCC, Kent organisations and the Kent economy from KCC's European engagement and activities over the period 2008-13:

Gain an understanding of how KCC's EU related work operates and is resourced

- **Projects:**
 - i. For which projects was EU funding secured during the last EU funding round (KCC and Kent) and what was the value of that funding?
 - ii. How do projects arise/how are they selected?
 - iii. (Highlight projects representing a number of sectors¹ and explore the challenges faced with regard to securing EU funding as well as the benefits to Kent realised (or anticipated) from project activity)
 - iv. Was KCC able to fully exploit opportunities for EU funding during this period/barriers to doing so/potential solutions.
 - v. What are the issues around match funding?
- **Policy:**
 - i. How has KCC exercised its role (in the UK and in Europe) in the last four years to influence and impact on European policy in order to benefit Kent?
 - ii. What have the outcomes of that activity been?

¹ This may include, for example, the areas of business, trade and export, inward investment, cross-border tourism, economic development and regeneration, rural development and the environment.

- Partnerships:
 - i. What partnerships have been developed in Kent in relation to European engagement (including Kent International Business)?

How does the learning from KCC's EU related work feed into business planning?

1.5.2 To determine the key lessons that may be drawn from engagement and activities undertaken during this period:

What has been learned from KCC's experience and activities in relation to policy, partnership and projects? Including:

- How could EU funding opportunities be maximised?
- What opportunities are there for income generation or cost-saving?

1.5.3 To determine what KCC needs to do in order to maximise the potential benefits to the County from European engagement and activities in the future:

- Make recommendations for action by KCC
- Make recommendations for any further research required to assist decision-making on this topic

1.6 Exclusions

1.6.1 It was agreed at the outset to exclude any wider debate in relation to the European Union, in order to reduce potential discord and focus as a committee on gaining the maximum benefit for the Council and for Kent.

1.7 Evidence gathering

1.7.1 Three half-day hearings were held in early January. A list of witnesses who attended hearings is given at Appendix 2. A list of witnesses who provided written or supplementary evidence is given at Appendix 3.

1.7.2 A questionnaire (Appendix 4) was sent to project leads (who could be readily identified) for EU funded Kent projects in the last programme period.

1.7.3 A 'mini-questionnaire' (Appendix 5) regarding awareness of KCC's International work and EU funding opportunities was sent to KCC directors and senior managers.

1.8 Key findings

- 1.8.1 Kent County Council (KCC) and Kent have benefitted significantly from European Union (EU) funding over the last EU funding programme (2007-13) with over £9 million in grants being secured for KCC and over £31 million for Kent during that period, facilitating more than 80 projects.
- 1.8.2 This has been possible due to the involvement and expertise of International Affairs Group (IAG) who have overall responsibility for the authority's European activities. Their work to develop cross-border partnerships and to influence EU and government policy continues to be a crucial factor in bringing EU funding into the County. The Select Committee believe that the role of KCC Brussels Office has a key part to play in this.
- 1.8.3 IAG maintain a strategic overview of EU funded projects in Kent and facilitate EU-funded projects in which KCC has an involvement, either as lead organisation or partner, however the authority's resources to support project development and implementation have become diluted and would benefit from renewed direction, support and commitment from the County Council. Some potentially valuable EU funding streams are as yet untapped.
- 1.8.4 **Provided this commitment can be achieved, there is potential for over £100 million in EU funding to be brought into the County during the next EU funding programme period 2014-20.**
- 1.8.5 Despite the availability of this significant sum to invest in the Kent economy and the fact that EU funds are integral to growth plans, there is generally a low awareness among many directors and senior managers of how EU funding could support the Council's core business priorities. Benefits to the County could be maximised on production of a revised International Strategy, a comprehensive EU funding guide and by a renewed focus on publicising project successes and future opportunities.
- 1.8.6 New arrangements for the administration of European Structural Investment Funds through the South East Local Enterprise Partnership (LEP) will provide opportunities for match-funding with national agencies, bringing a range of expertise to project partnerships. Local arrangements are in the early stages of development and it will be crucial for KCC to work closely with the LEP to promote the plans and priorities for Kent including, in particular, rural priorities; and for the LEP to benefit from KCC's considerable international expertise and experience. A commissioning plan is required to ensure that available resources are used to support core business priorities for Kent.
- 1.8.7 KCC has a resource in the Hardelot Centre that should be developed to bring greater educational and potentially trade development benefits to the County as well as providing income for reinvestment.

1.9 Recommendations

R1 That:

- ***International Affairs Group (IAG) works to maximise funding, activity and projects from the South East Local Enterprise Partnership's (LEP) European Programme and supports the commissioning process for KCC, Kent and Medway projects through that programme***
- ***the LEP delivery architecture includes the involvement of an appropriate rural organisation so that the rural priorities of the county will be pursued as an integral part of Kent and Medway's overall objectives for growth.***
- ***KCC lobbies central government to ensure that it accesses appropriate EU national funding streams for rural issues and the EU Solidarity Fund in relation to recent floods***

R2 That International Affairs Group (IAG) updates KCC's International Strategy: Global Reach Local Benefit in concert with the Local Enterprise Partnership EU Structural Investment Funds Strategy for the South East and the Kent and Medway Local Growth Plan, taking account of and noting the recommendations of this report and that in addition, IAG produce or commissions EU funding guidance for the 2014-20 funding programme.

R3 That International Affairs Group prioritises its partnership development function, increasing its capacity to maintain and develop the relationship with local and European partners; businesses and Members of the European Parliament in the South East to maximise the potential for EU funding.

R4 That the Hardelot Centre is developed as a flagship link between South East England and Northern France: that solutions are sought for an increase in accommodation to enable a diversification of use (with a focus on language skills, cultural awareness and exchange) to foster Anglo-European partnerships and maximise trading opportunities for Kent businesses in Region Nord-Pas de Calais and further afield.

R5 That the role of KCC's Brussels Office is strengthened and refocused towards policy, influencing and the provision of guidance to KCC and Kent organisations with a particular emphasis on accessing EU Thematic funding and new Interreg funds for the benefit of Kent and its residents.

R6 That KCC ensures it has sufficient staff resources to optimise the development and implementation of EU funded projects (with, as a minimum, a leading role in each of the three new directorates).

R7 That KCC ensures International Affairs Group and EU project officers are enabled to take advantage of free/low cost communication options (e.g. Skype) in order to maximise cost effective communication/engagement opportunities with EU partner organisations.

R8 That International Affairs Group and KCC as a whole:

- seek to raise further the profile of Kent's international work to date and of the future opportunities from EU funding***
- with local partners, seek creative ways to publicise successful EU funded projects in Kent/within the South East Local Enterprise Partnership area, including through the building in of publicity measures and costs into future funding bids as part of the projects' communication strategies.***

R9 That KCC seeks, through EU project work, partnerships and trade development activities:

- to maximise export opportunities for Kent businesses, aiming to close the 2% gap between businesses that export in Kent and Nationally***
- to promote Kent as an attractive location for businesses in Europe and further afield***

R10 That KCC continues to make the case for improved international rail connectivity at both Ashford and Ebbsfleet, supported by the business case for Transmanche Metro which is due to be published later this year.

The Select Committee would like to express strong support for the Ashford Spurs project for which KCC is the lead authority, and which is at an advanced stage of development with most of the funding committed for the planning and design stage, since Ashford must be assured of future international rail connectivity in order to benefit the people of Kent and Kent businesses.

2 INTRODUCTION – EU FUNDING

2.1 EU Funding

2.1.1 There are numerous EU funding programmes at national, territorial (involving international co-operation) and pan European levels as shown in Figure 1 below.

Figure 1: European funding ‘in a nutshell’²

Type of Funding	‘National’ EU Programmes	Territorial Co-operation Programmes	Pan-European ‘Thematic’ Programmes
Example Programmes	European Regional Development Fund (ERDF) Competitiveness programme European Social Fund (ESF) <i>New EU Growth Programme combines ERDF and ESF</i>	Interreg IVA 2 Seas Interreg IVB Interreg IVC <i>Interreg V (2014-2020)</i>	Formerly FP7 (Framework Programme for Research) - <i>Now Horizon 2020</i> Life Programme (Environment) Youth programme
Coverage	Formerly based on Regional Development Agency (RDA) areas in UK <i>Now based on Local Enterprise Partnership (LEP) areas</i>	Cross border (e.g. France-UK) Transnational (e.g. NW Europe) Interregional (EU wide)	All EU Members States (and sometimes neighbouring regions)
Funding Rate	Normally 50%	50-75%	50-75%
Who can apply?	Public and not-for profit sectors	Public and not-for profit sectors	Various organisation types

² Steve Samson, Trade Development Manager – supplementary evidence.

2.1.2 A number of funding streams have been accessed by KCC/Kent from 2007-13. Primary sources of funding have been Interreg (trans-national co-operation funds) and the European Regional Development Fund (ERDF) Competitiveness and Employment Programme. Projects secured under the Seventh Framework Programme for Research and Technical Innovation included, for example, two projects under the Intelligent Energy Europe Programme worth around £500k.

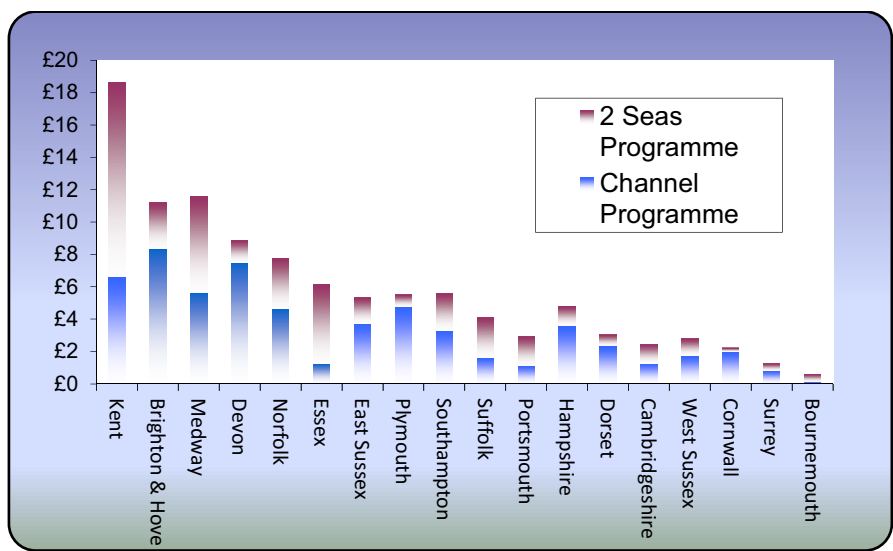
2.2 EU Funding into Kent (2007-2013)

KCC has secured from EU Funds at least £9 million and over £31 million for Kent in the last programme period

2.2.1 The Select Committee has learned that with respect to projects approved during the 2007-13 programme period KCC has facilitated, led or partnered on more than 80 EU funded projects; the funding secured for KCC was approximately £9.2 million with a total of more than £31.6 million for Kent as shown in the table (Figure 2) on the following page. The Kent amount includes £10 million allocated from the European Social Fund for employment and training measures including £700k from the Skills Funding Agency to support redundant workers from the Pfizer plant in Sandwich.³

2.2.2 The funding Kent has secured from the two cross-border cooperation programmes, Interreg IVA 2-Seas and Interreg IVA Channel, is well ahead of that achieved by other eligible English County and unitary areas as shown in Figure 3 below:

Figure 3: Interreg IVA Funding 2008-13: County and Unitary areas (£ million)⁴



³ Ron Moys, Head of International Affairs Group – written evidence

⁴ Ibid

Figure 2: EU Funding into Kent 2007-13

(0.85 exchange rate – please note figures are approximate as rates vary)

Name of Funding Programme	No. of Projects Approved involving Kent partners	Total Value of Projects (EU + match funding)	Total Value of EU Funding Secured for Kent	Total Value of EU Funding Secured for KCC
Interreg IVA 2 Seas	37	£89,561,539	£13,185,365	£6,239,985
Interreg IVA Channel	30	£39,575,068	£5,004,190	£1,510,391
Interreg IVB North Sea Region	2	£7,192,101	£641,340	£136,015
Interreg IVB North West Europe	8	£42,212,944	£1,713,138	£288,073
Interreg IVC	5	£6,945,559	£ 615,881	£615,881
South East ERDF Competitiveness	2	£1,244,976	£622,488	£373,401
European Social Fund	<i>(Data not readily available from Co-financing Organisations)</i>	£9,828,375 <i>(Estimate for Kent as Data only available at <u>Kent & Medway Level</u>)</i>	£9,828,375 <i>(Estimate for Kent as data only available at <u>Kent & Medway Level</u>)</i>	
TOTAL	84		£31,610,777	£ 9,163,746

- 2.2.4 Mr Moys, Head of International Affairs Group (IAG) informed the Select Committee that in addition to Interreg, Kent has also secured funding under the South East European Regional Development Fund (ERDF) Competitiveness Programme 2007-13, including the 'Low Carbon Futures' project (£373K in ERDF grant for Kent) aimed at helping local authorities to deliver carbon reductions⁵.
- 2.2.5 Similar levels of funding were facilitated by the group in previous programming periods beginning with Kent's participation in its first Interreg cross-border co-operation programme in 1992. Successes have included, for example, securing the only EU URBAN II programme in the South East worth £8.2 million, which financed 88 projects (11 led by KCC) in Dartford and Gravesham between 2002 and 2007.
- 2.2.6 During the final year of the EU funding programme for 2007-13 Kent seized a number of opportunities to obtain Interreg IV 'Cluster' funding. Cluster projects are EU funded at a rate of 100% (i.e. requiring no match funding from the partners). A total of 23 Clusters were approved by the Programme Authorities between July 2013 and January 2014 and it is significant to note that 8 (14%) of 56 successful UK project bids were made by Kent County Council demonstrating the commitment of officers to maximising the benefits to KCC and Kent from EU funding.⁶
- 2.2.7 The focus of this funding was to examine (jointly in 'clusters' of partner projects) the learning and outcomes from Interreg work undertaken over the past seven years. The eight projects for which KCC received approval attracted funding of £283,207 for the first phase of work.⁷ A second phase will look at the potential for future projects.⁸
- 2.2.8 Further details and examples of a number of projects are provided in Section 4.

2.3 Rural Funding - LEADER

- 2.3.1 Over the last funding programme period, the Rural Development Programme for England (RDPE) received money directly from the EU⁹; from where it was allocated to National LEADER areas as shown by the map on the next page (Figure 4).

⁵ Ron Moys, Head of International Affairs Group – written evidence

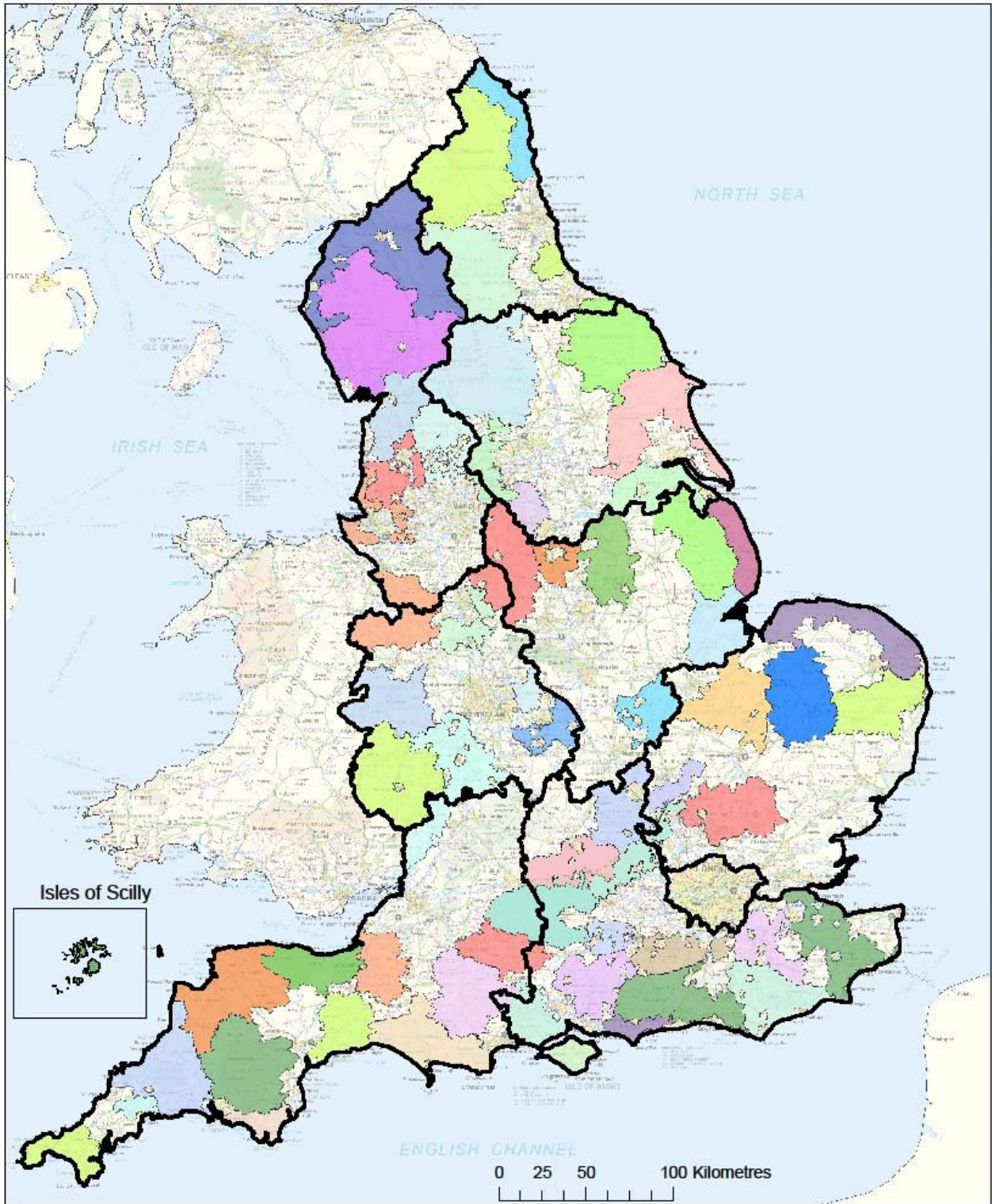
⁶ Source: List of EU Cluster Beneficiaries at http://s3.amazonaws.com/2seas-us/page_ext_attachments/1396/2014_01_20_Clusters_list_of_beneficiaries.pdf

⁷ 333,185 Euros at an exchange rate of 0.85

⁸ Carolyn McKenzie, Sustainability and Climate Change Manager - oral evidence

⁹ firstly to the South East England Development Agency (SEEDA) then the Department for Environment, Food and Rural Affairs (DEFRA)

Figure 4: Map showing national LEADER areas 2007-13



This map highlights the spread of Local Action Groups throughout England.

(c) Crown copyright All rights reserved Defra 100018880 2009

The bottom section of the figure contains four logos: the RDPE network logo (a blue circle with white text), the defra logo (the word 'defra' in lowercase with a green leaf icon), the LEADER logo (a green square with a white leaf and the word 'LEADER' below it), and the European Union flag logo (a blue rectangle with yellow stars and the text 'The European Agricultural Fund for Rural Development Europe investing in the future').

2.3.2 As the map shows, Kent achieved this funding for two separate areas: The Kent Downs and Marshes LEADER and the West Kent LEADER. The former, for which KCC was the accountable body, received EU funding of **£1.63 million**¹⁰ and the latter, for which the West Kent Partnership/Sevenoaks District Council was the accountable body, received around **£1.3 million**.

2.3.3 The Kent Downs and Marshes Local Action Group set its priorities (in line with those of the RDPE) as:

- Adding value to local products (with particular focus on the land-based sector)
- Fostering sustainable rural tourism (building on the unique landscape-asset base of the area)
- Assisting rural communities (including businesses) in managing change¹¹.

2.3.4 Individual projects could compete for funding of up to £50,000 and this was awarded based on fulfilment of criteria and objectives outlined in the Local Development Strategies. In total 116 rural projects were supported in Kent; three examples of which are outlined in Section 4. However, some rural areas of Kent were excluded due to the requirement for LEADER areas to have a maximum population of 150,000. Members understand that representations are being made to increase this up to 200,000.

2.3.5 Over the recent programme period over £4 million total funding (including match funds) has been brought in to the rural economy through the Kent Downs & Marshes LEADER and, significantly the cost to KCC has been less than £67,000.¹²¹³



All the available funds were allocated and 100% of the projects funded are, at the end of the programme period, continuing to operate
Huw Jarvis, Kent Downs & Marshes LEADER Programme Manager

2.3.6 In the current EU programme period, LEADER will continue to be an important and mandatory source of funding for sustainable rural development in Kent as part of new multi-fund arrangements for Community Led Local Development.¹⁴

¹⁰ EU funding granted to Kent Downs and Marshes in 2008 was £2.25m but this was reduced to £1.63 million in the 2010 funding review.

¹¹ Kent Downs and Marshes Local Development Strategy (2008) at:

<http://www.kentruralnetwork.org.uk/leader/kent%20downs%20marshes%20LDS%20submission.doc/>

¹² Huw Jarvis, Kent Downs and Marshes LEADER Programme Manager - written evidence

¹³ since staff time has been funded as part of project administration costs

¹⁴ Source: CLLD Guidance at http://enrd.ec.europa.eu/themes/clld/en/clld_en.cfm

2.4 Changes to EU Structural (Cohesion) Funds 2014-20

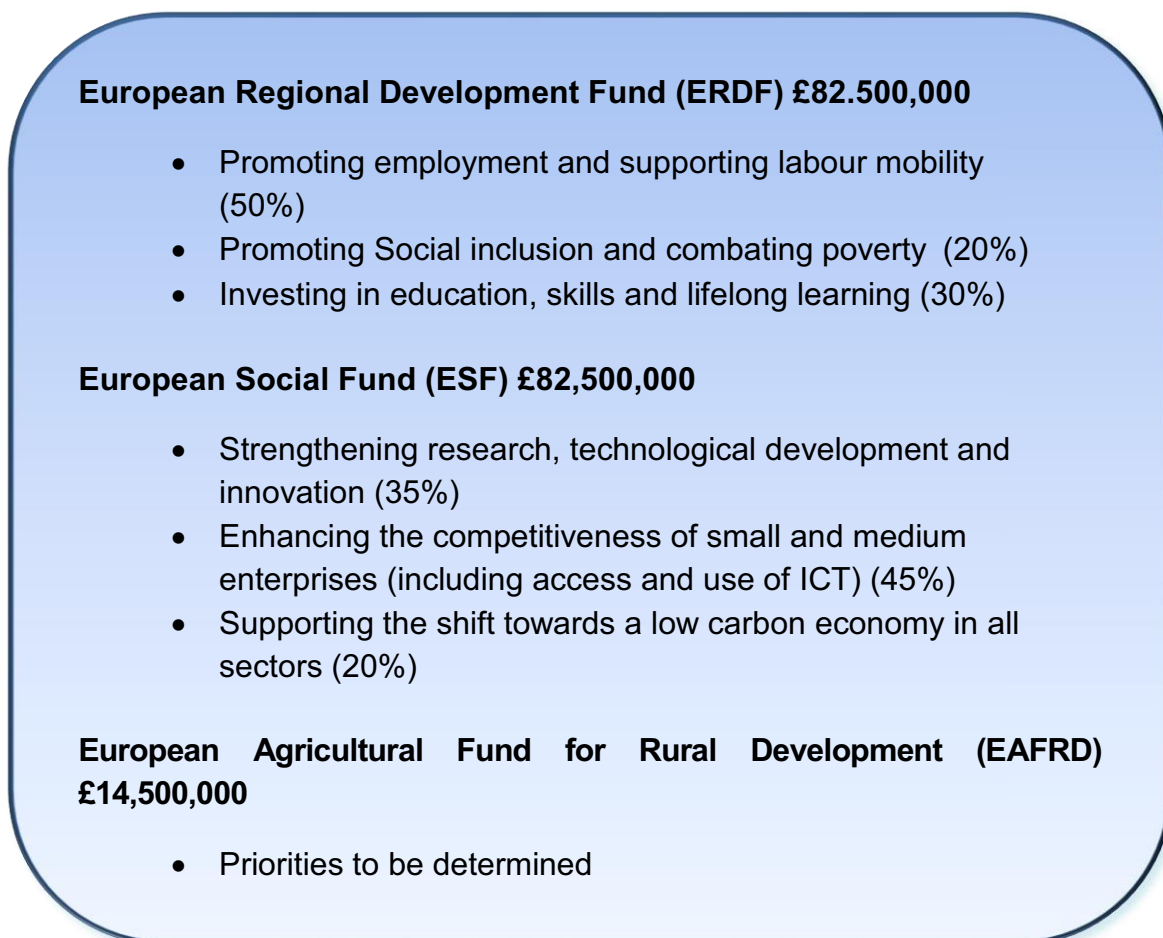
European Social Funds (ESF), European Regional Development Funds (ERDF) and European Agricultural Funds for Rural Development (EAFRD) funds are essential resources to deliver key elements of our Strategic Economic Plan
Chapter 12 - South East LEP ESIF Strategy (2014)

- 2.4.1 EU Common Strategic Framework (Structural) Funds are designed to increase employment and growth through investment in local projects. A national consultation took place in 2013 on fundamental changes to both the content and organisation/distribution of these funds, in an effort to make them simpler and easier to operate. Whether this aim will be achieved is not yet known. Funds included in the consultation were the European Regional Development Fund (ERDF), European Social Fund (ESF), the European Agricultural Fund for Rural Development (EAFRD) and the European Maritime and Fisheries Fund (EMFF)¹⁵. Central to the new model of operation is the EU Growth Programme combining objectives of the ERDF and the ESF with priorities including research and development, innovation, employment and skills, low carbon development and business competitiveness.
- 2.4.2 The value of the funding to England over the seven year period (2014-20) is €6 billion, under the new title of European Structural and Investment Funds (ESIF). Whereas during 2007-2013 up to 50% was top-sliced and administered nationally via Regional Development Agencies, for 2014-20 95% of the total fund will be administered locally through Local Enterprise Partnerships (LEPs) each of whom was asked by government to produce an ESIF Strategy linked to their Strategic Economic Plan.¹⁶ The Draft ESIF Strategy for the South East was submitted in the autumn and a final draft was submitted in January 2014.
- 2.4.3 The South East Local Enterprise Partnership (LEP) comprises East Sussex, Essex, Kent, Medway, Southend and Thurrock and it is the intention that EU funding will be aligned, as far as possible with growth funds to be managed as part of local economic plans.
- 2.4.4 Allocations across the South East Local Enterprise Partnership of EU Funding, with the amount from the European Agricultural Fund for Rural Development (EAFRD) having been more recently announced, are shown in Figure 5 below:

¹⁵ previously known as the European Fisheries Fund (EFF)

¹⁶ <http://www.southeastlep.com/about-us/activities/european-structural-and-investment-fund-strategy>

Figure 5: South East LEP EU fund allocations and priorities



2.4.5 It can be seen therefore that European funding of around £179.5m has been allocated to the South East Local Enterprise Partnership (LEP). It is proposed that Kent and Medway's share; around £70 million from 2014/15 with £505 million from the Local Growth Fund (from 2015/16) will fund the achievement of Kent and Medway's place, business and skills-based objectives.

Kent and Medway's share of EU funding through the LEP will be around £70 million

2.4.6 Strict criteria govern the use of EU funds, which may not be used for any purposes other than those outlined in the EU's Common Strategic Framework.

2.4.7 Members were concerned about the absence of focus on rural priorities in the South East LEP's draft strategy for EU Structural Investment Funds but are pleased to note from the final strategy that with regard to the European Agricultural Fund for Rural Development (EAFRD) *"an allocation between*

priorities will follow as soon as consultation has been carried out with our three County Rural Partnerships and Rural Community Councils and other rural interest groups.”¹⁷ However, to date the Local Enterprise Partnership (LEP) has not engaged with the Kent Rural Board or, for example, the two Local Action Groups involved in the delivery of LEADER.

- 2.4.8 As the EU SIF Strategy notes, over a third of Kent’s 18,000 businesses are rural and so rural networks will be key to the successful delivery of growth funds in Kent. Furthermore, given the success of LEADER locally, Members also believe that the experience and expertise of Kent’s Local Action Groups and their ‘formula’ for allocating LEADER funding could be utilised in future as the 2014-20 programme changes are implemented.
- 2.4.9 EU funding will in most cases require match-funding typically of 50% to be provided by the private, public or community sectors; with some central government match funds being provided through co-financing (known as Opt-ins). These arrangements are currently being finalised and an initial tranche of potential Opt-in agencies have been identified by government; others may yet be added. Opt-in arrangements will become binding commitments when European Structural Investment Fund Strategies are agreed by Government in March 2014. Those currently under consideration are shown in Figure 6 below:

Figure 6: Potential Opt-in organisations/programmes



¹⁷ SE LEP EU Structural Investment Funds Strategy pp45

2.5 Future funding opportunities

2.5.1 Research carried out for the Select Committee indicates that there are likely to be considerable future funding opportunities from ‘Interreg cross-border, transnational and interregional cooperation programmes; the South East LEP EU Structural & Investment Fund (SIF) programme as well as a range of other EU-wide thematic programmes.’ A matrix outlining opportunities from the various EU funding streams is provided as Appendix 6.¹⁸

A reasonable estimate for the amount of funding that might be secured for KCC and Kent from EU territorial programmes is £100 million

Ron Moys, Head of International Affairs Group – written evidence

2.5.2 There is potential for the estimated sum of £100 million EU funding for KCC and Kent to be exceeded and KCC’s commitment to a strengthened focus on the EU’s other thematic programmes would maximise this potential.¹⁹ (R5 refers)

2.5.3 Guidance provided to Local Enterprise Partnerships indicates ways that they may increase their financial sustainability by creating revolving funds and the EU provides mechanisms or ‘support instruments’ including JESSICA (JESSICA: Joint European Support for Sustainable Investment in City Areas) to facilitate this. While the provision of loans rather than grants could potentially help to maximise benefits from the available funding, further research into how such funds operate in practice would be necessary before proceeding.

2.5.4 Opportunities for commissioning were limited with the European Regional Development Fund (ERDF) at government office level however, within new arrangements for EU funding via the Local Enterprise Partnership (LEP) there is more scope for effective commissioning to ensure local priorities are met. However, greater clarity is required around the relationship between the Council and opt-in agencies, particularly where they commission third parties to carry out EU funded work. Various models for operation have been considered including a ‘federated’ model whereby a body such as the Kent Economic Partnership (which replaced the Kent Economic Board) would administer a proportion of LEP funding.²⁰ Furthermore, adopting a federated model would require a commissioning plan to be devised setting out the types of projects which would support Kent’s economic aims and objectives.²¹

¹⁸ Ron Moys, Head of International Affairs Group – written evidence

¹⁹ Ibid

²⁰ It may be necessary under EU guidance for a sub group to be appointed to carry out project approval.

²¹ Ross Gil, Economic Policy and Strategy Manager – written evidence

2.6 EU Disaster Funding

- 2.6.1 At a meeting of the Select Committee in January 2014 concern was expressed about the flooding experienced in Kent and elsewhere due to unusually harsh storms and heavy rainfall. It was determined that there were EU funds available for such events and an immediate request was made to investigate these. Subsequently, information regarding the EU Solidarity Fund was provided by the Head of International Affairs Group to the Kent County Council Cabinet Member for Economic Development, and KCC's Brussels Office.
- 2.6.2 Since then weather conditions and flooding have worsened and at the time of writing (mid February) it is believed that EU disaster funds have not been sought by the government. Applications may be made to the EU Solidarity Fund within 10 weeks of first damage occurring from a natural disaster. Clearly the South West of England has suffered extensive damage and hardship; flooding to the Thames Valley is also at unprecedented levels. Several areas of Kent have been badly hit and the full extent of damage to lives, livelihoods, property and infrastructure is not yet known, particularly as further severe weather is predicted.
- 2.6.3 Members believe it is entirely appropriate and necessary for the government to seek and if possible, obtain. EU funding to help address the severe problems communities, including those in Kent, are facing.

“The European Union Solidarity Fund (EUSF) was set up to respond to major natural disasters and express European solidarity to disaster-stricken regions within Europe. The Fund was created as a reaction to the severe floods in Central Europe in the summer of 2002. Since then, it has been used for 56 disasters covering a range of different catastrophic events including floods, forest fires, earthquakes, storms and drought. 23 different European countries have been supported so far for an amount of more than €3.5 billion.”

http://ec.europa.eu/regional_policy/thefunds/solidarity/index_en.cfm

R1 That:

- ***International Affairs Group (IAG) works to maximise funding, activity and projects from the South East Local Enterprise Partnership's European Programme and supports the commissioning process for KCC, Kent and Medway projects through that programme;***
- ***the LEP delivery architecture includes the involvement of an appropriate rural organisation so that the rural priorities of the county will be pursued as an integral part of Kent and Medway's overall objectives for growth;***
- ***KCC lobbies central government to ensure that it accesses appropriate EU national funding streams for rural issues and the EU Solidarity Fund in relation to recent floods.***

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3 INTERNATIONAL PRIORITIES, RESOURCES AND EXPERTISE

3.1 KCC International Affairs Group

3.1.1 International Affairs Group (IAG) has been the focal point for Kent County Council's European engagement and activities and a resource for the whole of Kent. Its 7 members of staff, based in the UK at Invicta House Maidstone, the Hardelot Centre in France and an office in Brussels, are responsible for overseeing and influencing EU policy and legislation relevant to KCC and Kent; for partnership development and EU funding. It has had an increasing focus on Kent's export and trade activities.

3.1.2 Spanning the 26 years since KCC first signed an agreement with the Regional Council of Nord-Pas de Calais prior to the opening of the Channel Tunnel, IAG has sought to exert influence on key European policy areas and programmes for the benefit of Kent. It has done so through the establishment of wide-ranging networks, contacts and strategic partnerships in Europe and the UK.

3.1.3 IAG also works at the appropriate geographic level to provide co-ordinated responses to EU and UK government policy consultations and reviews.

3.1.4 In 2009 IAG co-ordinated a cross-border programme of projects and events to celebrate the Year of Franco-British Partnership. The first Kent International Business event was held in October 2009 to support inward investment, tourism and commerce.

3.1.5 Throughout this time, a key objective has been to provide support to KCC Directorates to assist them in bidding for individual projects. IAG facilitate this work and strive to ensure projects are closely aligned to key priorities. A range of other Kent based organisations are also supported, particularly under Interreg. In the past two years the level of support IAG have been able to provide has contracted as resources have become stretched.

3.1.6 Following on from the work of this Select Committee, key priorities for International Affairs Group will include:

- Maintaining oversight and inputting to the development and implementation of the 2014-20 EU funding programme;
- Influencing new programmes to reflect KCC and partners' priorities, including through participation in the Interreg Programme Preparation Groups (PPGs) and South East Local Enterprise Partnership (LEP) EU Working Group;
- Lobbying and policy influencing, including with the government and European Commission, in support of KCC's EU funding and other policy objectives;

- Maintaining and strengthening links to key European and local partners (including Nord-Pas de Calais, West Flanders, Zeeland and the South East Local Enterprise Partnership) as a prerequisite for the development of future joint projects; (R6 refers)
- Working with Directorates to identify potential EU funding opportunities in support of their business priorities;
- Undertaking targeted initiatives to maximise take-up from key programmes;
- Seeking KCC representation on future decision-making committees;
- Promoting full use of the Kent Brussels Office.²²

3.2 International Strategy

3.2.1 KCC's International Strategy was approved by County Council in 2007 and the revised strategy Kent – Global Reach Local Benefit dates from 4 November 2009. Its areas of focus, organised under chapter headings are detailed in appendix 6. The key priorities noted in the strategy were:

- Concentrate on priorities and activities which bring best value in terms of meeting the County's needs;
- Capitalise on existing links;
- Consider new links only where they demonstrate clear and quantified added value;
- Maximise the benefits to Kent of income generation activities.

3.2.2 The 2009 strategy was accompanied by an updated funding guide: Connecting Kent to European Funding: A Guide to European Funding Opportunities for 2007-2013.

“Don't chase the funding: funding should support your Organisation's policy objectives. Identify what your organisation wants to achieve and how this can be supported through a transnational partnership - then look for potential funding sources.”²³

²² Ron Moys, Head of International Affairs Group - written evidence

²³ KCC International Funding Guide 2007-13

3.2.3 Many aspects of the strategy are still relevant today and the advice above was echoed by several officers. The Select Committee's concerns that this could lead to a duplication of effort as different Kent organisations pursue the same funding were alleviated by assurances from officers and external witnesses that strong networks in Kent prevent this from happening. It is also clear to Members that the KCC officers currently involved in identifying projects are well aware of the need for them to support policy objectives and that Kent has been successful in achieving its strategic aims in this regard.

Other areas don't see the funding as a core stream and take a less effective, ad hoc approach to applications

Erica Russell, BSK-CIC – oral evidence

3.2.4 Given that a new EU funding programme period has begun there is a need for an updated International Strategy and funding guide. As already outlined, there will be significant opportunities for Kent from the new funding round and since EU ERDF funding (with significant match funding from the local growth fund) is central to Kent and Medway's growth plan it is important that the strategic direction for international work is clear and mirrors new opportunities and priorities as outlined in the EU Structural Investment Fund Strategy and Local economic Plan.

3.2.5 Aligning KCC's International Strategy with priorities for Kent in the context of the wider South East Local Enterprise Partnership (LEP) area will also help to ensure that efforts are directed appropriately; reduce duplication and enable a focus on Kent's priorities when competing for funding. Furthermore, a revised strategy and funding guide will help to maximise opportunities to obtain EU funding for work it would otherwise be necessary for KCC to fund.

R2 That International Affairs Group (IAG) updates KCC's International Strategy: Global Reach Local Benefit in concert with the Local Enterprise Partnership EU Structural Investment Funds Strategy for the South East and the Kent and Medway Local Growth Plan, taking account of and noting the recommendations of this report and that in addition, IAG produces or commissions EU funding guidance for the 2014-20 funding programme.

3.3 Prioritising resources to maintain and develop partnerships

- 3.3.1 In the previous EU funding round, European Regional Development Fund (ERDF) was distributed in the South East through the regional development body the South East England Development Agency (SEEDA) which no longer exists. As outlined in Section 1 of this report, European Regional Development Fund (ERDF) and European Social Fund (ESF) of £179.5 million will now be administered through the South East Local Enterprise Partnership (LEP). This funding has benefited from previous cross-border co-operation on projects and furthermore new arrangements and local partnerships will remain a vital factor if the benefits of EU funding and other growth funds are to be maximised.
- 3.3.2 It is crucial that existing networks and partnerships are maintained and developed to avoid duplication of effort when identifying and bidding for EU funds. It has also been demonstrated that cross-border project work is most successful when undertaken with established and trusted partners and engaging with these partners helps to minimise any financial risk to the council. For example, the Select Committee learned that payment on one project had been delayed for some time because an inexperienced project partner had failed to conform to strict reporting criteria. Selecting the right partners for matching is therefore an important factor in project success and one that can help avoid any withholding of funds.

Work on your partnerships, they are vital!

Carolyn McKenzie, Sustainability and Climate Change Manager, oral evidence

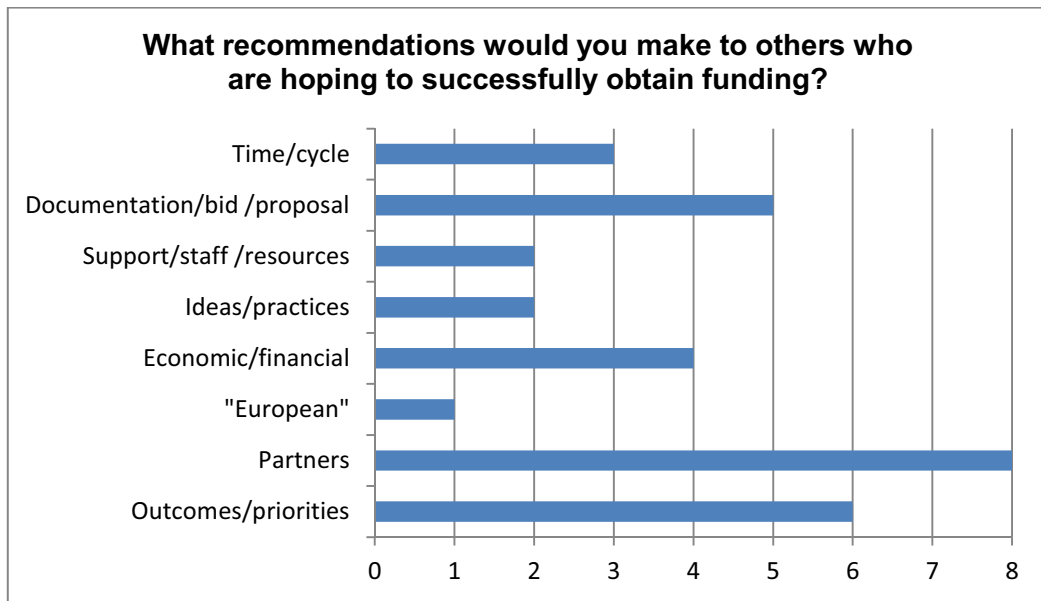
- 3.3.3 The criteria for EU funding are *more* stringent than those for other types of external funding and so it is considered to be a complex and specialist area. Financial management and regulatory issues associated with EU funding are undertaken by the External Funding and Specific Grants section within KCC's Chief Accountancy Team and this additional expertise within KCC is important so that International Affairs Group can focus on policy, partnerships and projects.

The external funding team is excellent. They are supportive, professional, knowledgeable and a key reason for our success with EU funding to date.

Ian Baugh, Business Development Team Manager, written evidence

- 3.3.4 The importance of selecting the right partners for projects was also borne out by results from a survey sent out for this review to EU project leads in Kent; an analysis of key words/themes is shown in Figure 7 on the next page. There is further discussion of survey results in the next Section.

Figure 7: EU Project Lead survey: Question 4 (key words analysis)



3.3.5 Given the County Council’s financial challenge and the need to transform the way it operates, it is important that in making necessary changes we ensure that we do not lose essential elements that have been shown to work well for the County. Optimum deployment of International Affairs Group’s limited staff resources and valued expertise is vital in order to reflect and respond effectively to current demands. EU Funding was described to the Select Committee on more than one occasion as ‘the only game in town’ and Members are of the view that the resources and expertise of International Affairs Group are essential components in unlocking this potential for the benefit of KCC and Kent.

Partnership working is a key priority - as the new programme comes on stream it is important to develop European, for example Nord-pas de Calais and UK partners, for example Essex via the Local Enterprise Partnership
Ron Moys, Head of IAG – written evidence

R3 That International Affairs Group prioritises its partnership development function, increasing its capacity to maintain and develop the relationship with local and European partners; businesses and Members of the European Parliament in the South East to maximise the potential for EU funding.

3.4 Hardelot Centre

3.4.1 Hardelot Centre, situated in a forest setting in the Pas-de-Calais region of Northern France, is a KCC-owned venue which can accommodate groups of up to 32 school children and young people (with 4 to 6 adult supervisors) on residential trips. It has on-site catering facilities and can provide a programme of on and off-site activities enabling children to experience the French language and culture. The site is valued by those who use it and feedback is excellent.

Thank you for a wonderful stay in Hardelot last week... there was a reception at the town hall where we met the mayor, town councillors and a representative from the education department. We were very well looked after and we all received gifts. It was a most enjoyable afternoon.
Knockhall Community Primary School, feedback



3.4.2 A study carried out by the European Commission in 2012 found that “98% of Europeans consider mastering other foreign languages as useful for the future of their children”²⁴. The decision on whether to include foreign language teaching in school curriculums remains the responsibility of individual EU Member States and the teaching of languages became optional in English secondary schools in 2002. However from this year there will be a renewed educational focus on languages with the introduction of compulsory foreign language lessons for primary school children at age 7. Kent is fortunate to have the Hardelot resource, which is also capable of further development for the benefit of children in Kent and further afield.

²⁴ EC Special Eurobarometer 386: Europeans and their languages pp7

3.4.3 Responsibility for the Hardelot Centre transferred from Education²⁵ to International Affairs Group in April 2011 and the desired outcomes for the Centre included:²⁶

- be a centre for English students to gain a short experience of France
- create opportunity for English and French students to meet and learn about each other's cultures
- forge a general partnership with Nord-pas de Calais that links the teaching of French in the UK and the teaching of English in France
- develop a progressively broader use of the Hardelot Centre for small conferences and seminars - for example a seminar with KCC representation in France (like the Brussels office)
- use the Centre as a place of education

3.4.4 Furthermore, the Centre is in close proximity to Hardelot Castle and there are aims to create a sustainable joint venture, linking it to the Centre.²⁷

3.4.5 The majority of the above aims have been achieved and the Centre has now become financially viable reaching a 'break even' point.²⁸ The Centre has seen an increase in bookings and has school parties confirmed to attend until 2016. The Select Committee learned that the only barriers to greatly increased bookings (and a good level of profitability) are the limits of the accommodation, and marketing of the Centre, which is currently poor with no stand-alone 'web-presence'. A low cost option for the centre is to retain it as it is but increase marketing, to improve bookings and profitability.

3.4.6 However, a relatively small amount of investment would enable the accommodation to be increased and improved, in line with KCC policy to ensure services are delivered effectively from suitable buildings. With improved capacity to host educational and other stays, Hardelot Centre could become profitable within a short time. A detailed options paper provided to Members²⁹ presented doubly advantageous proposals enabling the skills of the IAG Partnership Development Manager to be better utilised. The Select Committee reached agreement that at the very least, there should be increased marketing, and preferably development, of the Centre believing that not to do so, after bringing it to a point where profitability is in sight, would constitute a wasted opportunity.

²⁵ At that time Education was part of the Children, Families and Education (CFE) Directorate

²⁶ KCC (2014) Hardelot Business Plan 2013/14

²⁷ Ibid

²⁸ The total budget for 2013/14 was £50.2k.

²⁹ Two further options papers have been drafted but were not considered by the Select Committee.

- 3.4.7 Exposure to other cultures is a valuable part of children’s education and all areas of business, including professional fields of health and social care, require and are enriched by a high degree of cultural competence. KCC has a range of policies relating to cultural competence in its own work, for example policy and guidance issued to staff in relation to childcare.³⁰
- 3.4.8 However, it was highlighted in evidence, including the survey of EU project leads, that cultural and language issues have presented challenges to international project partnerships. A lack of cultural and language skills is also proven to be a barrier to successful international trade partnerships.

**Kent should be looking to get its stall set out,
trade is constantly evolving...**
Paul Wookey, Managing Director, Locate in Kent – oral evidence

- 3.4.9 Provided the accommodation can be increased, Members see potential for diversification of the Centre. As well as being a focus for the development of children’s cultural and language skills, the potential exists for it to be a base for engagement on international projects; host trade visits by Kent businesses exploring export opportunities (Section 6 refers), and for tourism.



R4 That the Hardelot Centre is developed as a flagship link between South East England and Northern France: that solutions are sought for an increase in accommodation to enable a diversification of use (with a focus on language skills, cultural awareness and exchange) to foster Anglo-European partnerships and maximise trading opportunities for Kent businesses in Region Nord Pas de Calais and further afield.

³⁰ KCC (2013) Cultural Competence in Kent

3.5 Brussels Office

- 3.5.1 KCC'S Brussels Office currently sits within the East of England Brussels Office, for which Essex County Council are the leaseholders on a one-year rolling basis. The lease expires on 31st January 2016. Rent is payable through Property Group's portfolio.³¹
- 3.5.2 It has been estimated that 70% to 80% of European legislation directly impacts on the work of local authorities. With the expansion of the European Union and consequent increased competition for funding, strong relations with the EU Institutions and other European partners is seen as vital in order to influence policy and access funding for the benefit of Kent. The influencing role and expertise of Brussels Office has been referred to in various pieces of evidence as has the reliance various individuals and organisations place on it. However with declining KCC (UK-based) resources for project support the balance of work in Brussels Office would appear to have tipped slightly away from the important influencing role.
- 3.5.3 The Select Committee have learned that it may be possible to further maximise the benefits of KCC's presence in Brussels and from the long-standing relationship with region Nord-Pas de Calais by relocating to new offices that the latter are acquiring. This would achieve a small saving on rent but be very advantageous in terms of increased opportunities to engage with well-established and trusted key partners. Since Nord-pas de Calais will be the Managing Authority for new Interreg funds for the 2014-20 programme; co-location would enable KCC to seize opportunities for funding quickly, as they arise.
- 3.5.4 A further (and so far untapped) aspect of EU funding that Brussels Office could be instrumental in securing for Kent is that of pan-European 'Thematic' funds. To date, the only barrier to securing such funding has been one of resource (in terms of staff capacity) however, given some redirection and renewed impetus, the potential benefits from 2014-2020 programmes such as Horizon 2020 could be significant and well worth pursuing for the benefit of KCC and Kent.

R5 That the role of KCC's Brussels Office is strengthened and refocused towards policy, influencing and the provision of guidance to KCC and Kent organisations with a particular emphasis on accessing EU Thematic funding and new Interreg funds for the benefit of Kent and its residents.

³¹ Information provided directly by Ron Moys.

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4 EU FUNDED PROJECTS

4.1 Range of projects funded

4.1.1 As outlined, over the EU programme period that has just ended, KCC has successfully achieved funding from several EU funding streams. It has been apparent that while EU funding is of immense value to KCC and for example provides 60% of the entire Sustainability and Climate Change budget; it can act as leverage for further funding from a variety of sources and, crucially, also opens doors to development through accessing partners' expertise.

EU funding provides opportunities beyond the monetary value for valuable learning and gaining of experience

- *Sean Carter, Strategic Projects and Partnership Manager - written evidence*

4.1.2 A variety of projects have been undertaken by KCC either as Lead organisation or project partner. Members were able to consider information on all these projects and a number are outlined on the following pages to give a flavour of the range of work that has been undertaken:

- **Education:**
The EASIER Project: (Educational Adaptive Script for Interactive Exchange on Remembrance)
- **Environment:**
The ARCH Project (Assessing Regional Habitat Change)
Low Carbon Projects: FUSION and Low Carbon Plus
- **Health:**
The CASA Project (Consortium for Assistive Solutions Adoption)
- **Tourism:**
The CAST Project: (Coastal Action for Sustainable Tourism)
- **Rural development:**
A number of projects funded by the Kent Downs & Marshes LEADER

4.1.3 Two further projects on trade development and rail transport are outlined briefly in section 6 of this report.

The EASIER Project: Facing the Great War

(Educational Adaptive Script for Interactive Exchange on Remembrance)

It is now 100 years since the start of the Great War and EASIER will address how to commemorate it sensitively; enhancing the knowledge and understanding of pupils. With EU funding of 40,000 Euros over two years, partners and schools in Kent and West Flanders will address a number of educational deficits in relation to the Great War; i.e. the need for:

- interactivity in current approaches in schools
- cross-curricular development (e.g. history/languages/geography)
- awareness on how both regions experienced the war
- a framework and guidelines for qualitative and sensitive approaches to the topic

“There has been an enormous learning curve already - 10-12 million soldiers passed through Folkestone to the Western Front and many Belgian refugees came into Kent”.

Remembrance Education, with an overriding message of peace for Europe, is defined by the Special Committee for Remembrance Education in Flanders as:

“working on an attitude of active respect in today’s society, based on the collective memory of human suffering that was caused by human activities such as war, intolerance, or exploitation and that must never be forgotten.”

The Project will involve young people actively in thinking and working on the theme and will develop a step-by-step guide or ‘Adaptive Script for Interactive Exchange on Remembrance.’ The Adaptive Script will be aimed at other teachers and pupils, enabling them to set up their own international project on the Great War with visits between the Westhoek and Kent; or Flanders and England more widely.

The Script will be designed to improve exchanges and interactive school partnerships. It will use a cross-curricular approach to aid examination of the Great War with sensitivity, historical criticism and caution; considering a number of perspectives in order to understand the impact on civilians and the military in both regions. A web site, social media and online learning community will be used in the classroom, in preparation for 3-day exchange visits between West Flanders and Kent.

The guide will be developed in close collaboration with teachers and calling on the expertise of the Special Committee for Remembrance education; the heritage sector, museums and the province of West Flanders. Two conferences will be arranged to inform teachers; contributing also to teachers’ continuous professional development.

The ARCH Project (Assessing Regional Habitat Change)

European Regional Development Fund (ERDF): Interreg IVA 2 Seas Interreg I
Cross Border Co-operation Programme - €659,061 for Kent



This 2.4 million euros environment project of great value to Kent was carried out between 2009 and 2013 with 50% ERDF funding. The project was a partnership between KCC and Nord-pas de Calais Regional Council delivered with the help of the Conservatoire Botanique de Bailleul, Medway Council, the District and Borough Councils of Canterbury, Maidstone, Swale, Tonbridge & Malling and Tunbridge Wells; the Environment Agency; Kent Wildlife Trust and Kent & Medway Biological Record Centre (KMBRC).

The partnership between Kent and the Nord-Pas de Calais region was appropriate since they share a common geology, climate and environment including internationally valued woodlands, chalk grasslands, and wetlands. A particular theme in Kent was to analyse the land cover change since 1961. The project, with KCC as lead partner, supported theme three of the Kent Environment Strategy:

“Valuing our Natural, Historic and Living Environment”.

Broadly, the aims were to:

- ensure that base biological data on the extent and distribution of key natural habitats met minimum standards across Kent and Nord-pas de Calais by carrying out a Landcover and Habitat Assessment in the project region.
- provide accurate biodiversity information and tools that positively influenced spatial planning, improved the general understanding and commitment towards biodiversity conservation and contributed to increasing habitat connectivity across the regions.
- explore the feasibility of using innovative tools and remote sensing techniques that would allow the development of a long-term monitoring system across the regions.

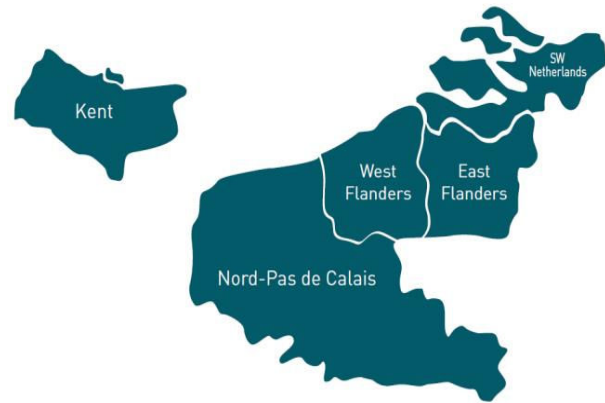
KCC’s ARCH project team compiled a comprehensive set of data on Kent’s landscape and habitats through extensive survey work, data validation and electronic mapping; the latter of which secured a national Avenza award from the British Cartographical Society. Key outputs for Kent (final reports at: <http://www.archnature.eu/>) have been:

- The Kent Habitat Survey
- The Kent Land Cover Change Analysis (screening tool enabling planning authorities to rapidly assess planning applications for potential impact on biodiversity)
- Change Analysis of UK Biodiversity Action Plan (BAP) Priority Habitat

LOW CARBON PROJECTS: FUSION

European Regional Development Fund (ERDF) Interreg IVA 2 Seas Programme
Project value €5,012,333 (€1,048,644 for KCC)

Having met or exceeded all targets for the EU-funded Low Carbon Futures Project, support for businesses in Kent continues through FUSION. The FUSION Project aims to increase economic growth in the 2 Seas region of Kent, Nord-pas de Calais, East and West Flanders and South West Netherlands, while reducing the environmental impact. It does so by promoting an eco-innovative mind-set in small to medium sized enterprises (SMEs) from start-up to high growth.



As lead partner for the project, working with BSK-CIC and the University of Kent, KCC is carrying out research into opportunities in the low carbon market and delivering 1:1 business support. The authority has a particular interest in supporting the development of new sustainable business models in Kent and aims to expand the low carbon, environmental technologies sector through developing effective strategies, policies and targeted business support packages; bringing social, economic and environmental benefits to the County.

LOW CARBON PLUS EU funding of €1.2 million Grants for businesses of up to €24,000 (£20,000)

Low Carbon Plus (LC+) is an integrated programme of financial assistance and business support. It aims to increase demand for low carbon technology and increase business efficiency and growth by providing assistance to SMEs in the low carbon and environmental goods and services sector across Kent and Medway.

KCC has secured a €2.4 million grant pot (50% EU-funded) to administer before June 2015; offering grants of £5,000 to £20,000 to SMEs in the sector.

The requirement from businesses is that they have projects that demonstrate business growth and/or job creation through the development, commercialization or production of low carbon or environmental goods, services or technologies. Businesses can also improve resource efficiency through 'Steps to Environmental Management' (STEM).

The CASA Project **(Consortium for Assistive Solutions Adoption)**

EU Interreg IVC funding of €3.2 million (€239,575 for KCC)

The 3 year CASA Telehealth project meets KCC's objective to 'Reduce demand on Health and Social Care Services'. It is led by the Flanders Ministry of Health with partners across Europe including in Denmark, Italy, Poland, Romania, Spain and Sweden. The UK partners are Kent County Council, The South East Health Technologies Alliance (SEHTA) and The NHS Scottish Centre for Telehealth & Telecare.

The EU funded CASA project has been important to KCC in its work to further the integration of Health and Social Care in Kent.

“KCC’s work on this project was a key component in KCC achieving Integration Pioneer Status; one of only 14 local authorities (of 105 bidders) to have done so.”

Anne Tidmarsh, KCC Director, Older People and Physical Disability



Through CASA project partners aim to develop a new generation of innovative personalised care solutions using technology, for older people at home and in their daily lives.

KCC's International Affairs Group and Families and Social Care Directorate will be directly involved in project delivery, underpinned by expertise drawn from the authority and from Health Services.

In particular, KCC co-ordinates the central work stream on Knowledge Transfer; identified as a key challenge by project partners. To address this there have been international study visits (as hosted by Kent in 2012), virtual working groups and staff secondments and exchanges to help embed new practices.

Key outcomes will be the joint production of a Strategy Paper detailing how the identified assisted living solutions could be deployed on a large scale and project activities to ensure key industry, national and European stakeholders are aware of the findings in order to bring sustainable future benefits to the partner areas.

The CAST Project

(Coastal Actions for Sustainable Tourism)

ERDF Interreg IVA 2 Seas funding of €1,404,804 (€734,290 for Kent)

***The quality of life derived from the coastline and countryside,
together with our close proximity to London and mainland Europe,
provides real economic benefits to the South East.***

(Source: SE LEP Strategic Investment Funds Strategy)

With the dual aims of addressing the decline of coastal tourism assets in Kent and meeting the KCC objective of 'Driving Economic Prosperity', lead partners KCC and Visit Kent, working with Westtoer (West Flanders) and Comité Départemental de Tourisme du Pas de Calais as well as District and Borough Councils of Dover, Shepway and Thanet, obtained EU funding of 1.4 million Euros (total budget €2.8m) to pursue common objectives in the partner areas including:

- Inspiring an innovative program of change to influence the future development of coastal assets.
- changing perceptions of the coast by strengthening the image (communicating with target groups in different ways using new technologies).
- involving local people as champions for their coastal community

Interconnected initiatives were implemented with the aim of increasing tourism activity in the coastal areas of Kent, Pas de Calais and West Flanders. Project activities included:

- analysis of coastal tourism facilities
- development of a coastal tourism management strategy
- production of coastal maps,
- targeted marketing campaign

Outcomes for Kent have so far included the development of volunteer networks and the organisation of 'active coast' weekends.

Kent Downs and Marshes LEADER Programme



Cheesemakers of Canterbury



Development measure: support, creation and development of micro-businesses

Producers of a range of cheeses including the successful Ashmore hard cheese, Cheesemakers of Canterbury have won British and International awards. LEADER Grant of £18,816 (50% of total project costs) enabled them to expand their production to a second location where they now produce a number of soft cheeses including one made from local goats' milk. The additional capacity enabled them to increase production of Ashmore Cheese to meet growing demand (which outstripped supply); adding to the space available to mature the cheese.



The Farriers Arms



Development measure: support, creation and development of micro-businesses



The Grade II listed Farriers Arms in the village of Mersham, near Ashford was founded in 1606. Following its closure in 2009, 80 village residents bought it and reopened it as a pub-restaurant after 5 months of extensive renovation. LEADER funding was sought to help further innovative plans to create a micro-brewery onsite and the project secured a grant of £7,842 (42% of the total costs) to fund building and ground works, brewing equipment and brewery training.

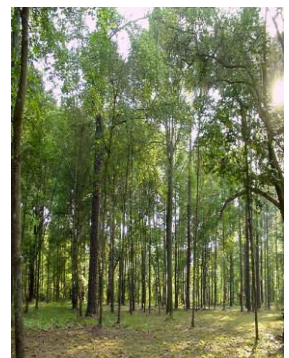


Norman Davidson



Development Measure: adding value to agricultural and forestry products

Sole trader Norman Davidson processes timber to produce woodland products including logs for the wood fuel sector. The business had reached capacity and was unable to meet growing demands for household and commercial wood fuel for fires and log burners. Mr Davidson applied for a LEADER grant to purchase new equipment which would increase the efficiency and capacity of his operation; reducing wastage. The logging expansion project secured a grant of £25,167 (40% of total costs) for firewood processing equipment.

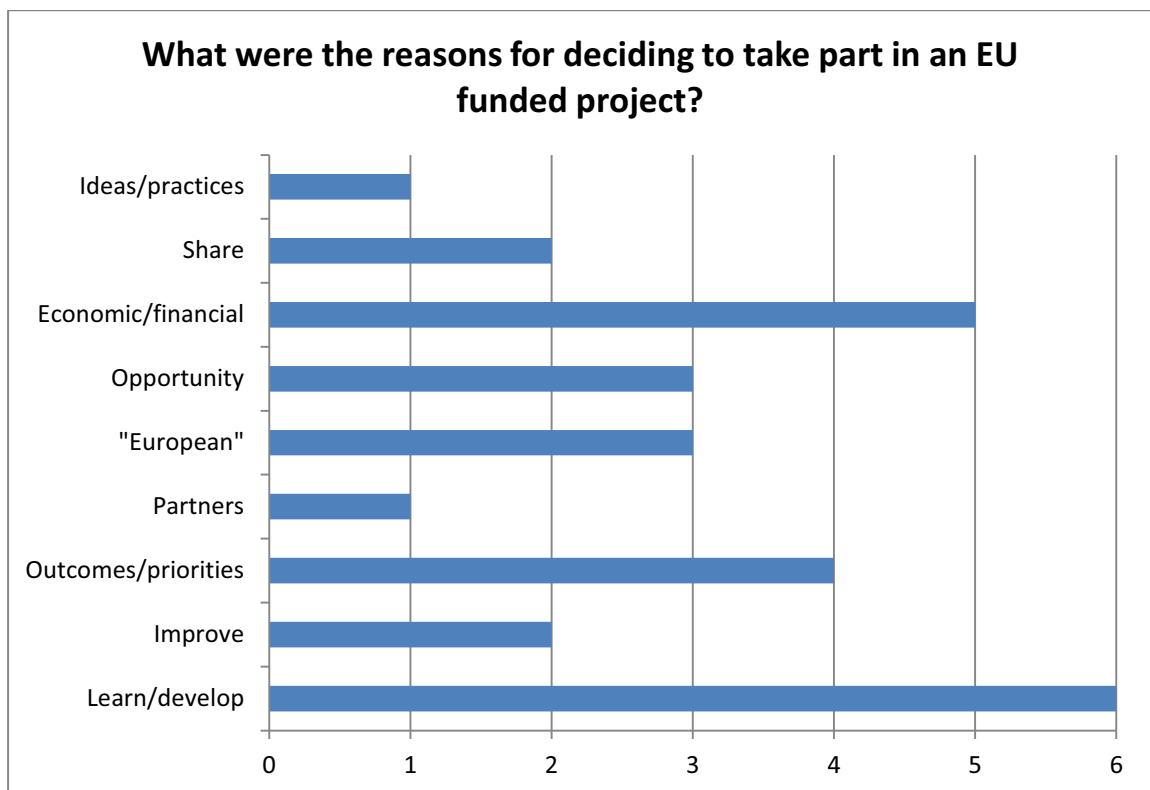


4.2 Survey of EU Project Leads

4.2.1 The questions sent to EU Project Leads are provided at Appendix 4.

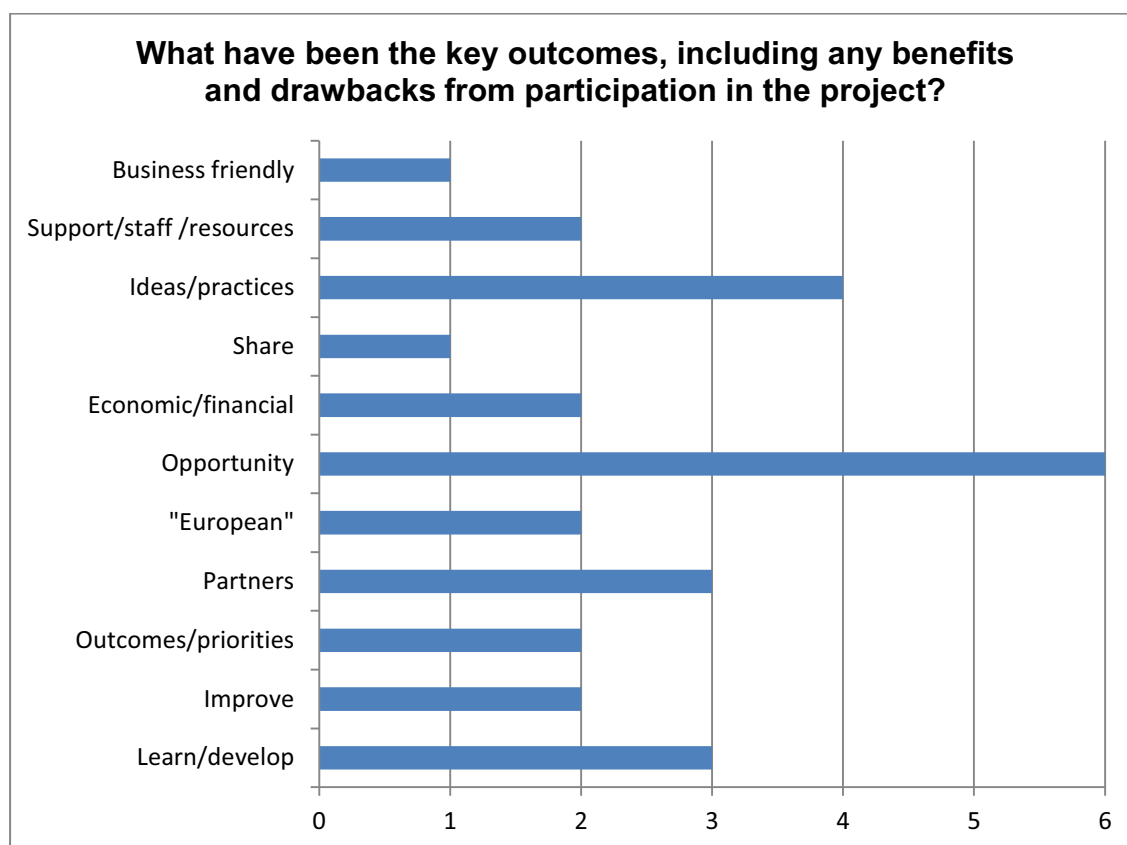
4.2.2 Respondents had a very short time over the Christmas period to return their responses; however the 10 questionnaire responses received represented a body of expertise gained over a large number of international projects. Answers were analysed for key themes and it is evident that, for those project leads who responded, while economic considerations played a large part in their deciding to take part in an EU funded project, the opportunity to learn and develop was also important, as shown in Figure 8 below. This is borne out by other written and oral evidence to the review.

Figure 8: Key themes from responses to Survey Question 1



4.2.3 The responses to Question 1 are consistent with those provided to Question 8 on project outcomes, where the top 3 themes relate to increased opportunities to learn and develop and to share ideas and practices, as shown in Figure 9 on the next page. When considering outcomes, achieving the funding for the project was rated as significant but less so than the opportunity to work with and learn from partners, developing mutually beneficial solutions; demonstrating the 'outward-facing' nature of the organisation and its project partners.

Figure 9: Key themes from responses to Survey Question 8

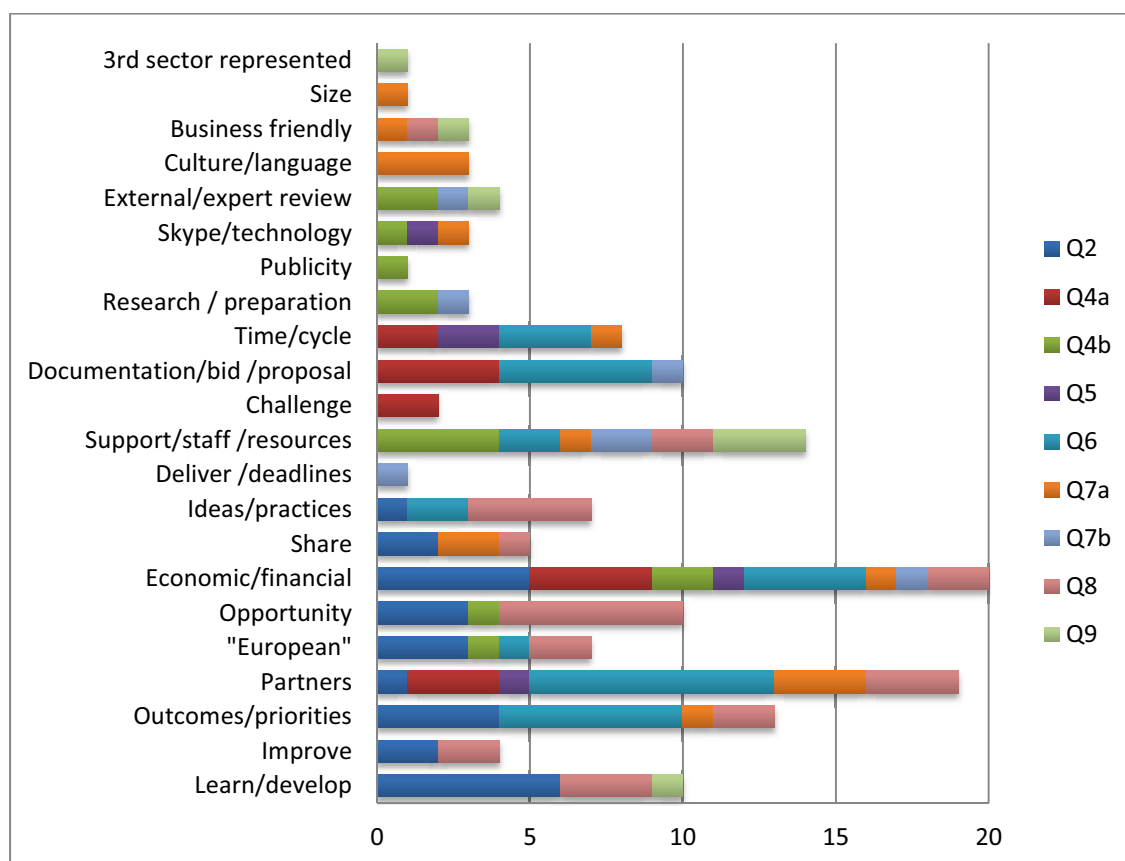


4.2.4 Evidence received from project partners in West Flanders reflects similar reasons for project participation to those of Kent partners. These were:

- Neighbourhood policy
- Stimulating cross border co-operation
- Finding strategic partners
- Using the available EU funds
- Working on common policy plans
- Developing good contacts and partnerships
- Creating stepping stone projects
- Creating transnational added value for local actions and investments
- Finding inspiration to tackle local challenges
- Sharing knowledge and expertise

4.2.5 Overall, answers provided via survey, were consistent with those opinions provided directly to the review. Figure 10 on the next page shows the general themes present in all the survey responses.

Figure 10: General themes/key words in survey responses (all questions)



4.2.6 In relation to addressing challenges faced in obtaining EU funding, some responders failed to note any; however, those mentioned most in both survey and oral/written evidence were in relation to project support staff/resources. Finding match funding and identifying the right partners were also significant challenges. With regard to working with international partners, the most significant challenges highlighted were associated with language and culture.

4.3 Project Development and Implementation Support

4.3.1 Currently International Affairs Group (IAG) relies on a small number of individuals in the Directorates to bring forward suitable projects; the numbers involved have declined and this has led to an imbalance of 'interest' across the authority and to missed opportunities for EU funding (even where potential funding streams have been identified by IAG).

4.3.2 The complexity of the EU funding landscape makes it essential to have professional support throughout project development and implementation; bid writing in particular is a crucial element as is a detailed understanding of programme rules. One expert witness said that (with respect to Interreg projects) ideally there should be engagement with the EU Joint Technical Secretariat throughout the project lifecycle to ensure the project remains 'on track' and fulfils the intended criteria.

- 4.3.3 Commissioning services in relation to EU projects and financial/regulatory aspects is likely to be costly since it is considered to be a specialist area.³²
- 4.3.4 The importance of KCC maintaining a strategic overview of Kent projects has already been highlighted though it should be noted that, as a small team, IAG necessarily focuses on those where KCC leads or has an involvement. KCC currently does not have the capacity to 'monitor, identify and raise awareness of EU funding opportunities due to diminishing staff resources'.³³
- 4.3.5 Members therefore believe that in order to capitalise on the opportunities available from future EU funding, it will be essential for the Council to maintain EU project development and implementation support roles, though these do not necessarily need to rest within IAG. The Select Committee would like to see lead roles in each of the new 'Corporate', 'People' and 'Place' directorates³⁴. Though these roles could be considered 'dedicated' in that expertise in EU funded projects would be an essential component, general expertise in project management would provide the kind of flexibility required as KCC transforms.

R6 That KCC ensures it has sufficient staff resources to optimise the development and implementation of EU funded projects (with, as a minimum, a leading role in each of the three new directorates).

4.4 Facilitating project communications

- 4.4.1 A small number of project lead survey responses highlighted one specific barrier to effective project communications which is easily remedied. Though the need for face to face communication is acknowledged as an important aspect of international project work (particularly during the pre-project and development stages), European project partners frequently use conference call applications not currently supported by KCC. Officers have been pragmatic and devised their own ways of ensuring KCC can participate, however Members believe that it would be a simple 'fix' if all officers involved in international work could have access to readily available online communication tools such as Skype.

R7 That KCC ensures International Affairs Group and EU project officers are enabled to take advantage of free/low cost communication options (e.g. Skype) in order to maximise cost effective communication/engagement opportunities with EU partner organisations.

³² Mellisa Jaynes, Senior Accountant, External Funding & Specific Grants – written evidence

³³ Steve Samson, Trade Development Manager - oral evidence

³⁴ International Affairs will fall under the 'Place' banner in the next County Council structure

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5 RAISING AWARENESS OF KCC'S INTERNATIONAL WORK

Business units should be encouraged to consider the international perspective more frequently so that opportunities are not missed... With regard to wider audiences, it is important that we take a proactive approach to disseminating information, placing emphasis on added value and value for money
KCC (2009) International Strategy

5.1 Awareness-raising within KCC to maximise funding opportunities

- 5.1.1 In recent years (as demonstrated in sections 4 and 6) KCC has been active in project areas such as tourism, transport and trade. The Enterprise and Environment directorate has been particularly successful with projects including landscape management, habitat surveys, supporting the low carbon economy and resource efficiency for companies. However, far fewer projects have been identified and pursued by the Families and Social Care (FSC) and Education, Learning and Skills (ELS) directorates.³⁵
- 5.1.2 Despite the fact that KCC's international work has a good reputation; is supported by a number of KCC Members and Directors and recognised by Local Authorities at home and in Europe (for example KCC represents all South East local authorities on the Member State Programme Preparation Group (PPG) that has been preparing the new Interreg programme); for various reasons including political changes and restructuring, newer Members and new members of staff may still not be aware of KCC's international work and its potential for bringing in considerable funding.
- 5.1.3 In order to gauge the current level of awareness about potential opportunities from EU funding, a survey was sent to 102 KCC senior managers and directors as part of this review.³⁶ While Members expected there would be some variation across the organisation, it was surprising to find that generally, awareness of EU funding was very low.
- 5.1.4 From the 58 survey responses that were received, the majority (72%) had little or no awareness of either KCC's International work or of opportunities for EU funding as shown in figures 11 and 12 below:

³⁵ Steve Samson, Trade Development Manager - oral evidence

³⁶ A short deadline was set and 58 responses were received within one week

Figure 11: Survey of directors and senior managers – Question 1

Q1. What statement best describes your position/awareness regarding KCC’s international work?

No/low level of awareness	19	32.76%
Directorate is currently liaising with IAG on international work	17	29.31%
Basic knowledge e.g. recent experience of presentation by KCC International Affairs Group (IAG)	15	25.86%
Directorate has utilised the expertise of IAG in the past but not currently	6	10.34%
n/a	1	1.72%
	58	100.00%

Figure 12: Survey of directors and senior managers – Question 2

Q2. What statement best describes your position/awareness regarding forthcoming opportunities for EU Funding 2014-20?

I am aware that a new European Funding round has begun but have no detailed knowledge of opportunities	22	37.93%
No/low level of awareness	14	24.14%
I am aware that a new European Funding round has begun and work is already under way to access one or more funding streams to support core priorities	10	17.24%
My unit has firm plans to access one or more funding streams to support core priorities	9	15.52%
n/a	3	5.17%
	58	100.00%

5.1.5 The willingness of senior managers to learn more about/consider the option of EU funding as a way of supporting core priorities was demonstrated by responses to question 3 which showed that just under 86% of those who currently have little or no awareness of it would be interested to learn more, as shown in figure 13 on the next page.

Figure 13: Survey of directors and senior managers – Question 3³⁷

Q3. If you answered ‘No/low level of awareness’ or ‘I am aware that a new European Funding round has begun but have no detailed knowledge of opportunities’ to question 2, which statement best describes your position with regard to accessing EU funding opportunities?

I would be interested in learning more about the opportunities for EU funding to support core priorities	36	85.71%
I would not be interested in learning more about the opportunities for EU funding to support core priorities	6	14.29%
	42	100.00%

5.1.6 The final survey question exploring why senior managers may not be interested in learning more about EU funding received 6 responses. Explanations offered by 4 people indicated they either felt it was not appropriate for or relevant to their area of business or perceived it to be ‘additional’ or ‘nice to have’ funding. While the former statement may be true – other evidence to this review indicates that with expert knowledge and understanding of funding streams, they can be used creatively to contribute to a range of objectives. For example, tourism is not a specific theme under the European Commission’s more limited list of thematic priorities to be financed under the new programme, but there is a particular focus on the theme of innovation. Therefore, with an appropriately innovative approach to projects, this potentially facilitates the inclusion of a wide range of business priorities, including tourism.³⁸

The framing of projects is key to future funding
Ron Moys, Head of International Affairs Group – oral evidence

5.1.7 The Select Committee’s activities and work recently commenced by International Affairs Group to promote its work via Directorate Management Teams will have gone some way towards addressing the lack of awareness of EU funding opportunities within KCC. The start of the funding round 2014-20 provides an initial ‘fallow period’ when more awareness-raising could take place.

³⁷ NB The number of people who responded to this question was greater than the number of those of answered a or b to the previous question, i.e. the condition for answering Q3.

³⁸ Ron Moys, Head of International Affairs Group – direct communication

5.2 Publicising successful project outcomes

- 5.2.1 As noted above, awareness of EU funding within KCC is low and there is some element of misconception about it which may be reflected among the wider community. Members of the Select Committee believe that it is important there is understanding of the role EU funding plays in the Growth plans of Kent, Medway and the wider South East Region, and the opportunities it provides.
- 5.2.2. The review has learned that funding for publicity is required to be built in to projects at the start as part of the communication strategy and therefore Members believe that there should be additional focus on this part of the project preparation process, in order to raise both the profile and understanding of the funding; the County Council's work to secure it and to celebrate and disseminate information about successful project outcomes.
- 5.2.3 Evidence to this review would indicate that, while the aim has been to adopt a proactive approach, as outlined in KCC's International Strategy, this has been somewhat eclipsed by essential transformational activity within the Council and could benefit from renewed focus through a revised and updated Strategy (R2); a refocusing of staff resources (R3, R5, R6) and renewed efforts to ensure KCC and Kent, including Kent businesses, gain maximum benefits from the EU funding available.

R8 That International Affairs Group and KCC as a whole:

- ***seek to raise further the profile of Kent's international work to date and of the future opportunities from EU funding***
- ***with local partners, seek creative ways to publicise successful EU funded projects in Kent/within the South East Local Enterprise Partnership area, including though the building in of publicity measures and costs into future funding bids as part of the projects' communication strategies.***

6 INTERNATIONAL TRADE AND CONNECTIVITY

Companies that export are 11% more likely to stay in business than those that do not and on average increase their income by £100k in the first 18 months

Rob Lewtas, Strategic Partner Manager, UKTI – oral evidence

6.1 Exporting for growth

6.1.1 Despite the obvious advantage Kent has in terms of proximity to London, Europe and wider markets and the proven advantages to businesses from exporting, Members were told of the challenge that exists to persuade Kent businesses including small and medium-sized enterprises (SMEs) of the benefits of doing so. Currently, only 4,500 of 57,000 businesses regularly export; less than 8% compared with a national average of 10% and it is estimated that closing the 2% gap could generate £114 million into the Kent economy based on the average increase in income of £100,000 in the first 18 months.³⁹

Closing the export gap in Kent by 2% could generate £114 million into the Kent economy

Rob Lewtas, Strategic Partner Manager, UKTI – oral evidence

6.1.2 New arrangements for European growth funds to be administered by Local Enterprise Partnerships at sub-regional level and the availability of the services of UK Trade and Investment (UKTI) as an opt-in partner are intended to reduce duplication on both export support and inward investment. Indeed, a study for the Local Government Association identified that:

“... a key role for local authorities is to ensure that export services across the sub-region offer a seamless service that is linked more widely to national support services.”⁴⁰

³⁹ Rob Lewtas, Strategic Partner Manager, South East International Trade Team, UKTI – oral evidence

⁴⁰ SQW (2012) pp iii

6.2 Kent International Business and 2 Seas Trade

6.2.1 Kent International Business (KIB) was set up by International Affairs Group's Trade Development Manager in response to a study carried out in 2010 by KCC and BSK-CIC⁴¹ which revealed that, in addition to Kent's lower than average export record, "No one organisation is charged with the task of increasing internationalisation in Kent."⁴² Kent International Business brings together a range of organisations (Figure 14 below) under the KIB partnership banner in order to simplify the business support landscape in Kent and provide a single point of access at <http://www.kentinternationalbusiness.co.uk/> so that businesses can easily find a range of business support. KIB also benefits from support from Kent's District and Borough Councils. The partnership was 'Highly Commended' in the 2013 Enterprising Britain Awards.

Figure 14: Organisations in the KIB partnership



6.2.2 The aims and objectives of KIB are to:

- raise awareness of the benefits of international trade (for the local economy)
- boost Kent's export levels and promote business growth
- ensure that trade support in Kent is more coherent, joined-up and visible
- provide relevant support to Kent companies for international trade⁴³

⁴¹ Kent International Business Study (2010)

⁴² Ibid pp4

⁴³ Steve Samson, Trade Development Manager – oral evidence

- 6.2.3 KIB has (as the recent accolade suggests) had some early success in meeting these aims through a range of events and visits, reaching around 1000 Kent businesses.
- 6.2.4 KCC's core priorities in terms of trade development have been supported by and have developed closely alongside three streams of EU funding into Kent: the 2 Seas Trade Project, outlined on the following page, the Enterprise Europe Network and the Chain 2 Project led by the Kent Science Park. Having started out with no dedicated budget, KIB now has £140,000 regeneration funding over 2 years (and may in future obtain EU funding through the South East Local Enterprise Partnership).
- 6.2.5 Examples of the trade development and engagement activities organised for Kent businesses by KIB are shown below; these took place between September and November 2013. The numbers are a count of the businesses who took part⁴⁴. Further details can be found in Appendix 9.

2 Seas Trade: Trip to HORECA Trade Fair, Ghent, Belgium - 15

KIB/UKTI: Exporting for Growth Event, Maidstone - 150

2 Seas Trade: Visit to AquaTech Trade Fair, Amsterdam - 8

2 Seas Trade/Kent Export Club: "How Companies can (and do) sell services to France" Event, Ashford - 12

UKTI/2 Seas Trade/Manston/KLM: Doing Business in the Netherlands, Manston - 33

2 Seas Trade: Innovation for Independent Living Conference (for businesses in Kent and Netherlands), Discovery Park - 44

2 Seas Trade: Regional Produce Show in Ghent - 4

2 Seas Trade: French-UK Networking Event (multi-sector) - 27

⁴⁴ Except in the case of the Exporting for Growth event which shows the number of individuals

2Seas Trade Project

EU Interreg funding of €760,468 (€417,971 for Kent)



The three year 2 Seas Trade project aims to help businesses trade in a nearby European region. Meeting KCC objectives of 'Driving Economic Prosperity' and 'Building a new relationship with business', with its project partners:

- Kent Invicta Chamber of Commerce
- Business Support Kent CIC
- Locate in Kent
- East Flanders Chamber of Commerce
- West Flanders Chamber of Commerce
- The West Flanders Development Agency (POM)
- The Chamber of Commerce for the SW of the Netherlands
- Canterbury City Council



KCC was able to deliver free support services including workshops, 1-2-1 advice, sector focused market visits and trade fair participation to Kent companies and those in SW Netherlands, East and West Flanders (Belgium) and Nord-Pas de Calais (France). A range of comments from event participants are highlighted below:

“It has helped me make decisions on where to go for exports.”

“Workshops have encouraged me to start looking at Belgium which led to a UKTI OMIS study and a visit which should soon result in distributor agreement”

“Gained additional market intelligence, met potential new clients, met potential new suppliers, met exciting partners and met potential new distributor in Turkey”.

“Good leads from European suppliers and people on trip.”

“Better understanding of the opportunity in each market/country & 3 good leads/contacts to sell direct or partner

- 6.2.6 KIB have worked closely with UK Trade and Investment (UKTI) on activities to build the capacity of Kent businesses to export and there is evidence of progress as UKTI are extending and increasing their activity in Kent in response to a growing demand for assistance following events in the County.
- 6.2.7 Members were told of outline plans for a future EU funded trade support programme which would *proactively seek out and engage* with particular Kent businesses and then through a range of bespoke activities, develop and grow their capacity for international trade, ultimately helping them to build trading links and business contacts in overseas markets.⁴⁵
- 6.2.8 Opting in to UKTI trade development services will provide match funds for EU funded work and this will enable KIB to offer market visits and trade fairs underpinned by UKTI's expertise in market intelligence gathering and sector specific support. To date there have been notable successes in food-related sectors but there is much scope for development in a range of sectors.

R9 That KCC seeks, through EU project work, partnerships and trade development activities:

- ***to maximise export opportunities for Kent businesses, aiming to close the 2% gap between businesses that export in Kent and Nationally***
- ***to promote Kent as an attractive location for businesses in Europe and further afield***

6.3 International rail connectivity

The South East LEP area is the UK's most important land and sea gateway to the rest of the world. It is situated in a pivotal position between London, mainland Europe and international markets and has transport infrastructure of national importance
South East LEP Structural Investment Funds Strategy

⁴⁵ Ibid

6.3.1 The proximity to mainland Europe and interconnections with the London economy and jobs market are considered to be major strengths of the South East Local Enterprise Partnership area in terms of future plans for growth. The map below (Figure 15) shows, in particular, the important rail links between Ashford and East Kent.

Figure 15: Map showing Kent's international rail connectivity



6.3.2 International Affairs Group (IAG) has a long history with regard to ensuring Kent maintains its international rail connectivity having successfully developed and managed an extensive campaign to reinstate Eurostar services to and from Ashford to Brussels after Eurostar announced in 2006 that it would cut services at Ashford and Calais. It was clear to KCC and its French partners in Nord-Pas de Calais that this would have detrimental consequences for accessibility, economic development and tourism in the areas concerned. Services were resumed from Ashford and Calais in February and December 2009 respectively.

6.3.4 International Affairs Group again sought to influence the agenda for cross-border rail transport following the introduction of competition on the use of High Speed lines and the Channel Tunnel, including at a high-level political conference to publicise findings of Transmanche Metro 2011/12 and this work theme continues with regard to service improvements at Ebbsfleet and Ashford International Stations and in particular signalling at the Ashford Spurs.

- 6.3.5 The Select Committee learned that European funding had been obtained specifically for a project at Ashford International Station designed to ensure that European high speed trains can continue to stop there. Vital feasibility work could not have gone ahead without this EU funding and at the time of writing, KCC and its project partners await a decision from the EU on further funding. The Ashford Spurs Project is outlined on the following page.
- 6.3.6 In exploring opportunities for future EU funding, the Select Committee has learned that there is potential for the EU Connecting Europe Facility to be sought in relation to the funding of £1.6 million required for Phase 3 delivery of the signalling system.
- 6.3.7 The safeguarding of international rail services at Ashford is one of the solutions identified for growth without gridlock in Kent and Medway.⁴⁶ It is the view of the Select Committee that it is a key solution.

R10 That KCC continues to make the case for improved international rail connectivity at both Ashford and Ebbsfleet, supported by the business case for Transmanche Metro which is due to be published later this year.

The Select Committee would like to express strong support for the Ashford Spurs project for which KCC is the lead authority, and which is at an advanced stage of development with most of the funding committed for the planning and design stage, since Ashford must be assured of future international rail connectivity in order to benefit the people of Kent and Kent businesses.

⁴⁶ KCC (2014) Unlocking the Potential: Going for Growth

The Ashford Spurs Project

Regions of Connected Knowledge (RoCK)

EU Funding Stream: Interreg IVB North West Europe

Ashford International Station was opened in 1996, two years after the start of Eurostar rail services between London and Paris/ Brussels. To enable high speed trains to use the station, spurs were constructed linking Ashford International Station to High Speed 1, which passes just to the north of the station. The spurs are owned and managed by Network Rail though no money has been provided by the Department for Transport (DfT) for the improvements now required.

The Ashford Spurs and the trains currently used by Eurostar (Class 373) use the standard domestic UK signalling/train protection systems: AWS and TPWS. However, these systems, which are not fitted on High Speed 1 as they are not appropriate for managing trains at very high speeds and are also not compatible with newer international passenger trains such as those on order for Eurostar and Deutsche Bahn. When the first of these new trains enter service in December 2016, they will not be able to call at Ashford. To address this problem, having obtained initial funding from RoCK, KCC approached partners Ashford Borough Council, Eurostar plc, HS1 Ltd and Network Rail to discuss possible solutions. Advanced Rail Technologies Ltd was commissioned to provide technical analysis and as a result it was decided to pursue the European Train Control System (ETCS). The identified solution will:

- provide future-proof protection, not limited to specific classes of train
- be technically acceptable and cost effective
- be deliverable before new trains come into full service.

Work undertaken on the Ashford Spurs could establish best practice for the interface between line side signals and ETCS and thus benefit the UK's deployment plan for the European Rail Traffic Management System (ERTMS) since the application of ETCS Level 1 to UK-style colour-light signalling has not so far been demonstrated in the UK.

Funding of £520k required for Phase 2 development, safety and regulatory work to be carried out by Network Rail will comprise contributions from KCC (£40k), Ashford Borough Council (£20k), HS1 (£20k), Eurostar (£20k) and Network Rail (£160K) (to be confirmed); a bid for £260k match-funding has been submitted to the EU.

The EU's decision on this Phase 2 funding is due in April 2014.

Appendix 1: Glossary and Common Acronyms

ACRK	Action with Communities in Rural Kent
ARCH	EU Project acronym: Assessing Regional Habitat Change
BAP	Biodiversity Action Plan
BIS	Department for Business, Innovation and Skills
CASA	EU Project acronym: Consortium for Assistive Solutions Adoption
CAST	EU Project acronym: Coastal Action for Sustainable Tourism
DCLG	Department for Communities and Local Government
DEFRA	Department for Environment, Food and Rural Affairs
EAFRD	European Agricultural Fund for Rural Development
EASIER	EU Project acronym: Educational Adaptive Script for Interactive Exchange on Remembrance
EFF	European Fisheries Fund (2007-2013)
EIF	European Integration Fund
EMFF	European Maritime and Fisheries Fund (new Fund from 2014 replacing the EFF)
ERDF	European Regional Development Fund
ESF	European Social fund
EU	European Union
EUSIF	European Union Structural Investment Funds
IAG	International Affairs Group
Interreg	European Union initiative to stimulate cooperation between EU regions (Financed by the ERDF)
KCC	Kent County Council
KD&M	Kent Downs and Marshes
LAG	Local Action Group
LDS	Local Development Strategy
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale, meaning 'Links between the rural economy and development actions'

LEP	Local Enterprise Partnership
NHS	National Health Service
PPG	Programme Preparation Group (of the European Union)
RDA	Regional Development Agency (now defunct)
RDPE	Rural Development Programme for England (funded by DEFRA and the EU)
RoCK	Regions of Connected Knowledge
SEEDA	South East England Development Agency (now defunct)
SE ERDF	South East European Regional Development Fund
SE ESF	South East European Social fund
SEHTA	South East Health Technologies Alliance
SELEP	South East Local Enterprise Partnership
SEP	Strategic Economic Plan
SIF	Structural Investment Funds
SME	Small and medium sized enterprises
UKTI	United Kingdom Trade and Investment
VCSE	Voluntary, community and social enterprise sector

Appendix 2: Hearings

7th January 2014 Interviews

9:00	a.m.	Ron Moys, Head of International Affairs Group
10.00	a.m.	Ruth Wood, Head of Research and Strategy Visit Kent
11.00	a.m.	Dafydd Pugh, Head of KCC Brussels Office and Stephen Gasche, Principal Transport Planner – Rail (Enterprise and Environment)
12.00	noon	Erica Russell, Head of Sustainability and Insight, BSK-CIC

8th January 2014 Interviews

9:00	a.m.	Carolyn McKenzie, Sustainability and Climate Change Manager
10.00	a.m.	Huw Jarvis, Kent Downs and Marshes Leader Programme Manager and Keith Harrison, Chief Executive, ACRK
11.00	a.m.	Paul Wookey, Chief Executive, Locate in Kent
12.00	noon	Rob Lewtas, Strategic Partner Manager, South East International Trade Team, UK Trade and Investment (UKTI)

14th January 2014 Interviews

9:00	a.m.	David Godfrey, Interim Director, South East Local Enterprise Partnership and Ross Gill, Economic Policy and Strategy Manager
10.00	a.m.	Steve Samson, Trade Development Manager
11.00	a.m.	Myriam Caron, European Partnership Manager
12.00	noon	Tudor Price, Business Development Manager, Kent Invicta Chamber of Commerce

Appendix 3: List of those contributing written or supplementary evidence

Please note some KCC job titles may have changed. This list also includes people who provided presentation material, where used in oral evidence sessions, and people who responded to questions sent out to EU Project Leads. The 58 responders to the Director/Senior Manager survey are not listed.

Baugh, Ian - Business Development Team Manager
Bearne, Amanda – Director of Marketing and Research, Locate in Kent
Brook, Peter - Partnership and Change Manager (Customer and Communities)
Bruton, Theresa - Head of Regeneration Projects (Enterprise and Environment)
Carter, Sean - Strategic Projects and Partnership Manager (Education Learning and Skills)
Chapman-Hatchett, Alice – Director, The Health and Europe Centre
Gasche, Stephen - Principal Transport Planner – Rail (Enterprise and Environment)
Gill, Ross - Economic Strategy and Policy Manager (Business Strategy and Support)
Harrison, Keith – Chief Executive, Action with Communities in Rural Kent (ACRK)
Hoffman, Rebecca - Customer Information Manager (Customer and Communities)
Jarvis, Huw – Kent Downs & Marshes Leader Programme Manager (Enterprise and Environment)
Jeynes, Melissa - Senior Accountant, External Funding and Specific Grants (Business Strategy and Support)
Lewtas, Robert - Strategic Partner Manager, South East International Trade Team, UK Trade and Investment (UKTI)
Lingham, Caroline - Programme Manager, West Kent Leader – Sevenoaks District Council
McKenzie, Carolyn – Sustainability and Climate Change Manager (Enterprise and Environment)
Milne, Elizabeth - Natural Environment and Coast Manager (Enterprise and Environment)
Moys, Ron - Head of International Affairs Group (Business Strategy and Support)
Ratcliffe, Joseph - Principal Transport Planner, Strategy Planning and Environment, (Enterprise and Environment)
Reeves, Mark – Project Manager (Customer and Communities)
Riley, Martyn - Economic Development Officer (Business Strategy and Support)
Samson, Steve - Trade Development Manager, (Business Strategy and Support)
Tidmarsh, Anne - Director of Older People and Physical Disability (Families and Social Care)
Vencato, Dr. Maria Francesca - Kent Brussels Office
Walby, Maureen – Project Manager, ACRK
Ward, Nicholas – Friday People
Wood, Ruth – Head of Research and Strategy, Visit Kent
Wookey, Paul – Chief Executive, Locate in Kent

Appendix 4: Questionnaire sent to leads for EU funded projects

Kent's European Relationship Select Committee – evidence request

We are seeking to gain the views of project managers (KCC/external) who have played a lead role in an EU funded project in Kent (over the last round) in order to inform a Select Committee Review on the above topic. The committee comprises 7 Members of Kent County Council and will be reporting in March 2014. The terms of reference are:

To determine:

- The benefits, disbenefits and challenges for KCC, Kent organisations and the Kent economy from KCC's European engagement and activities over the period 2008-13.
- The key lessons that may be drawn from engagement and activities undertaken during this period
- What KCC needs to do in order to maximise the potential benefits to the County from European engagement and activities in the future.

If your project is being highlighted to the select committee via another route you are still welcome to submit your own experience. (If you are attending a select committee hearing or submitting written evidence please feel free to treat this request as 'for information only').

Questions for European project leads (KCC and external)

You may have been involved in more than one project – if this is the case we ask that you focus on just one when answering the following questions.

1. Could you please provide a brief pen portrait of a European Union (EU) funded project you have been involved with since 2008 noting the relevant funding stream.
2. What were the reasons for deciding to take part in an EU funded project?
3. Was there any alternative funding available to you?
4. a) If you faced any challenges in obtaining EU funding for the project, please outline these?
b) Which local changes or developments might have helped you address such challenges?
5. a) If your approaches for funding failed, what were the reasons for this?

6. What recommendations would you make to others who are hoping to successfully obtain funding?
7.
 - a) If you faced any challenges with regard to working with European or local partners on projects, could you please outline these?
 - b) What local changes or developments might have helped you address such challenges?
8. What have been the key outcomes, including any benefits and drawbacks from participation in the project?
9. Please add any further comments/learning points you feel could inform the review.

NOTES

- a. *Please ensure that your name, organisation and Project name/date are on your response plus the approximate value of the EU funding, if obtained.*
- b. *The responses received, along with other evidence gathered, will assist the Select Committee to understand how challenges might be addressed and benefits to Kent maximised in the future.*
- c. *The select committee process is public so please do not include anything which is commercially sensitive or should not be shared.*
- d. *Please send your response to sue.frampton@kent.gov.uk with the subject heading **EU SELECT COMMITTEE by 10th January 2014**. Thank you!*
- e. *Because of the very short timescales – partial responses or ‘key points’ would be very welcome.*
- f. *More information about the Kent’s European Relationship Select Committee can be found at: <https://democracy.kent.gov.uk/ieListMeetings.aspx?CId=822&Year=0>*
- g. *Participants will be sent a link to the final report which is due in March 2014*

Appendix 5: Mini Questionnaire to Directors and Heads of Unit

This request was sent by email via Corporate Directors' staff officers. The majority of responses were received in the first week. A reminder was sent on 14th January which elicited a few more responses.

Request to all KCC Directors and 'Heads of' – 8th January 2014

As you may know a Select Committee on the above topic is now under way. The agreed Terms of Reference and Scope are attached. In order to inform the review you are invited to answer the following questions by return. This should take no more than 5 minutes of your time.

1. What statement best describes your position/awareness regarding KCC's international work
 - a. No/low level of awareness
 - b. Basic knowledge e.g. recent experience of presentation by KCC International Affairs Group (IAG)
 - c. Directorate has utilised the expertise of IAG in the past but not currently
 - d. Directorate is currently liaising with IAG on international work

2. What statement best describes your position/awareness regarding forthcoming opportunities for EU Funding 2014-20?
 - a. No/low level of awareness
 - b. I am aware that a new European Funding round has begun but have no detailed knowledge of opportunities
 - c. I am aware that a new European Funding round has begun and work is already under way to access one or more funding streams to support core priorities.
 - d. My unit has firm plans to access one or more funding streams to support core priorities.

3. If you answered a or b to question 2 which statement best describes your position with regard to accessing EU funding opportunities?
 - a. I would be interested in learning more about the opportunities for EU funding to support core priorities.
 - b. I would not be interested in learning more about the opportunities for EU funding to support core priorities.

4. If you answered b to question 3, please say why.

Appendix 6: EU Funding Opportunities 2014 – 20

(Ron Moys, Head of International Affairs Group – written evidence)

I Territorial Programmes

Programme	Total Funding (€m)	Priorities	Key KCC Strategies
Interreg VA '2 Seas' Cross-Border Co-operation	€150	Innovation Low Carbon Climate Change Resource Efficiency	'Unlocking the Potential' 'Innovation for Growth – Kent's approach to Smart Specialisation' Kent's Environment Strategy
Interreg VA 'Channel' Cross-Border Cooperation	€150	Innovation Low Carbon Environment and Resource Efficiency	'Unlocking the Potential' 'Innovation for Growth – Kent's approach to Smart Specialisation' Kent's Environment Strategy
Interreg VB North West Europe (NWE) Transnational Cooperation	€350	Innovation Low Carbon Resource and Materials Efficiency	'Unlocking the Potential' Innovation for Growth – Kent's approach to Smart Specialisation' Kent Environment Strategy
Interreg VB North Sea Region (NSR) Transnational Cooperation	€150	Innovation Environment Transport	'Innovation for Growth – Kent's approach to Smart Specialisation' Kent's Environment Strategy 'Growth without Gridlock'
Interreg VC Interregional Cooperation	€300	Innovation SME Competitiveness Low Carbon Environment and Resource Efficiency	'Unlocking the Potential' Innovation for Growth – Kent's approach to Smart Specialisation' Kent's Environment Strategy
South East LEP EU Structural and Investment Fund (SIF)	€185	Innovation SME Competitiveness Low Carbon Employment Education and Skills Social Inclusion	'Unlocking the Potential' Innovation for Growth – Kent's approach to Smart Specialisation' 'Learning Employment and Skills Strategy'

II Thematic Programmes

Competitiveness of Enterprises and SMEs (COSME)	€2,290	Promoting Entrepreneurship Access to Finance Access to New Markets Reducing Administrative Burdens	'Bold Steps for Business and the Economy'
Environment and Climate Action (Life+)	€3,450	Implementing EU environment and climate policy Low Carbon Economy Reversing biodiversity loss	Environment Strategy
Creative Europe Programme	€1,460	Supporting the cultural and creative sector Increase sector's contribution to jobs and growth	'Unlocking the Potential'
Erasmus +	€14,770	Boost skills and employability Increase quality and relevance of Europe's education system	'Learning, Employment and Skills Strategy'
Social Change and Innovation	€919,470	Supporting employment and social policies across the EU	'Bold Steps to Tackle Disadvantage'
Health for Growth	€450	Health Innovation Sustainability of health systems Responding to cross-border health threats	'Bold Steps for Health'
Connecting Europe Facility	€21,930	European networks in the field of energy, telecommunications and transport Building missing cross-border links Removing bottlenecks along main trans-European transport corridors	'Growth without Gridlock' 'Unlocking the Potential'
Horizon 2020	€79,400	Research and Innovation Address major societal Challenges Bridge the gap between research and the market International Cooperation	'Innovation for Growth – Kent's approach to Smart Specialisation'

Appendix 7: KCC International Strategy 2009 – key areas of focus

The Global Economy

- Supporting Kent companies to take advantage of new markets overseas
- Exploring new market opportunities for KCC's intellectual, physical and trading assets
- Maximising the relocation of new businesses to the County
- Developing and strengthening Kent's tourism potential
- Maximising the advantages of the 2012 London Olympics and Para Olympics
- Planning for and managing migration

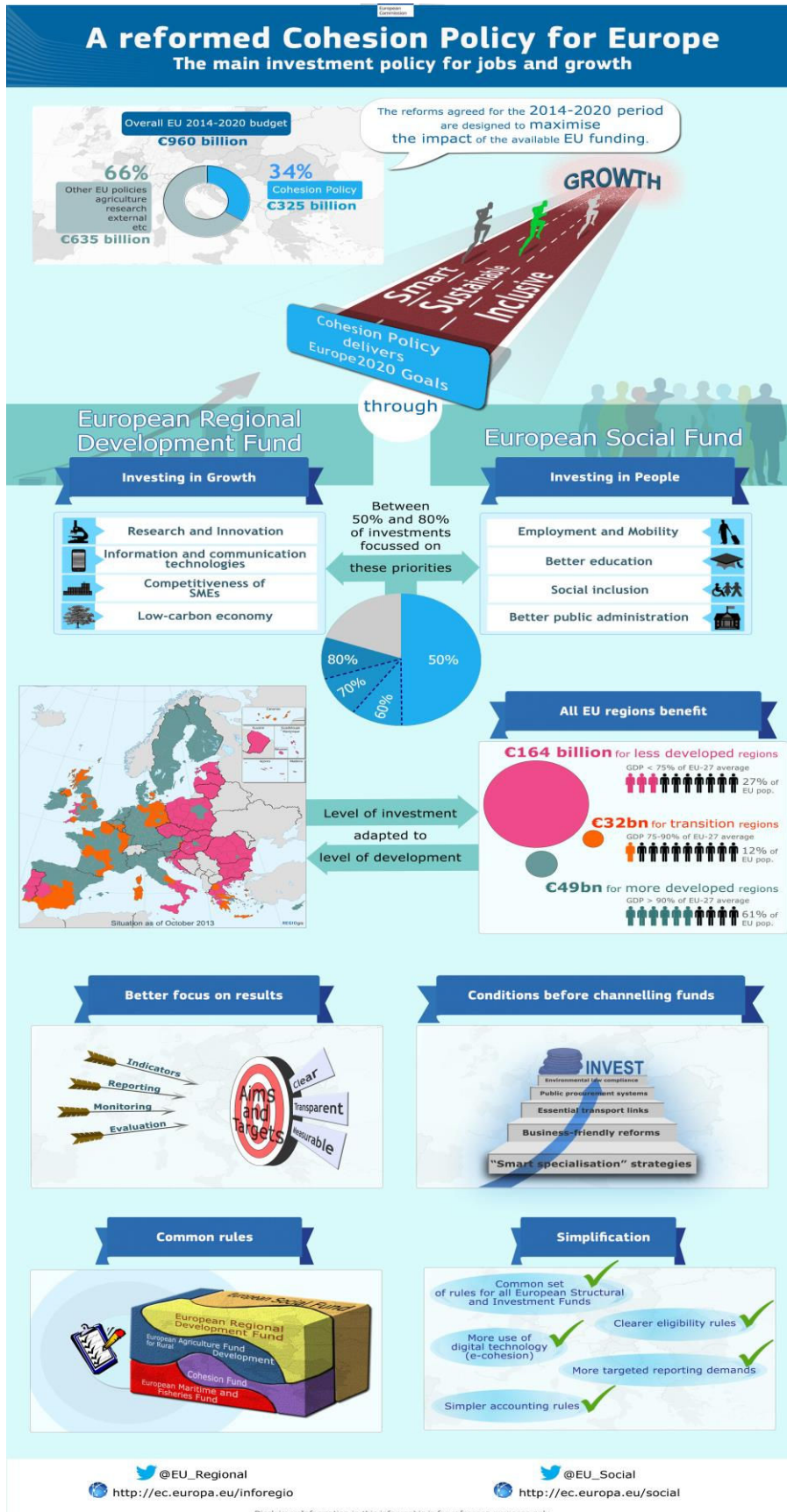
Developing Global Citizenship

- Supporting Kent companies to take advantage of new markets overseas
- Exploring new market opportunities for KCC's intellectual, physical and trading assets
- Maximising the relocation of new businesses to the County
- Developing and strengthening Kent's tourism potential
- Maximising the advantages of the 2012 London Olympics and Para Olympics
- Planning for and managing migration

Ensuring World Class Services

- To learn from international best practice and to explore new ideas to drive service innovation
- To use our international connection including our Brussels office to raise Kent's profile and show case its approach to service innovation
- Maximising European funding in to the County within the current 2007-13 EU funding regimes
- Campaign for Kent's inclusion in the 2013-2020 EU funding regimes
- Extending staff exchange programmes to aid recruitment and retention

Appendix 8: European Commission Info graphic on Cohesion Policy changes



Appendix 9: Kent International Business Events September-November 2013

Kent International Business & 2 Seas Trade Update November 2013

The autumn has been a busy time for both the 2 Seas Trade project and Kent International Business with a range of activities taking place to help Kent companies in their export activities. The below highlights some of the activities which we have organised over the last few weeks:

19 Nov, 2 Seas Trade Project Day Trip to HORECA Trade Fair, Ghent, Belgium

We took 15 Kent businesses by coach to this event in Belgium which focuses on the supply sector for the hospitality & catering industry. The day enabled Kent firms to research the Belgian market and meet potential business contacts. One Kent drinks producer secured an order at the event for 80 cases of his product from a Belgian importer as a result of a connection brokered by a KCC officer.



11 Nov, Exporting for Growth Event (KIB with UKTI), Maidstone

UKTI worked with KCC, HSBC and the IOD to organise the biggest “National Export Week” in the SE. Over **150 participants** (including a very high % of ‘real companies’) attended this morning seminar to find out more about the benefits of exporting and the range of trade support services available in Kent. Speakers included broadcaster Declan Curry, HSBC Chief Economist Mark Berisford-Smith and Guy Whitehead from Armourcoat in Sevenoaks. Three successful workshops were run on the subjects of international website optimisation, international trade finance and market selection.



6-7 Nov, Visit to AquaTech Trade Fair, Amsterdam



Through the EU funded 2 Seas Trade project, we took a delegation of **8 Kent companies** to visit Aquatech – a trade fair focusing on water treatment & management. As part of the visit, the businesses were able to participate in pre-arranged appointments as part of an EEN B2B Matchmaking event. Companies found the visit extremely useful e.g. One Kent company identified a potential new distributor in the Netherlands, another identified a range of technology transfer leads and another identified a range of potential new overseas clients.

31 Oct, “How Companies can (and do) sell services to France” Event, (Ashford)



This joint ‘2 Seas Trade’ & ‘Kent Export Club’ event focused on how business & professional service companies from Kent can start doing business in the French market. **12 Kent companies** heard from specialists in the French market about how to deal with the business culture and enter the market.

24 Oct, Doing Business in the Netherlands (Manston)



33 Kent firms attended this joint event with UKTI, Manston, KLM and 2 Seas Trade to promote business opportunities in the Dutch market. The event provided useful information about key opportunities for different sectors in the Netherlands. As a result of the event, one Kent firm is now in discussion with potential customers in the Netherlands and Denmark.

3 Oct, Innovation for Independent Living Conference, Discovery Park



This conference was an opportunity for firms from Kent, Belgium and the Netherlands to find out more about opportunities in the health and social care sectors in the different markets and to network with companies from the partner regions. **44 businesses took part.**

One Kent firm said *"Part of our overall market research and ideas towards developing new software innovations"*

20-22 Sep, Regional Produce Show in Ghent



The 2 Seas Trade project took **4 Kent food & drink producers** (Quex Foods, Cheesemakers fo Canterbury, Rough Old Wife Cider and Fudge Kitchen) to this consumer show in Belgium to enable them to test the market for their products. Companies found the experience very useful in determining which of their products worked well for the Belgian consumer market.

"I think there is definitely a market in Belgium for our products"

17 Sep, French-UK Networking Event (multi-sector)



The 2 Seas Trade project took **27 Kent companies** from various sectors to meet with a similar number businesses in Nord-Pas de Calais to make contacts and find out more about opportunities in the French market.

"...it was an interesting experience which definitely helped me understand French business a little more and make some new contacts"



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ACKNOWLEDGEMENTS

The Select Committee would like to thank the KCC Officers, external witnesses and organisations who gave up their time to assist with this review by attending hearings, submitting written evidence, or taking part in informal consultation or advice-giving.

All the information received, whether or not it has been included in the final report, has contributed to the Select Committee's knowledge and appreciation of the issues.

We would also like to thank Ron Moys who acted as lead advisor to the Review; Sue Frampton (Research Officer to the review); Kiri Chaundy and Karen Sanders (Business Intelligence) and Democratic Services Manager Denise Fitch and colleagues, for their help with meetings.

From: John Simmonds, Deputy Leader and Cabinet Member for Finance & Procurement
Andy Wood, Corporate Director of Finance & Procurement
Corporate Directors

To: CABINET - 24 March 2014

Subject:

- (1) **REVENUE AND CAPITAL BUDGET MONITORING FOR 2013-14 - QUARTER 3**
- (2) **KEY ACTIVITY MONITORING FOR 2013-14 - QUARTER 3**
- (3) **FINANCIAL HEALTH INDICATORS 2013-14 - QUARTER 3**
- (4) **PRUDENTIAL INDICATORS 2013-14 - QUARTER 3**
- (5) **IMPACT ON REVENUE RESERVES**
- (6) **DIRECTORATE STAFFING LEVELS 2013-14 - QUARTER 3**

Classification: **Unrestricted**

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SUMMARY

- 1.1 This report provides the budget monitoring position for December 2013-14 for both revenue and capital budgets, including an update on key activity data. As explained in the report to Cabinet in October, this report is presented in the pre-election portfolio structure, and will be for the remainder of the financial year.
- 1.2 The format of this report is:
 - An executive summary which provides a high level financial summary and highlights only the most significant issues
 - Appendix 1 provides an update on our Financial Health indicators
 - Appendix 2 provides an update on our Prudential indicators
 - There are eight annexes to this executive summary report, as detailed below:
 - **Annex 1** **Education, Learning & Skills Directorate** incl. Education, Learning & Skills portfolio
 - **Annex 2** **Families & Social Care Directorate - Children's Services** incl. Specialist Children's Services portfolio
 - **Annex 3** **Families & Social Care Directorate - Adult Services** incl. elements of Adult Social Care & Public Health portfolio
 - **Annex 4** **Enterprise & Environment Directorate** incl. Environment, Highways & Waste portfolio and elements of Regeneration & Economic Development portfolio
 - **Annex 5** **Customer & Communities Directorate** incl. Customer & Communities portfolio

Agenda Item 7

- **Annex 6 Business Strategy & Support Directorate - Public Health** incl. elements of Adult Social Care & Public Health portfolio
- **Annex 7 Business Strategy & Support Directorate (excl. Public Health)** incl. elements of Regeneration & Economic Development, Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios
- **Annex 8 Financing Items** incl. elements of Finance & Business Support, Business Strategy, Performance & Health Reform and Democracy & Partnerships portfolios

2. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the latest monitoring position on both the revenue and capital budgets.
- ii) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
- iii) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
- iv) **Note** the directorate staffing levels as at the end of December 2013 as provided in section 7.

SUMMARISED REVENUE MONITORING POSITION

The net projected variance against the combined portfolio revenue budgets is an underspend of £9.495m, before management action. However, it has been agreed that funding for Social Fund awards is ringfenced for the period 2013-14 to 2014-15 and there is some re-phasing of projects, detailed in section 3.6, which will require roll forward to 2014-15, therefore this changes the position to an underspend of -£6.321m as shown in the headline table below. Management action is expected to increase the underspend to -£6.842m. The annexes to this report provide the detail, which is summarised in Tables 1a and 1b below.

3.2 This new style of reporting does not attempt to explain movements month on month, but explains why we have a forecast variance. However, we will report the headline movement, which for this month is a £4.726m increase in the forecast underspend (excluding schools), as shown in table 1a. This is mainly due to: **ELS** - a reduction in the Home to School Transport forecasts, release of an unspent un-ringfenced grant and a lower shortfall of income for training and development courses within School Improvement; **EH&W** - additional emergency costs have been more than offset by a reduction in the streetlight energy forecast, further underspending on subsidised buses and an improvement in the planning applications income forecast. **C&C** - there is a general improvement in the position of many units together with re-phasing of the Ghurkha integration project into 2014-15, which is partially offset by emergency costs incurred during the flooding. **BSP&HR** - the underspend on training programmes has increased as a result of directorates only recently finalising their workforce development plans; **D&P** - there is some re-phasing of Facing the Challenge costs into 2014-15, as well as additional income from school appeals. **F&P** - the position reflects additional government grant received in respect of compensation for temporary increases in small business rate relief, as well as drawdown of the emergency conditions reserve to offset the emergency costs included within the service forecasts, mainly highways and emergency planning. Some of the overall reduction in the forecast is also likely to be due to the request for budget managers to think carefully before committing to any non essential spend.

HEADLINE POSITION (EXCL SCHOOLS) (£'000)

	Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action	Last Report	Movement
Portfolio Totals	+976,392	-9,495	-521	-10,016	-5,290	-4,726
Adjustments: - Committed roll forward/ re-phasing <i>(see section 3.6 for detail)</i>		+3,174	-	+3,174	+2,841	+333
Underlying position	+976,392	-6,321	-521	-6,842	-2,449	-4,393

3.4 **Table 1a** Portfolio position - net revenue position **before and after** management action together with comparison to last report

Portfolio	Budget	Net Variance (before mgmt action)	Proposed Management Action	Net Variance (after mgmt action)	Last Report	Movement
	£'000	£'000	£'000	£'000	£'000	£'000
Education, Learning and Skills (ELS)	55,766.0	-1,088	-	-1,088	+461	-1,549
Specialist Children's Services (SCS)	152,464.9	+3,427	-521	+2,906	+2,974	-68
Specialist Children's Services - Asylum	280.0	+349	-	+349	+383	-34
Adult Social Care & Public Health (ASC&PH)	335,281.8	-417	-	-417	-371	-46
Environment, Highways & Waste (EH&W)	151,703.4	+1,170	-	+1,170	+1,622	-452
Customer & Communities (C&C)	76,032.6	-3,531	-	-3,531	-3,263	-268
Regeneration & Economic Development (R&ED)	3,882.2	-	-	-	-	-
Finance & Business Support (F&BS)	136,000.0	-8,805	-	-8,805	-7,006	-1,799
Business Strategy, Performance & Health Reform (BSP&HR)	56,910.7	+83	-	+83	+220	-137
Democracy & Partnerships (D&P)	8,069.9	-683	-	-683	-310	-373
TOTAL (excl Schools)	976,391.5	-9,495	-521	-10,016	-5,290	-4,726
<i>Schools (ELS Portfolio)</i>	-	+9,304	-	+9,304	+9,625	-321
TOTAL	976,391.5	-191	-521	-712	+4,335	-5,047

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

Portfolio	Budget £'000	Variance £'000	Directorate					
			ELS	FSC	E&E	C&C	BSS	FI
			£'000	£'000	£'000	£'000	£'000	£'000
			annex 1	annexes 2&3	annex 4	annex 5	annexes 6&7	annex 8
Education, Learning and Skills (ELS)	55,766.0	-1,088	-1,088					
Specialist Children's Services (SCS)	152,464.9	+3,427		+3,427				
Specialist Children's Services - Asylum	280.0	+349		+349				
Adult Social Care & Public Health (ASC&PH)	335,281.8	-417		-2			-415	
Environment, Highways & Waste (EH&W)	151,703.4	+1,170			+1,170			
Customer & Communities (C&C)	76,032.6	-3,531				-3,531		
Regeneration & Economic Development (R&ED)	3,882.2	-			-		-	
Finance & Business Support (F&BS)	136,000.0	-8,805					-201	-8,604
Business Strategy, Performance & Health Reform (BSP&HR)	56,910.7	+83					+83	-
Democracy & Partnerships (D&P)	8,069.9	-683					-617	-66
TOTAL (excl Schools)	976,391.5	-9,495	-1,088	+3,774	+1,170	-3,531	-1,150	-8,670
<i>Schools (ELS Portfolio)</i>	-	+9,304	+9,304					
TOTAL	976,391.5	-191	+8,216	+3,774	+1,170	-3,531	-1,150	-8,670

3.6 The **Revenue** Budget Monitoring headlines are as follows:

- a) The reported forecast includes emergency costs relating to the autumn and winter storms and flooding of approximately £0.9m, within the EH&W and C&C portfolios. The emergency conditions reserve balance of £0.809m has been drawn down to offset these costs and this draw down is reflected within the F&BS portfolio. This is based on forecasts as at the end of December, but as the severe wet weather has continued for several more weeks, these emergency costs will increase. The reserve balance has been fully utilised and therefore these increased costs will adversely impact on the forecast variance for 2013-14.
- We are still counting the cost of the severe weather, but current estimates suggest that this is in the region of £6m. This relates to the severe weather from October onwards and is a mix of revenue and capital. There are a number of Government funding options that have been published with more in the pipeline, however these are largely in relation to severe weather from December onwards. We are continuing to collect data and costs and are determining which of the funding sources best fit the spend that we have incurred in relation to the eligibility criteria. We have submitted a claim for assistance under the severe weather recovery scheme, which asked for numbers of properties and miles of A and B roads affected. We are waiting for details around some new funding sources and have until the 30th June to submit a Bellwin claim. HM Government have provided details of Tranche 1 allocations under the business support scheme to 8 districts within Kent. Updates will be provided in future reports.
- b) The reported underspend after management action and after allowing for roll forward/re-phasing commitments, is now -£6.842m. The approved 2014-15 budget assumes that £4m underspend from this financial year is used to support next years budget, so we are currently on track to exceed this target. However this position includes £0.521m of management action yet to be achieved and, as reported in the paragraph above, we know that the emergency costs relating to the severe wet weather and storms will increase from what is already included in the current forecast.
- c) Specialist Children's Services still have significant financial pressures being highlighted in 2013-14, although the position has improved slightly this month. The net overspend of £3.776m (incl Asylum) assumes some management action is still to be achieved. Recent work has been undertaken to identify management action which is now estimated at £0.521m, which is expected to reduce the pressure to £3.255m. There are pressures both in relation to agency staff and costs relating to looked after children.
- d) The position reflected in this report for Asylum is a pressure of £0.349m, however this assumes that we invoice the Home Office for £2.178m of costs deemed as ineligible against the current grant rules.
- e) As mentioned in the last report, a detailed exercise to verify the home to school transport forecasts has been undertaken following finalisation of transport for the new academic year and a big adverse movement in the position reported last month. This work is now complete and the ELS position includes a £0.991m forecast underspend against Mainstream Home to School Transport and a £2.139m pressure on the SEN Home to School Transport budget, which is a combined -£0.450m improvement in the forecast.
- f) The small underspend reported for Adult Social Care of -£0.002m assumes a drawdown from the NHS Support for Social Care reserve of £7.514m to fund the ongoing impact of 2012-13 winter pressures and investment in services to deliver the transformation savings.
- g) Within the EH&W portfolio, costs of the find and fix programme of pot hole repairs (£4.137m) are being partially offset by underspending on other services, predominately waste (-£1.458m) and transport services (-£1.098m), particularly concessionary fares and subsidised bus routes.

- h) The forecast currently assumes unused Public Health grant of £1.896m will be transferred to a new Public Health reserve for use in future years, in line with Government guidelines. This is largely as a result of a delay in some new projects within the Kent Drug and Alcohol Service and an underspend on public health staffing due to vacancies and delays in recruitment.
- i) An underspend of £1.240m is forecast against the Kent Support & Assistance Service budget for awards (the Social Fund responsibilities which transferred from the DWP from 1 April 2013), which will be required to roll forward to 2014-15 in line with key decision 12/01939 which agreed that funding for this scheme should be ringfenced for the period 2013-15. This reflects initial take up of the new scheme in the first nine months, which is steadily increasing as expected.
- j) There has been a big improvement in the forecast pressures against the DSG budget this month, with a significant reduction in the unbudgeted drawdown from the DSG reserve, from £1.917m to £0.263m, now forecast for 2013-14. This is largely as a result of the use of a £1m contingency for school redundancies being deferred until 2014-15.
- k) The overall reported position includes £6.006m of additional Government funding announced since the budget was set, which is an increase of £1.013m since the last report as we have now received a small business rate compensation grant. However, a shortfall of £0.497m against the Education Services Grant is now anticipated as a result of schools converting to academies during this financial year, resulting in a net underspend of £5.509m reported against the unallocated financing items budget within the F&BS portfolio.

3.7.1 Details of Committed Roll Forward/Re-phasing requirements

The headline table on page 2 shows that within the current forecast revenue position there is a requirement to roll forward £3.174m to 2014-15. This relates to:

▪ re-phasing of Kent Youth Employment programme in to 2014-15 and 2015-16 (see annex 1)	+1,376 k
▪ re-phasing of Vulnerable Learners placements in to 2014-15 (see annex 1)	+126 k
▪ underspend on Kent Support & Assistance budget for awards (see annex 5)	+1,240 k
▪ re-phasing of the Government funded project to integrate Ghurkhas and their dependents into the community and to improve their English language skills (see annex 5)	+153 k
▪ re-phasing of Kent Drug & Alcohol Service, reflecting our base budget commitment to the pooled partnership budget (see annex 5)	+51 k
▪ re-phasing of Health Reform budget (to support the development of seven new Health and Wellbeing Boards to be aligned with the NHS Clinical Commissioning Groups) (see annex 7)	+87 k
▪ re-phasing of training programmes funded from the Independent Sector rolled forward from 2012-13, which is to be spent over the period July 2013 to January 2015 (see annex 7)	+141 k
▪ re-phasing of Facing the Challenge costs (see annex 7)	+258 k
	<hr/>
	+3,174 k

3.8 Revenue budget virements/changes to budgets

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process, including the inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the budget was set.
- Cash limits for the A-Z service analysis have been adjusted since the previous report to Cabinet to reflect a number of technical adjustments, including the further centralisation of budgets and to reflect where responsibility for providing services has moved between directorates/portfolios.

4. SUMMARISED CAPITAL MONITORING POSITION

4.1 The working budget for the Capital Programme 2013-14 is £315.191m. The forecast outturn against this budget is £253.430m giving a variance of -£61.761m. The annexes to this report provide the detail, which is summarised in table 2 below.

4.2 **Table 2** Portfolio/Directorate capital position

Portfolio	3 Year Cash Limit £'000	2013-14 Working Budget £'000	2013-14 Variance £'000	Real Variance £'000	Re-phasing Variance £'000	Annex
Education, Learning and Skills	210,018	149,504	-25,857	-3,010	-22,847	1
Specialist Children's Services	1,325	1,925	-	-	-	2
Adult Social Care & Public Health	92,858	9,626	-4,601	+524	-5,125	3
Environment, Highways & Waste	193,789	76,332	-16,067	+2,292	-18,359	4
Customer & Communities	11,263	6,182	-1,823	-158	-1,665	5
Regeneration & Economic Development	103,407	38,308	-7,898	-	-7,898	7
Finance & Business Support	-	-	-	-	-	N/A
Business Strategy, Performance & Health Reform	46,534	33,314	-5,515	-715	-4,800	7
Democracy & Partnerships	-	-	-	-	-	N/A
TOTAL	659,194	315,191	-61,761	-1,067	-60,694	

4.3 The **Capital** Budget Monitoring headlines are as follows:

- a) The majority of schemes are within budget and on time.
- b) £60.694m of the £61.761m variance is due to rephasing expenditure into future years. The main projects comprising the rephasing are:
ELS - £10.9m on the basic need programme and £8.4m on the Special Schools Review Programme to reflect a more realistic profiling of costs, £2.4m on Nursery Provision for 2 year olds due to larger projects requiring planning permission and £1.1m on St Johns/Kingsmead due to initial delays on site due to problems with obtaining planning permission. **ASC&PH** - £2.1m on IT Projects and £2.2m on the Learning Disability Good Day Programme. **EHW** - £3.4m on the highways major maintenance programme due to a detailed review of the highways capital funding being undertaken as part of the 2014-17 MTFP process, £2.7m on Growth without Gridlock whilst development work continues to be undertaken, £1.6m on Swale Transfer Station due to reprofiling now the site search has been completed, £1m on Land Compensation and Part 1 Claims due to the unpredictable nature of this budget, £1m on Street Lighting Timing (EHW) due to police liaison with a longer and wider public consultation, £1.2m Member Highway Fund to account for commitments finalised in the latter part of the financial year, £2.1m on Kent Thameside Strategic Transport Programme due to further traffic assessments being undertaken and development of the transport strategy for Dartford Town Centre, £1.8m on A28 Chart Road while external funding is secured and £2.6m on various major road schemes due to extensions of LCA part 1 claims. **BSP&HR** - £3.5m on New Ways of Working due to reprofiling to reflect the strategy. **R&ED** - £3.4m on LIVE Margate as a strategic review was undertaken, £2.6m on Broadband to reflect the payment profile and £1.3m on Rural Broadband as the weather meant UK Power Network had to deploy resources elsewhere.
- c) The remaining £1.067m of the £61.761m variance relates to anticipated real overspends and underspends on a number of projects. Underspends include £2.9m within the ELS portfolio which is being held in anticipation of future pressures, and £0.5m on the Joint Waste Projects in Environment, Highways and Waste. Reported overspends include £2.2m in EHW in 2013-14 relating to emergency works due to the inclement weather, for which cash limit adjustments are requested.

4.4 **Capital budget virements/changes to budgets**

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.

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 days and the recent trend in inflation indices (RPI & CPI) are detailed in **Appendix 1**
- 5.2 The latest monitoring of Prudential indicators is detailed in **Appendix 2**

6. REVENUE RESERVES

6.1 The table below reflects the projected impact of the current forecast spend and activity for 2013-14 on our revenue reserves:

Account	Balance at 31/3/13 £m	Projected Balance at 31/3/14 £m	Movement £m
Earmarked Reserves	163.7	130.3	-33.4
General Fund balance	31.7	31.7	-
Schools Reserves *	48.1	38.8	-9.3

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

6.2 The reduction of £33.4m in earmarked reserves includes:

- Release of previously earmarked reserves (as approved in the 2013-15 MTFP)
- Budgeted contribution to reserves (including underwriting Council Tax Support Scheme)
- Drawdown from rolling budget reserve in respect of Big Society re-phasing saving
- Budgeted drawdown from Kingshill Smoothing reserve
- Budgeted transfer to Regeneration Fund
- Use of 2011-12 uncommitted underspend held in Economic Downturn Reserve
- Use of rolling budget reserve (2012-13 underspend)
- Planned drawdown of Dedicated Schools Grant reserve
- Transfer to Economic Downturn reserve of uncommitted 2012-13 rolled forward underspend
- Forecast transfer to/from new Public Health reserve
- Forecast transfer to/from Dedicated Schools Grant reserve (unbudgeted)
- Forecast use of NHS Support for Social Care reserve
- Forecast transfer to/from Insurance reserve
- Forecast transfer to rolling budget reserve of 2013-14 underspend
- Forecast drawdown from Prudential Equalisation MRP smoothing reserve
- Other forecast movements in earmarked reserves

£m
-9.0
+1.8
-1.0
-2.0
+1.0
-5.0
-16.1
-3.9
+4.9
+1.9
-0.3
-7.5
-0.7
+10.0
-2.3
-5.2
-33.4

6.3 The reduction of £9.3m in the schools reserves is due to:

- An assumed 27 schools converting to academy status this financial year and taking their accumulated reserves with them, together with 2 school closures
- Remaining Kent Schools (based on schools 9 month monitoring returns)

£m
-1.9
-7.4
-9.3

7. STAFFING LEVELS

7.1 The following table provides a snapshot of the staffing levels by directorate as at 30 June 2013, 30 September and 31 December compared to the numbers as at 31 March 2013, based on active assignments. Between 31 March 13 and 31 December 13, there has been a reduction of -700.32 FTEs, which includes a 3.51 FTE increase in schools together with a reduction of -703.83 FTEs in non-schools settings.

		Mar 13	Jun 13	Sep 13	Dec 13	Mar 14	Difference	
							Number	%
KCC	Assignment count	41,201	40,242	40,274	39,849		-1,352	-3.28%
	Headcount (inc. CRSS)	34,952	34,056	34,151	33,766		-1,186	-3.39%
	Headcount (excl. CRSS)	30,993	30,160	30,264	29,957		-1,036	-3.34%
	FTE	22,848.23	22,196.33	22,391.66	22,147.91		-700.32	-3.07%
KCC - Non Schools	Assignment count	13,172	12,284	12,169	12,057		-1,115	-8.46%
	Headcount (inc. CRSS)	12,114	11,259	11,181	11,144		-970	-8.01%
	Headcount (excl. CRSS)	10,360	9,634	9,621	9,597		-763	-7.36%
	FTE	8,874.66	8,191.65	8,184.28	8,170.83		-703.83	-7.93%
BSS	Assignment count	1,554	1,594	1,617	1,625		71	4.57%
	Headcount (inc. CRSS)	1,548	1,589	1,613	1,620		72	4.65%
	Headcount (excl. CRSS)	1,534	1,578	1,601	1,605		71	4.63%
	FTE	1,430.83	1,462.72	1,484.48	1,486.47		55.64	3.89%
ELS	Assignment count	1,569	1,136	1,096	1,124		-445	-28.36%
	Headcount (inc. CRSS)	1,514	1,124	1,082	1,110		-404	-26.68%
	Headcount (excl. CRSS)	1,224	908	888	899		-325	-26.55%
	FTE	947.37	674.00	664.11	671.98		-275.39	-29.07%
C&C	Assignment count	3,660	3,649	3,551	3,410		-250	-6.83%
	Headcount (inc. CRSS)	3,193	3,174	3,087	3,015		-178	-5.57%
	Headcount (excl. CRSS)	2,047	2,057	2,009	1,978		-69	-3.37%
	FTE	1,630.64	1,641.56	1,602.05	1,581.22		-49.42	-3.03%
E&E	Assignment count	1,164	655	659	662		-502	-43.13%
	Headcount (inc. CRSS)	1,154	648	654	657		-497	-43.07%
	Headcount (excl. CRSS)	1,048	546	554	555		-493	-47.04%
	FTE	997.75	517.66	525.20	527.31		-470.44	-47.15%
FSC	Assignment count	5,225	5,250	5,246	5,236		11	0.21%
	Headcount (inc. CRSS)	4,794	4,841	4,822	4,820		26	0.54%
	Headcount (excl. CRSS)	4,533	4,574	4,589	4,580		47	1.04%
	FTE	3,868.07	3,895.71	3,908.44	3,903.85		35.78	0.93%
Schools	Assignment count	28,029	27,958	28,105	27,792		-237	-0.85%
	Headcount (inc. CRSS)	22,966	22,942	23,084	22,731		-235	-1.02%
	Headcount (excl. CRSS)	20,688	20,587	20,698	20,411		-277	-1.34%
	FTE	13,973.57	14,004.68	14,207.38	13,977.08		3.51	0.03%

Note:

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.

CRSS = Staff on Casual Relief, Sessional or Supply contracts

8. CONCLUSIONS

- 8.1 The position has improved by £4.393m since the last report, and after taking into account the requirements to roll forward, a £6.842m underspend is currently forecast. The 2014-15 budget assumes that a £4m underspend will be delivered in the current year to support next years budget, and although this forecast shows that we are on track to exceed this target we must bear in mind that the current forecast position assumes that £0.521m of management action will be delivered in the last quarter of the year within Specialist Children's Services portfolio; assumes the Home Office meet the costs of Asylum (£2.178m), and includes a net £5.509m of additional Government funding notified since the budget was set. In addition, the emergency costs relating to the recent severe weather will increase, (as this report reflects the position as at the end of December and the bad weather continued into February), and there is no funding remaining in the emergency conditions reserve. However, the Government has announced various funding support schemes for the impact of the flooding, but we must still ensure that pressure continues to be applied to resist spending wherever possible without affecting frontline services. The Corporate Director of Finance & Procurement has requested that spending be avoided wherever possible without compromising our customers and the services that they receive, in order to deliver as big an underspend as possible in the current year to assist with delivering future funding cuts.
- 8.2 There are a number of ongoing emerging issues that have been addressed in the recently approved 2014-17 MTFP and these are highlighted in the annexes to this report and/or in the headlines above.

9. RECOMMENDATIONS

Cabinet is asked to:

- i) **Note** the latest monitoring position on both the revenue and capital budgets.
- ii) **Note** and **agree** the changes to the capital programme as detailed in the actions column in table 2 of the annex reports.
- iii) **Note** the latest Financial Health Indicators and Prudential Indicators as reported in appendix 1 and appendix 2 respectively.
- iv) **Note** the directorate staffing levels as at the end of December 2013 as provided in section 7.

10. BACKGROUND DOCUMENTS

None

11. CONTACT DETAILS

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FINANCIAL HEALTH INDICATORS

1. CASH BALANCES

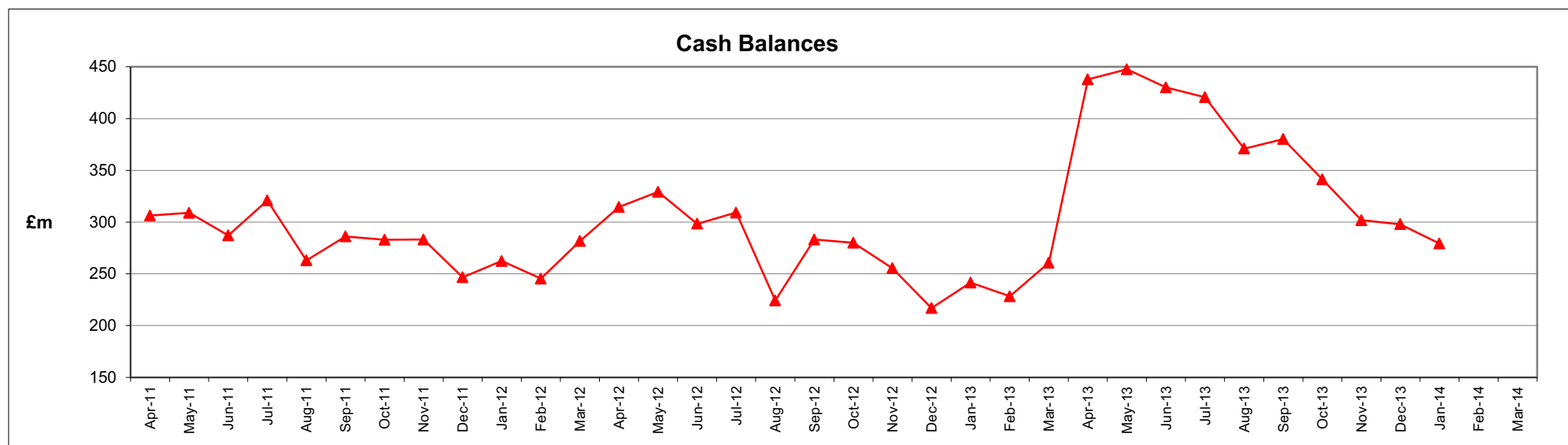
The following graph represents the total cash balances under internal management by KCC at the end of each month in £m. This includes principal amounts currently at risk in Icelandic bank deposits (£12.417m), balances of schools in the corporate scheme (£49.52m), other reserves, and funds held in trust. KCC will have to honour calls on all held balances such as these, on demand. The remaining deposit balance represents KCC working capital created by differences in income and expenditure profiles.

The dip in cash balances in August 2012 reflects the repayment of £55m of maturing PWLB loan, with a further £20m repaid in November 2012.

Central Government Departments (particularly DCLG) have changed grant payment profiles for 2013-14. Revenue grant receipts have been heavily weighted towards the beginning of the year (76%) leading to an early peak in managed cash levels. These cash levels are forecast to decline over the course of the year as grant income reduces.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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	224.2	283.1	280.0	255.5	216.9	241.5	228.3	260.7
2013-14	437.8	447.6	430.1	420.7	371.0	380.1	341.3	301.9	297.9	279.3		

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2. LONG TERM MATURITY

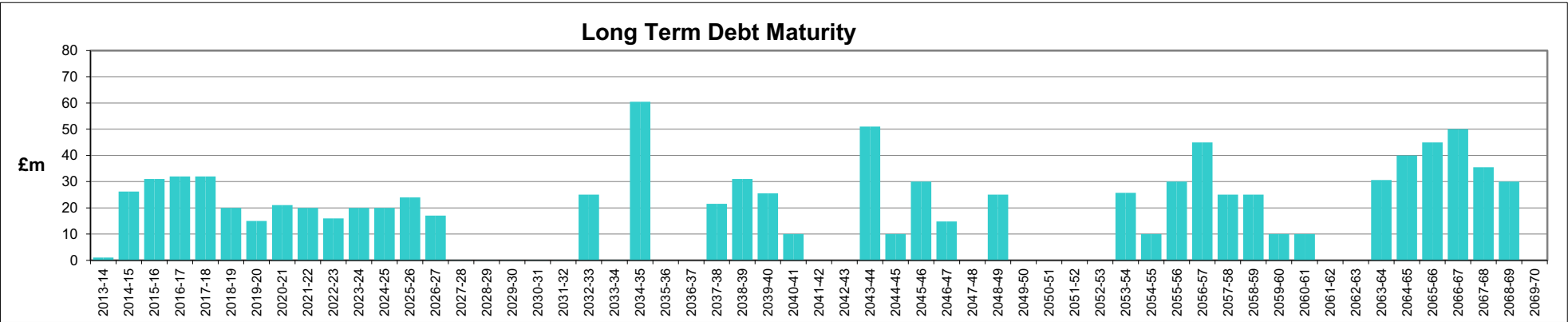
The following graph represents the total external debt managed by KCC, and the year in which this is due to mature. This includes £41.98m pre-Local Government Review debt managed on behalf of Medway Council. Also included is pre-1990 debt managed on behalf of the Further Education Funding council (£1.76m) and Magistrates Courts (£0.745m). 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 2013-14 is £2.015m, relating to equal instalment of principal loans. £0.015m of this was repaid on 12 August 2013 and a further £1m was repaid on 3 September 2013, hence the figure in the table of £1m represents the remaining debt still to be repaid in this financial year.

	£m	Year	£m	Year	£m	Year	£m	Year	£m	Year	£m
2013-14	1.000	2023-24	20.001	2033-34	0.000	2043-44	51.000	2053-54	25.700	2063-64	30.600
2014-15	26.193	2024-25	20.001	2034-35	60.470	2044-45	10.000	2054-55	10.000	2064-65	40.000
2015-16	31.001	2025-26	24.001	2035-36	0.000	2045-46	30.000	2055-56	30.000	2065-66	45.000
2016-17	32.001	2026-27	17.001	2036-37	0.000	2046-47	14.800	2056-57	45.000	2066-67	50.000
2017-18	32.001	2027-28	0.001	2037-28	21.500	2047-48	0.000	2057-58	25.000	2067-68	35.500
2018-19	20.001	2028-29	0.001	2038-39	31.000	2048-49	25.000	2058-59	25.000	2068-69	30.000
2019-20	15.001	2029-30	0.001	2039-40	25.500	2049-50	0.000	2059-60	10.000	2069-70	0.000
2020-21	21.001	2030-31	0.001	2040-41	10.000	2050-51	0.000	2060-61	10.000		
2021-22	20.001	2031-32	0.000	2041-42	0.000	2051-52	0.000	2061-62	0.000		
2022-23	16.001	2032-33	25.000	2042-43	0.000	2052-53	0.000	2062-63	0.000	TOTAL	1,011.273

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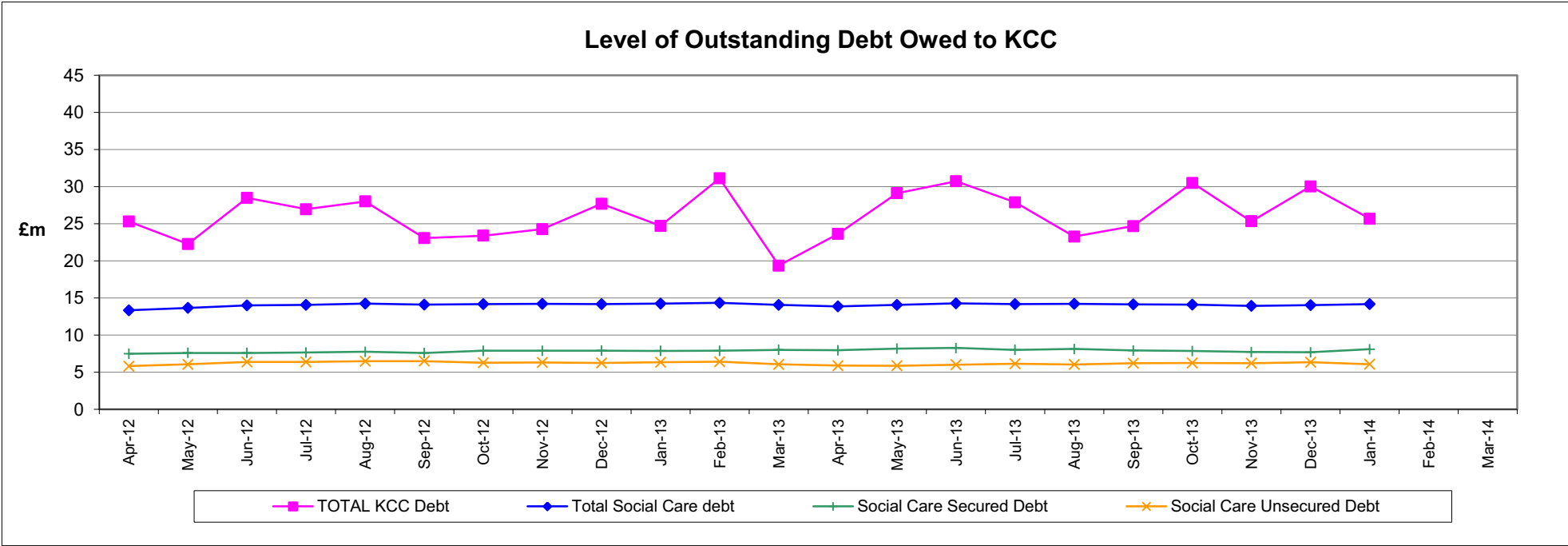
3. OUTSTANDING DEBT OWED TO KCC

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
Apr 12 #	7.509	5.836	13.345	6.530	19.875	5.445	25.320
May 12 #	7.615	6.068	13.683	4.445	18.128	4.146	22.274
Jun 12 #	7.615	6.384	13.999	4.133	18.132	10.353	28.485
Jul 12 #	7.674	6.392	14.066	4.750	18.816	8.145	26.961
Aug 12	7.762	6.491	14.253	5.321	19.574	8.452	28.026
Sep 12	7.593	6.506	14.099	3.002	17.101	5.974	23.075
Oct 12	7.893	6.280	14.173	2.574	16.747	6.653	23.400
Nov 12	7.896	6.310	14.206	3.193	17.399	6.894	24.293
Dec 12	7.914	6.253	14.167	3.829	17.996	9.713	27.709
Jan 13	7.885	6.369	14.254	3.711	17.965	6.762	24.727
Feb 13	7.903	6.436	14.339	12.153	26.492	4.632	31.124
Mar 13	8.025	6.066	14.091	1.895	15.986	3.392	19.378
Apr 13	7.969	5.895	13.864	4.995	18.859	4.771	23.630
May 13	8.197	5.879	14.076	5.713	19.789	9.331	29.120
Jun 13	8.277	6.017	14.294	7.662	21.956	8.787	30.743
Jul 13	8.015	6.153	14.168	6.978	21.146	6.746	27.892
Aug 13	8.141	6.063	14.204	5.116	19.320	3.960	23.280
Sep 13	7.931	6.205	14.136	5.814	19.950	4.746	24.696
Oct 13	7.867	6.246	14.113	7.533	21.646	8.870	30.516
Nov 13	7.728	6.219	13.947	7.524	21.471	3.865	25.336
Dec 13	7.694	6.350	14.044	10.436	24.480	5.553	30.033
Jan 14	8.103	6.091	14.194	6.685	20.879	4.820	25.699
Feb 14			0.000		0.000		0.000
Mar 14			0.000		0.000		0.000

Note:

The previously reported secured and unsecured social care debt figures for April to July 2012 have been amended slightly following a reassessment of some old debts between secured and unsecured.



4. PERCENTAGE OF PAYMENTS MADE WITHIN THE PAYMENT TERMS

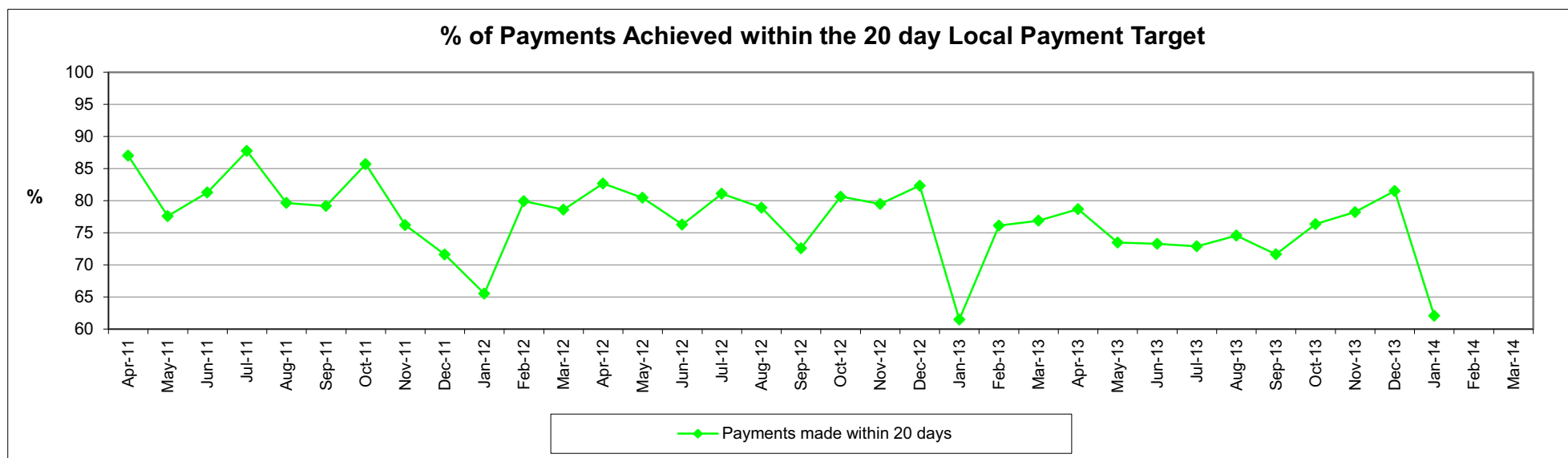
The following graph represents the percentage of payments made within the payments terms – the national target for this is 30 days, however from January 2009, we have set a local target of 20 days in order to help assist the cash flow of local businesses during the current tough economic conditions. We focus on paying local and small firms as a priority. The table below shows our performance against this 20 day payment target.

	2011-12 %	2012-13 %	2013-14 %
Apr	87.0	82.7	78.7
May	77.6	80.5	73.5
Jun	81.3	76.3	73.3
Jul	87.7	81.1	72.9
Aug	79.7	78.9	74.6
Sep	79.2	72.6	71.7
Oct	85.7	80.6	76.4
Nov	76.2	79.5	78.2
Dec	71.6	82.3	81.5
Jan	65.5	61.5	62.1
Feb	79.9	76.1	
Mar	78.6	76.9	

The percentages achieved for January each year are consistently lower than other months due to the Christmas/New Year break. This position was exacerbated in 2012-13 due to snow. The 2013-14 year to date figure for invoices paid within 20 days is 74.2%. This compares to overall performance in previous years as follows:

	20 days %
2011-12	79.2
2012-13	77.3
2013-14 to date	74.2

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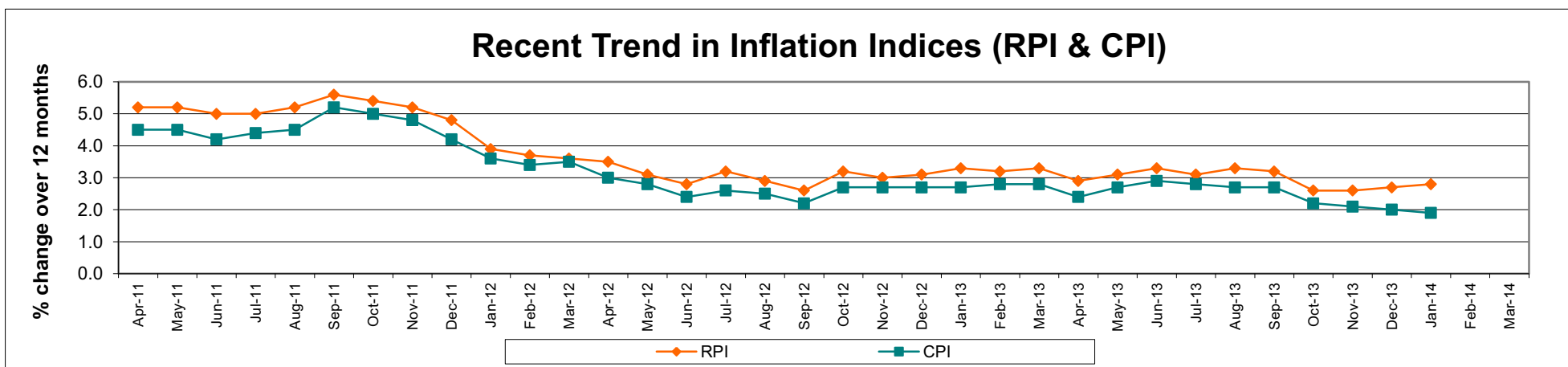
5. RECENT TREND IN INFLATION INDICIES (RPI & CPI)

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.

Percentage Change over 12 months

	2011-12		2012-13		2013-14	
	RPI %	CPI %	RPI %	CPI %	RPI %	CPI %
Apr	5.2	4.5	3.5	3.0	2.9	2.4
May	5.2	4.5	3.1	2.8	3.1	2.7
Jun	5.0	4.2	2.8	2.4	3.3	2.9
Jul	5.0	4.4	3.2	2.6	3.1	2.8
Aug	5.2	4.5	2.9	2.5	3.3	2.7
Sep	5.6	5.2	2.6	2.2	3.2	2.7
Oct	5.4	5.0	3.2	2.7	2.6	2.2
Nov	5.2	4.8	3.0	2.7	2.6	2.1
Dec	4.8	4.2	3.1	2.7	2.7	2.0
Jan	3.9	3.6	3.3	2.7	2.8	1.9
Feb	3.7	3.4	3.2	2.8		
Mar	3.6	3.5	3.3	2.8		

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2013-14 QTR 3 MONITORING OF PRUDENTIAL INDICATORS

1. Estimate of Capital Expenditure (excluding PFI)

Actuals 2012-13	£181.229m	
Original estimate 2013-14	£286.571m	
Revised estimate 2013-14	£253.429m	(this includes the rolled forward re-phasing from 2012-13)

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

	2012-13	2013-14	2013-14	2014-15	2015-16
	Actual	Original Estimate	Forecast as at 31-12-13	Forecast as at 31-12-13	Forecast as at 31-12-13
	£m	£m	£m	£m	£m
Capital Financing requirement	1,464.961	1,483.590	1,450.808	1,437.960	1,378.452
Annual increase/reduction in underlying need to borrow	-30.912	-2.825	-14.153	-12.848	-59.508

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

Actuals 2012-13	14.55%
Original estimate 2013-14	13.42%
Revised estimate 2013-14	13.78%

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 2013-14.

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

	Prudential Indicator £m	Position as at 31.12.13 £m
Borrowing	993	969
Other Long Term Liabilities	1,134	1,155
	<u>2,127</u>	<u>2,124</u>

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

	Prudential Indicator £m	Position as at 31.12.13 £m
Borrowing	1,040	1,011
Other Long Term Liabilities	1,134	1,155
	<u>2,174</u>	<u>2,166</u>

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 Council. The revised limits for 2013-14 are:

	Authorised limit for debt relating to KCC assets and activities £m	Position as at 31.12.13 £m	Authorised limit for total debt managed by KCC £m	Position as at 31.12.13 £m
Borrowing	1,033	969	1,080	1,011
Other long term liabilities	1,134	1,155	1,134	1,155
	<u>2,167</u>	<u>2,124</u>	<u>2,214</u>	<u>2,166</u>

6. Compliance with CIPFA Code of Practice for Treasury Management in the Public Sector

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 2013-14

Fixed interest rate exposure	100%
Variable rate exposure	30%

These limits have been complied with in 2013-14

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31.12.13
	%	%	%
Upper 12 months	10	0	0.1
12 months and within 24 months	10	0	2.59
24 months and within 5 years	15	0	9.39
5 years and within 10 years	15	0	9.1
10 years and within 20 years	15	5	10.5
20 years and within 30 years	20	5	14.68
30 years and within 40 years	20	10	12.93
40 years and within 50 years	25	10	17.87
50 years and within 60 years	30	10	22.85

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

Indicator	£30m
Actual	£10m

EDUCATION, LEARNING & SKILLS DIRECTORATE SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (excl Schools) (£k)	+55,766	-1,088	-	-1,088
	Schools (£k)	-	+9,304	-	+9,304
	Directorate Total (£k)	+55,766	+8,216	-	+8,216

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

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000			
Education, Learning & Skills portfolio							
Delegated Budget:							
Schools & Pupil Referral Units Delegated Budgets	734,227.4	-734,227.4	0.0	+9,304	+1,954	Drawdown from school reserves for 27 expected academy converters and 2 school closures	
					+7,350	Expected drawdown of reserves for remaining Kent schools based on schools nine month monitoring	
TOTAL DELEGATED	734,227.4	-734,227.4	0.0	+9,304			
Non Delegated Budget:							
Strategic Management & Directorate Support budgets	6,931.7	-7,382.1	-450.4	-885	+476	New Kent Integrated Adolescent Support Service managed by ELS but covering services across directorates	
					-1,000	<i>DSG variance for contingency held to cover additional redundancy costs for academy conversions and PRU reorganisations which have now been delayed until 2014-15</i>	
					-152	<i>DSG variance - directorate wide supplies and services</i>	
					-227	<i>DSG variances over a number of headings, all less than £100k in value</i>	
					+18	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
<u>Children's Services - Education & Personal</u>						
- 14 - 19 year olds	4,778.0	-1,335.8	3,442.2	-1,563	-1,376	Kent Youth Employment programme placements - this underspend will need to be rolled forward to be spent on placements which straddle the financial year, with the scheme continuing until 2015-16. -126 Vulnerable Learner placements - this underspend will need to be rolled forward to cover placements which extend beyond the end of the 2013-14 financial year -61 Other minor variances
- Attendance & Behaviour	3,833.9	-2,671.4	1,162.5	-323	-170	Increased penalty notice income from pupils being absent from school <i>(includes a DSG variance of -£121k)</i> -105 <i>DSG variance - underspend on individual tuition</i> -48 Other minor variances
- Connexions	5,696.6	0.0	5,696.6	0		
- Early Years & Childcare	7,376.4	-5,991.6	1,384.8	-431	-215	<i>DSG variance - reduced demand for sustainability grants paid to Early Years settings</i> -127 <i>DSG variance - Quality and Outcomes team staff vacancies and general non staff spend</i> -118 Graduate Leader staff vacancies and additional income for the provision of training <i>(DSG variance -£111k)</i> +29 Other minor variances

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
- Early Years Education	50,900.0	-50,900.0	0.0	+946	+1,214 DSG variance - additional week of provision for 3 & 4 year olds falling in the 2013-14 financial year which has not been funded within the DfE DSG settlement. +1,492 DSG variance - greater than budgeted number of hours being provided for 3 & 4 year olds due to increased parental demand -1,760 DSG variance - reduced demand for 2 year old placements	There will be an increase in DSG for 2014-15 as it will be based on a more up to date count of children in early years settings and this increase has been reflected in the recently approved 2014-17 MTFP.
- Education Psychology Service	3,004.4	-400.0	2,604.4	-434	-223 Traded income from schools for non statutory psychology services -172 Staff vacancies -39 Other minor variances	This additional income has been reflected in the recently approved 2014-17 MTFP
- Individual Learner Support	8,642.4	-7,579.0	1,063.4	-254	-79 Head of Inclusion and Support budget part year vacancies and general non staffing underspends (includes a DSG variance of -£41k) -67 Minority Community Achievement Service (MCAS) income from schools in excess of costs -108 Other minor variances all less than £100k in value	
- Statemented Pupils	5,491.1	-5,491.1	0.0	-856	-681 DSG variance - budget allocated for statemented support is not required for 2013-14 and offsets the reported pressure on independent and non maintained special school placements (reported below) -175 DSG variance - changes to provision of some statemented support services and to numbers of pupils receiving support	
	89,722.8	-74,368.9	15,353.9	-2,915		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000			
<u>Children's Services - Other Children's</u>							
- Safeguarding	310.2	-87.5	222.7	-39			
<u>School Budgets:</u>							
- Independent Special School Placements	20,841.0	-20,841.0	0.0	+681	+681	<i>DSG variance - Increased number of pupils in independent and non maintained special school placements</i>	This pressure has been addressed in the recently approved 2014-17 MTFP
- PFI Schools Schemes	23,810.0	-23,810.0	0.0	0			
- Exclusion Services	1,835.7	-1,835.7	0.0	0			
	46,486.7	-46,486.7	0.0	+681			
<u>Schools Services:</u>							
- Non Delegated Staff Costs	2,742.2	-2,639.2	103.0	-1			
- Other Schools Services	7,595.1	-7,189.8	405.3	-66			
- Redundancy Costs	1,188.7	-1,188.7	0.0	+829	+829	<i>DSG variance - Expected increase in school based staff redundancy costs</i>	
- School Improvement	11,034.8	-8,719.0	2,315.8	+91	+702	Costs of intervention and prevention work with schools in or at risk of going into special measures, together with costs associated with maintaining and improving school Ofsted ratings +67 Higher costs for the provision of training and development courses in excess of additional income generated -83 Increase in income generated by the Improving Together Network scheme -494 Release of unspent non ringfenced grant income from previous financial years -101 Other minor variances	
- Teachers & Education Staff Pension Costs	7,954.0	-2,684.0	5,270.0	+120	+186	Increase in annual capitalisation payments -66 Other minor variances	This pressure has been addressed in the recently approved 2014-17 MTFP
	30,514.8	-22,420.7	8,094.1	+973			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000			
<u>Transport Services</u>							
- Home to College Transport & Kent 16+ Travel Card	3,174.2	-1,720.0	1,454.2	-501	+484	SEN pupils receiving Home to College transport	A net saving has been reflected in the recently approved 2014-17 MTFP
					-985	Income from the 16+ card in excess of costs	
- Mainstream HTST	11,517.3	-20.0	11,497.3	-991	-991	Lower than budgeted numbers of pupils travelling and the full year impact of transport policy changes	Further savings related to the transport policy changes have been reflected in the recently approved 2014-17 MTFP
- SEN HTST	17,207.5	0.0	17,207.5	+2,139	+3,039	Higher than budgeted numbers of pupils travelling with overall costs also influenced by other factors (see section 2.2) including an increase in re-negotiated contracts due to fuel price rises	Additional funding for increased demand has been provided in the recently approved 2014-17 MTFP
					-900	Recoupment income for transport provided for other local authority pupils with special needs to Kent schools	
	31,899.0	-1,740.0	30,159.0	+647			
<u>Assessment Services</u>							
- Assessment & Support of Children with Special Education Needs	7,319.1	-4,932.4	2,386.7	+713	+439	<i>DSG variance - recoupment expenditure for Kent children with special needs education in other local authority schools</i>	
					+332	<i>DSG variance - prior year hospital recoupment claims from other local authorities for Kent children who received education whilst in hospital</i>	
					-58	Other minor variances	
TOTAL NON DELEGATED	213,184.3	-157,418.3	55,766.0	-825			
- <i>Transfer to(+)/from(-) DSG reserve</i>				-263	-263	<i>drawdown from DSG reserve to offset +£272k of DSG variances explained above, together with other smaller DSG variances</i>	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
TOTAL NON DELEGATED after tfr to/from DSG reserve	213,184.3	-157,418.3	55,766.0	-1,088		
Total ELS portfolio	947,411.7	-891,645.7	55,766.0	+8,216		
Assumed Mgmt Action						
- ELS portfolio				0	After allowing for roll forward requirements of £1,502k, the directorate has a residual underlying pressure of £414k (excluding schools). The directorate will try to balance the position by continuing to avoid expenditure within its control, without affecting front line services and will investigate the possibility of rebadging expenditure already incurred, against grant funding, where it is eligible and there is scope to do so.	
Total Forecast <u>after</u> mgmt action	947,411.7	-891,645.7	55,766.0	+8,216		

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

	2010-11	2011-12	2012-13	2013-14
	as at 31-3-11	as at 31-3-12	as at 31-3-13	projection
Total number of schools	538	497	463	435
Total value of school reserves	£55,190k	£59,088k	£48,124k	£38,820k
Number of deficit schools	17	7	8	19
Total value of deficits	£2,002k	£833k	£364k	£2,367k

Comments:

- The information on deficit schools for 2013-14 has been obtained from the schools 9 month monitoring and show 19 schools predicting a deficit at the end of the year. 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 but these only include information relating to the current year. School's Financial Services will be working with these 19 schools to reduce the risk of a deficit in 2013-14 and 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.
- It should be noted that, based upon the three year planning returns submitted by schools in May/June, the number of schools in deficit is forecast to reduce to eight in 2014-15 (with a value of £6.3m) and up to 24 in 2015-16 (with a value of £12.6m). However, all of this is before any management action. In line with existing policies, Finance staff, together with colleagues in ELS are now working to draw up recovery plans with each of these schools in order to avoid the deficit position from arising. The position currently forecast by these schools is largely a reflection of the impact of four years of flat cash settlements for schools, and for some, the impact of falling rolls.
- 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.
- The total number of schools is based on the assumption that 27 schools (including 6 secondary schools and 21 primary schools) will convert to academies before the 31st March 2014. In addition, 2 schools are closing and 1 new school is opening.
- The estimated drawdown from schools reserves of £9,304k includes a drawdown of £1,954k relating to an assumed 27 schools converting to academy status and 2 schools closures, together with a drawdown of £7,350k for the remaining Kent schools, as reflected in their 9 month monitoring returns.

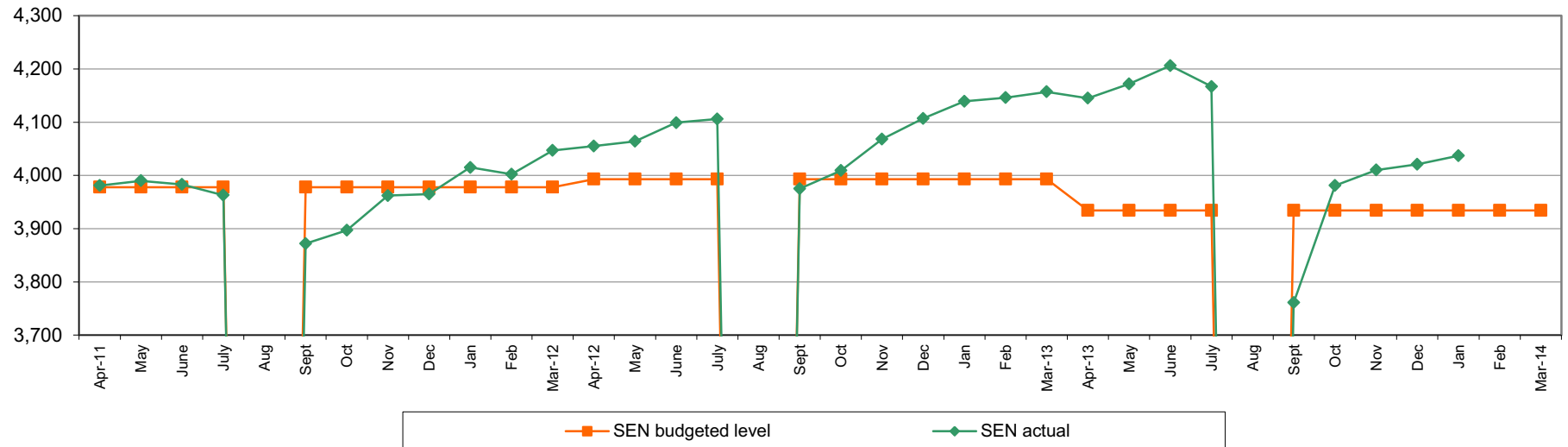
2.2 Number of children receiving assisted SEN and Mainstream transport to schools

	2011-12				2012-13				2013-14			
	SEN		Mainstream		SEN		Mainstream		SEN		Mainstream	
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual
Apr	3,978	3,981	18,982	17,620	3,993	4,055	17,342	16,757	3,934	4,145	14,667	14,119
May	3,978	3,990	18,982	17,658	3,993	4,064	17,342	16,788	3,934	4,172	14,667	14,119
Jun	3,978	3,983	18,982	17,715	3,993	4,099	17,342	16,741	3,934	4,206	14,667	14,106
Jul	3,978	3,963	18,982	17,708	3,993	4,106	17,342	16,695	3,934	4,167	14,667	14,093
Aug	0	0	0	0	0	0	0	0	0	0	0	0
Sep	3,978	3,872	18,982	16,282	3,993	3,975	17,342	13,698	3,934	3,761	14,667	10,300
Oct	3,978	3,897	18,982	16,348	3,993	4,009	17,342	13,844	3,934	3,981	14,667	11,258
Nov	3,978	3,962	18,982	16,553	3,993	4,068	17,342	13,925	3,934	4,010	14,667	11,267
Dec	3,978	3,965	18,982	16,556	3,993	4,107	17,342	13,960	3,934	4,021	14,667	11,296
Jan	3,978	4,015	18,982	16,593	3,993	4,139	17,342	13,985	3,934	4,037	14,667	11,314
Feb	3,978	4,002	18,982	16,632	3,993	4,146	17,342	14,029	3,934	0	14,667	0
Mar	3,978	4,047	18,982	16,720	3,993	4,157	17,342	14,051	3,934	0	14,667	0

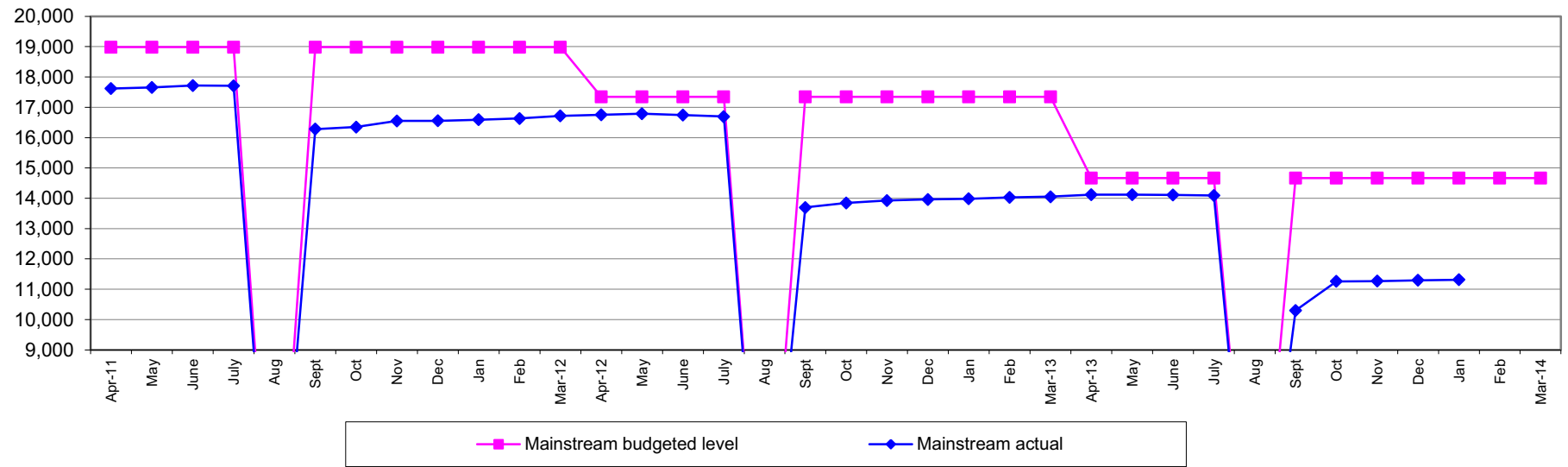
Comments:

- **SEN HTST** – The number of children travelling is higher than the budgeted level and there are also a number of other factors which contribute to the overall cost of the provision of transport such as distance travelled and type of travel. A pressure of +£3,039k is therefore reported in table 1, which is offset by £900k recoupment income from other local authorities for the transport of their pupils to Kent schools.
- **Mainstream HTST** – The number of children receiving transport is lower than the budgeted level, therefore an underspend of -£991k is reported in table 1

Number of children receiving assisted SEN transport to school



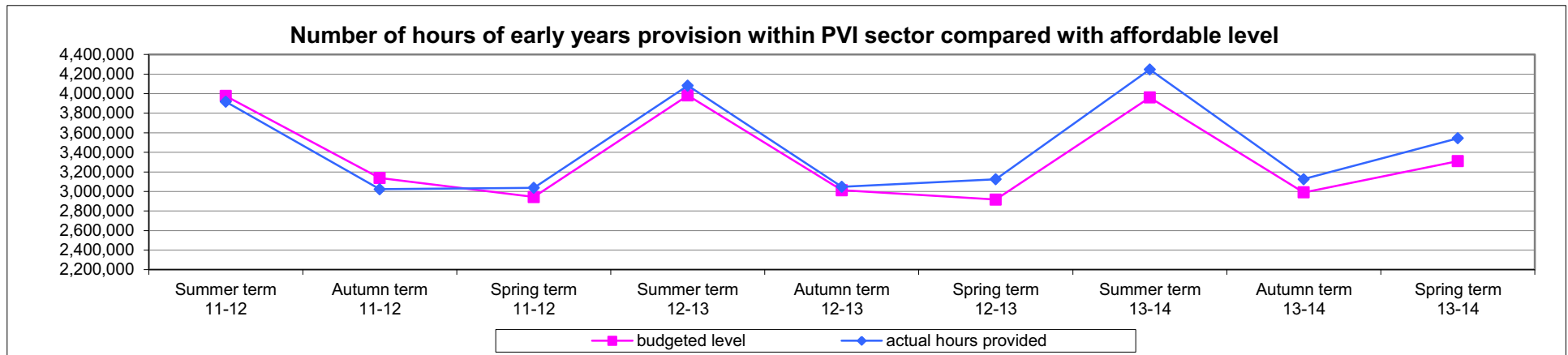
Number of children receiving assisted Mainstream transport to school



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:

	2011-12		2012-13		2013-14	
	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided	Budgeted number of hours	Actual hours provided *
Summer term	3,976,344	3,917,710	3,982,605	4,082,870	3,961,155	4,247,461
Autumn term	3,138,583	3,022,381	3,012,602	3,048,035	2,990,107	3,126,084
Spring term	2,943,439	3,037,408	2,917,560	3,125,343	3,310,417	3,543,567
TOTAL	10,058,366	9,977,499	9,912,767	10,256,248	10,261,679	10,917,112

* The figures for actual hours provided are constantly reviewed and updated, so will always be subject to change



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 a pressure of £2.706m, which is due to an additional week of provision for 3 and 4 years olds falling in the 2013-14 financial year which has not been funded within the DfE DSG settlement and additional hours as a result of increased parental demand. As this budget is entirely funded from DSG, any surplus or deficit at the year end must be carried forward to the next financial year in accordance with the regulations and cannot be used to offset over or underspending elsewhere within the directorate budget, therefore this pressure will be transferred to the schools unallocated DSG reserve at year end, as reflected in table 1 of this annex.
- It should be noted that not all parents currently take up their full entitlement and this can change during the year.

3. CAPITAL

3.1 The Education, Learning & Skills Directorate has a working budget (excluding schools) for 2013-14 of £149,504k. The forecast outturn against the 2013-14 budget is £123,647k giving a variance of - £25,857k

3.2 **Table 2** below details the ELS Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Annual Planned Enhancement Programme	24,255	12,718	-487	-487	-£220k Real - Grant -£267k Rephasing	Underspend relates to mobile hire costs at St John's/Kingsmead which are reflected in revenue. Capital grant will be used to fund this revenue expenditure as is allowable under the grant conditions.	Green		
Devolved Formula Capital Grants for Pupil Referral Units	537	442	-242	-242	-£155k Rephasing -£87k Real - Grant	Remaining works in feasibility stage will not complete before the 31 March. £87k cash limit adjustment to reflect payment of grant paid direct to PRUs.	Green		Reduce cash limit by £87k
Individual Projects									
Basic Need Schemes - to provide additional pupil places:									
Future Basic Need Schemes	43,506	36,814	-10,905	-10,905	Rephasing	Re-profiling of the basic need budget for the provision of additional places. No delays to completion dates.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Dunton Green	800	236	-236	-236	Rephasing	Project options are still being considered.	Green		
Goat Lees Primary School, Ashford	2,194	2,951					Green		
Repton Park Primary School, Ashford	19	210					Green		
Ryarsh Primary	169	169					Green		
Modernisation Programme - Improving and upgrading school buildings including removal of temporary classrooms:									
Modernisation Programme - Wrotham	8	4					Green		
Modernisation Programme - Future Years	5,992	2,074	-1,875	-1,875	Real - DfE grant	Halfway House to be funded from Priority Schools Building Programme.	Green		
St Johns / Kingsmead Primary School, Canterbury	1,544	2,405	-1,112	-1,112	Rephasing	Rephasing due to problems with obtaining planning permission and finding temporary relocation site for Family Centre. Costs relating to mobile hire are to be transferred to revenue and funded from the Annual Planned Enhancement Programme. No delay to completion date.	Green		
Special Schools Review - major projects supporting the special schools review:									
Special Schools Review phase 1	24	664					Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Special Schools Review phase 2	40,330	9,361	-8,361	-8,361	Rephasing	Re-profiling of the SSR budget to reflect latest forecasts.	Green		
The Wyvern School, Ashford (Buxford Site)	1	2					Green		
Primary Improvement Programme	85	236					Green		
Academy Projects:									
Academies Unit Costs	778	1,183					Green		
Maidstone New Build, New Line Learning	0	31					Green		
Longfield New Build	0	358					Green		
Maidstone New Build, Cornwallis	0	67					Green		
Spires New Build	0	2					Green		
Marsh Academy, New Romney	888	887					Green		
The John Wallis C of E Academy	7,615	7,387					Green		
The Knowle Academy	13,557	14,735					Green		
Dover Christ Church	10,119	7,791					Green		
Astor of Hever (St Augustine's Academy), Maidstone	9,236	11,199					Green		
Duke of York	21,816	16,968					Green		
Wilmington Enterprise College	7,387	7,289					Green		
Isle of Sheppey	6,108	3,610					Green		
Skidders Kent	489	1,611					Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Building Schools for the Future Projects:									
BSF Wave 3 Build Costs	2,104	905					Green		
BSF Unit Costs (including SecTT)	0	669					Green		
Other Projects:									
Nursery Provision for Two Year Olds	2,468	2,468	-2,368	-2,368	Rephasing	Delays due to larger projects requiring planning permission and work being carried out in holiday periods.	Green		
Schools Self Funded projects - Quarryfield / Aldington Eco Centre	0	32					Green		
Specialist Schools	0	325	-185	-185	Rephasing	Delays due to lease agreements.	Green		
Platt CEPS	0	91	10	10	Rephasing		Green		
One-off Schools Revenue to Capital	1,881	1,999					Green		
Unit Review	1,108	1,263	-828	-828	Real - Prudential	Good design and cost management reduced overall project costs.	Green		
Vocational Education Centre Programme	0	148					Green		
Sevenoaks Grammar Schools annexe	5,000	0	732	732	Rephasing	Early fees incurred on design and public consultation.	Green		
Hartsdown Academy - contribution to 3G pitch		200							
Total	210,018	149,504	-25,857	-25,857					

1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY
CHILDREN'S SERVICES SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total excl Asylum (£k)	+152,465	+3,427	-521	+2,906
	Asylum (£k)	+280	+349	-	+349
	Total (£k)	+152,745	+3,776	-521	+3,255

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Specialist Children's Services portfolio						
Strategic Management & Directorate Support budgets	5,979.8	-175.0	5,804.8	-281	-363 underspend on Commissioning staffing budget +82 Other minor variances	
Children's Services - Children in Care (Looked After)						
- Fostering	38,164.1	-336.0	37,828.1	+590	+413 In House: Forecast 1,090 weeks above affordable level +100 In House: Forecast unit cost £1.83 above affordable level -48 In House: management action to reduce pressure +782 Independent Sector (IFA): Forecast 844 weeks above affordable level -133 Independent Sector (IFA): Forecast unit cost £12.36 below affordable level	Management action is in place to speed up and increase the number of adoptions which will reduce the demand on in house fostering.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					-175 Fostering: further management action to reduce pressure -56 Independent sector (IFA): other minor variances -60 Staffing underspend -135 Small reduction in fostering related payments and Kinship placements -98 Other minor variances	The recent in-house fostering recruitment campaign is resulting in more in-house and fewer independent sector placements, which will reduce costs. Also, new IFA placements are being purchased under a new framework contract which should result in lower cost placements. The impact of this management action has started to be reflected in the forecast activity shown in sections 2.2 & 2.3 but further management action is still expected to be delivered and the effects of this will be reflected in future reports.
- Legal Charges	7,345.4	0.0	7,345.4	+1,193	+804 Increase in legal fees and court charges, due to an increase in number of proceedings. +389 Increase in court fee pricing	This demand pressure has been addressed in the recently approved 2014-17 MTFP, together with a saving expected as a result of reduced demand from alternative delivery models
- Residential Children's Services	15,371.2	-1,799.9	13,571.3	-18	+673 Independent residential care : Forecast 229 weeks above affordable level	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
					-753	Independent residential care : Forecast unit cost -£311.51 below affordable level of £3,249.20	
					+86	Independent residential care: reduction in income	
					-106	Secure Accommodation: reduction in placements	
					+171	Increase in the number of independent residential placements for disabled children	
					-89	Other minor variances	
- Virtual School Kent	2,163.6	-718.9	1,444.7	+140	+167	Staffing pressure due to additional agency workers to undertake the Electronic Personal Education Plan (ePEP) project	
					-27	Other minor variances	
	63,044.3	-2,854.8	60,189.5	+1,905			
Children's Services - Children in Need							
- Children's Centres	15,957.4	-112.6	15,844.8	-1,082	-1,082	Minor variances spread across the 97 centres	
- Preventative Services	16,098.0	-1,559.0	14,539.0	+654	+580	Pressure on commissioned services	
					+88	Increase in direct payments	
					-14	Other minor variances	
	32,055.4	-1,671.6	30,383.8	-428			
Children's Services - Other Social Services							
- Adoption	11,088.7	-3,707.5	7,381.2	+114	-745	Underspend due to rebadging of eligible spend to the Adoption Reform Grant.	
					+298	Increase in number of adoption payments as a result of the management action, referred to in Fostering above, to speed up and increase the number of adoptions.	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					+384 Increase in number of guardianship payments partly due to a reduction in Kinship placements reported in Fostering above, together with a general increase in the number of guardianship payments.	
					+177 Increased costs of commissioned management service	
- Asylum Seekers	11,883.3	-11,603.3	280.0	+349	+1,007 Pressure relating to under 18 UASC due to costs exceeding grant payable +288 Pressure relating to under 18 UASC due to ineligibility +1,140 Pressure relating to over 18's due to ineligibility, of which £730k relates to All Rights Exhausted (ARE) clients +1,073 Pressure relating to over 18's due to costs exceeding grant payable (see activity section 2.6 below), of which £254k relates to ARE clients -981 Gateway grant not required for infrastructure costs and therefore available to offset other pressures -2,178 Invoice to Home Office for net pressures outlined above, excluding costs for the first 25 care leavers, naturalised clients, care leavers age 21 and over not in education and care leavers age 24 and over (as these clients either fall within KCC's social care responsibilities or we should no longer be supporting them at all)	
- Leaving Care (formerly 16+)	4,555.1	0.0	4,555.1	+1,315	+208 Pressure on staffing budgets +1,107 Additional young people requiring this service, in order to provide stability and continuity whilst they continue their education.	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Safeguarding	4,401.9	-440.7	3,961.2	-492	-207	Underspend on staffing	
					-290	Reduction in commitments against the improvement budget	
					+5	Other minor variances	
	31,929.0	-15,751.5	16,177.5	+1,286			
Assessment Services							
- Children's social care staffing	45,247.8	-5,058.5	40,189.3	+1,294	+1,294	Pressure on staffing budgets. Partly due to appointment of agency staff to bridge the gap until new cohort of social workers take up posts	
Total SCS portfolio	178,256.3	-25,511.4	152,744.9	+3,776			
Assumed Mgmt Action							
- SCS portfolio				-521	-521	A management action plan was drawn up back in September to reduce non-essential expenditure against certain services by £1,035k. The current forecast assumes that just £521k of this is still to be achieved before the end of the financial year, with the balance having been achieved and reflected in the relevant budget lines above.	
Total Forecast <u>after</u> mgmt action	178,256.3	-25,511.4	152,744.9	+3,255			

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number of Looked After Children (LAC) :

		No. of Kent LAC placed in Kent	No. of Kent LAC placed in OLAs	TOTAL NO. OF KENT LAC (excluding Asylum)	No. of OLA LAC placed in Kent	TOTAL NUMBER OF LAC IN KENT
2011-12	30-Jun	1,371	141	1,512	1,330	2,842
	30-Sep	1,419	135	1,554	1,347	2,901
	31-Dec	1,446	131	1,577	1,337	2,914
	31-Mar	1,480	138	1,618	1,248	2,866
2012-13	30-Jun	1,478	149	1,627	1,221	2,848
	30-Sep	1,463	155	1,618	1,216	2,834
	31-Dec	1,455	165	1,620	1,144	2,764
	31-Mar	1,494	147	1,641	1,200	2,841
2013-14	30-Jun	1,485	155	1,640	1,197	2,837
	30-Sep	1,465	152	1,617	1,182	2,799
	31-Dec *					
	31-Mar					

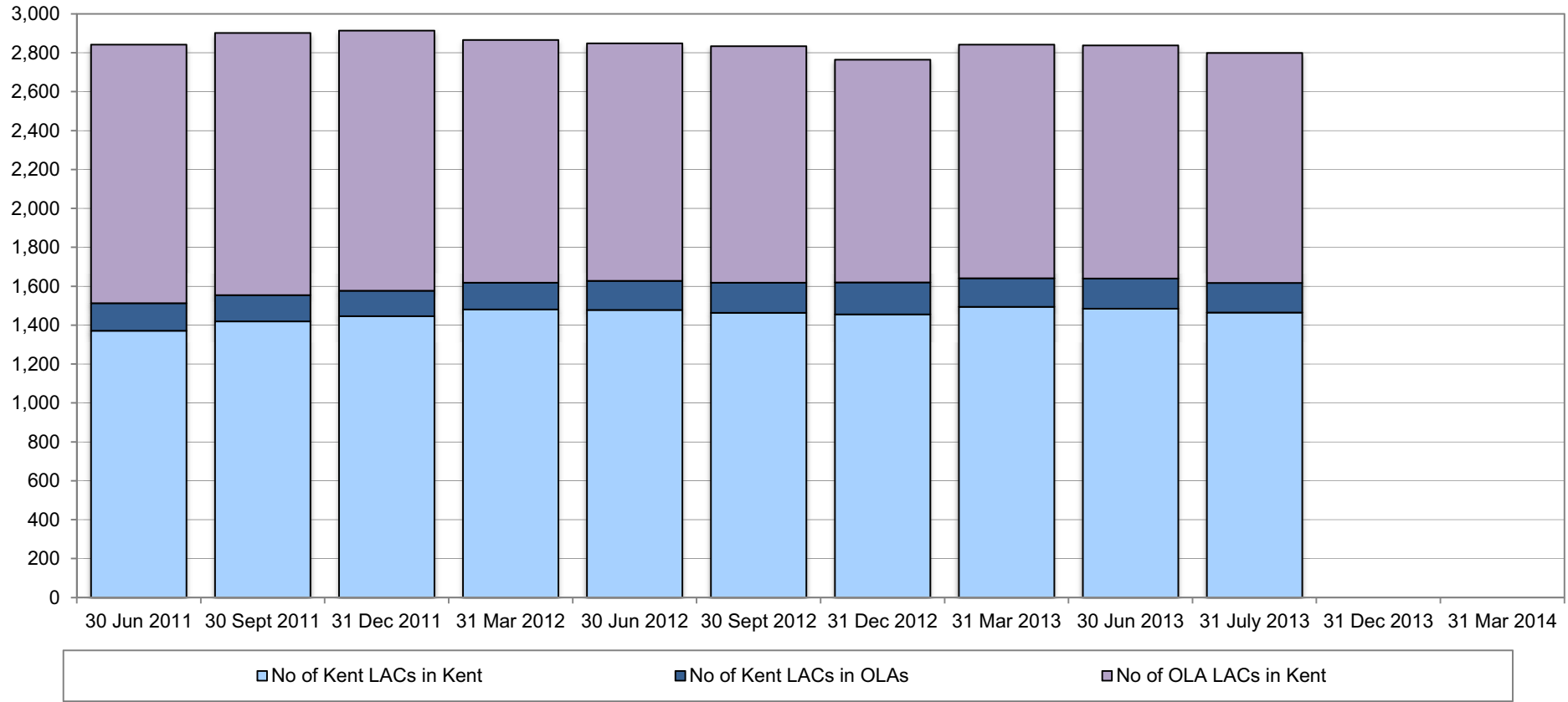
* Numbers of Children in Care, and the breakdown by categories previously provided to Cabinet, are not available for the 3rd quarter reporting. A new IT system has been implemented for Children's Social Care and figures have not yet been released as they are pending validation following the migration of data from the previous system (ICS) to the new system (Liberi). This data will be provided within the next report.

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 figures represent 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 had reduced by 23 as at quarter 2 of this financial year, there could have been more (or less) during the period.
- The generally higher number of looked after children since the 2013-14 budget was set (Q3 12/13) has placed additional pressure on the services for looked after children, including fostering and residential care. £1.5m of rolled forward underspending from 2012-13 was approved by Cabinet on 15 July to address this issue.

- The OLA LAC information has a confidence rating of 70% (as at quarter 2) 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.
- This information on number of Looked After Children is provided by the Management Information Unit within FSC Directorate.

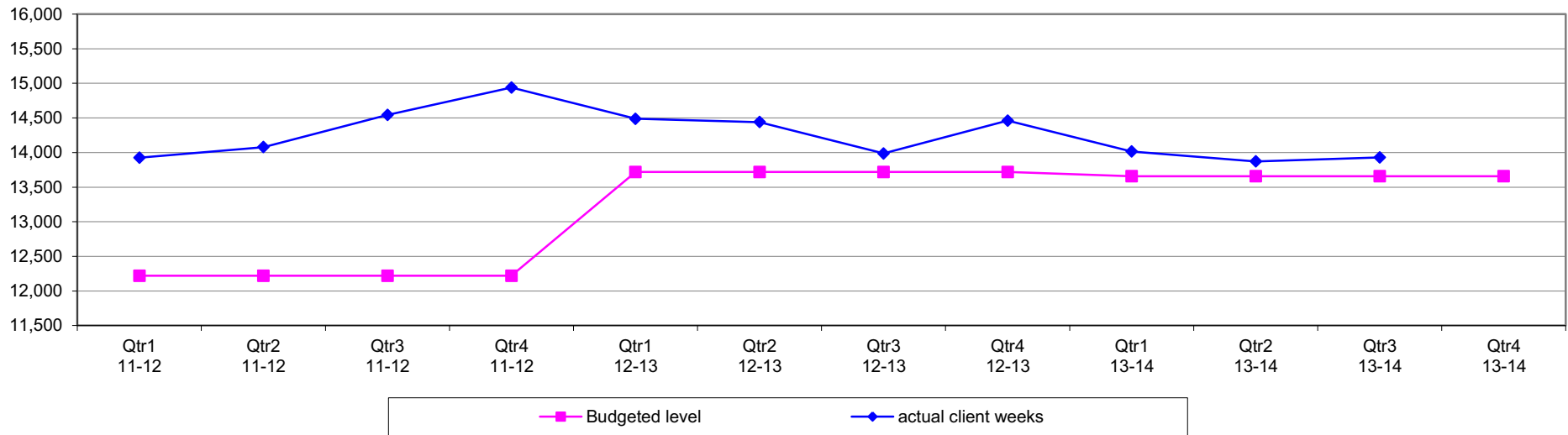
Number of Looked After Children

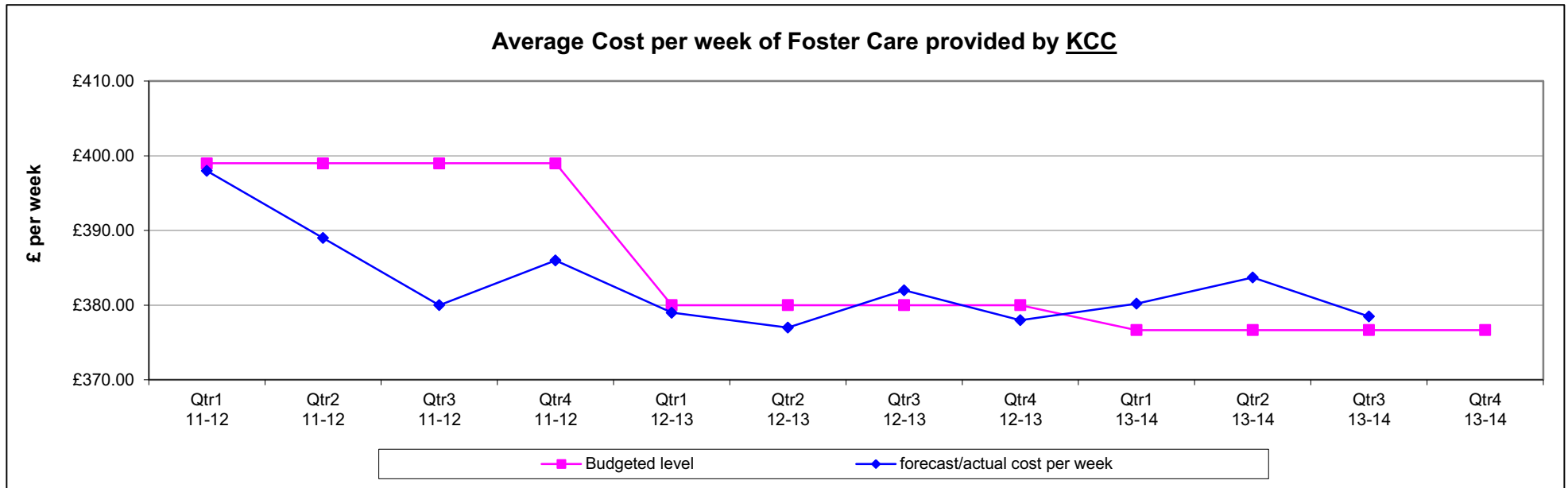


2.2 Number of Client Weeks & Average Cost per Client Week of Foster Care provided by KCC:

	2011-12				2012-13				2013-14			
	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	forecast /actual	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast
Apr to Jun	12,219	13,926	£399	£398	13,718	14,487	£380	£379	13,659	14,014	£376.67	£380.22
Jul to Sep	12,219	14,078	£399	£389	13,718	14,440	£380	£377	13,658	13,871	£376.67	£383.72
Oct to Dec	12,219	14,542	£399	£380	13,718	13,986	£380	£382	13,658	13,929	£376.67	£378.50
Jan to Mar	12,219	14,938	£399	£386	13,718	14,462	£380	£378	13,658		£376.67	
	48,876	57,484	£399	£386	54,872	57,375	£380	£378	54,633	41,814	£376.67	£378.50

Number of Client Weeks of Foster Care provided by KCC





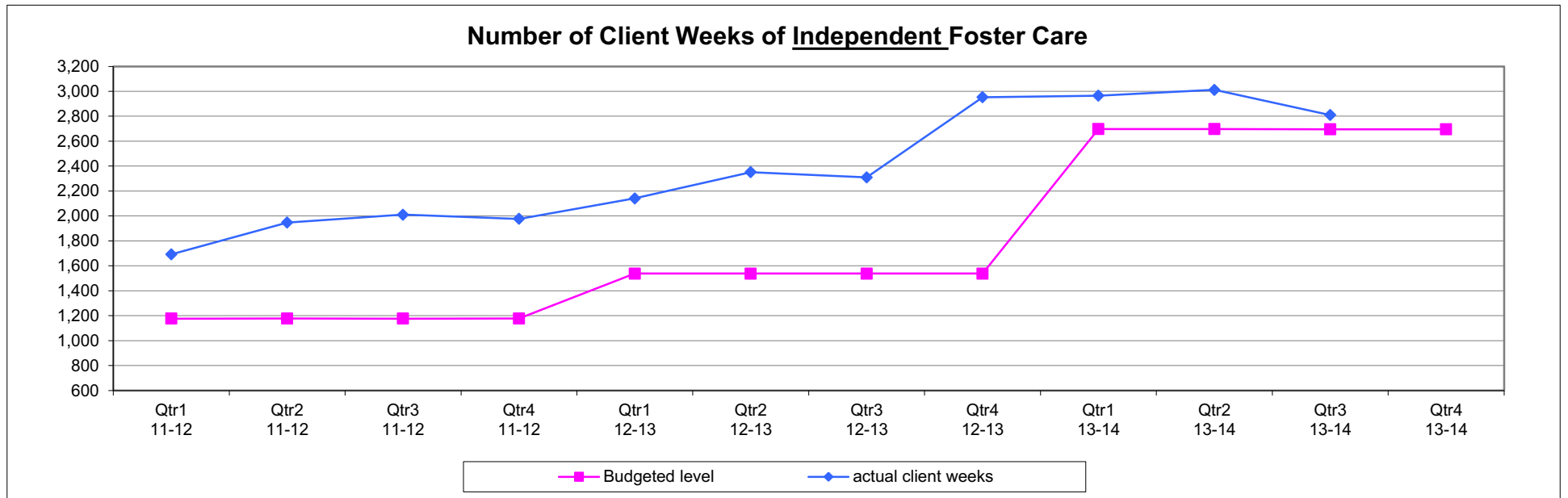
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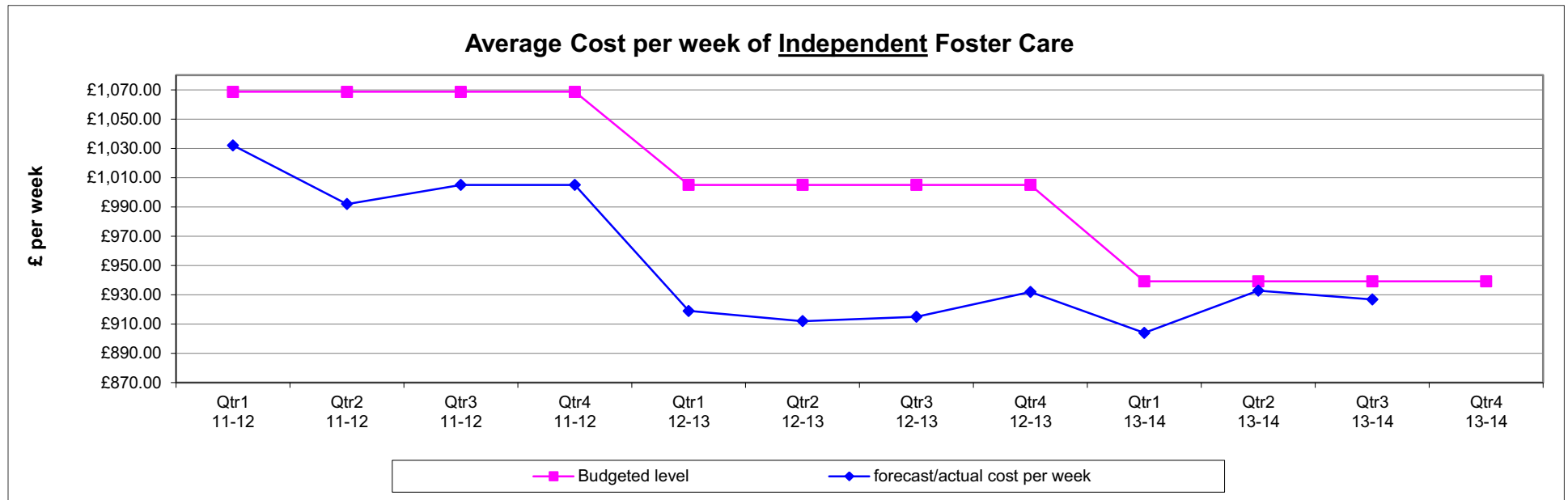
- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The 2013-14 budgeted level has changed from what was reported to Cabinet on 15 July in the 2012-13 outturn report, reflecting the realignment of budgets reported to Cabinet on 16 September.
- The forecast number of weeks is 55,723 (excluding asylum), which is 1,090 weeks above the affordable level. At the forecast unit cost of £378.50 per week, this increase in activity gives a pressure of £413k, as shown in table 1.
- The forecast unit cost of £378.50 is +£1.83 above the budgeted level and when multiplied by the budgeted number of weeks, gives a pressure of +£100k, as shown in table 1.
- Overall therefore, the combined gross pressure on this service is £513k (£413k + £100k).

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

	2011-12				2012-13				2013-14			
	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	forecast /actual	Budget level	actual	Budget level	forecast /actual	Budget level	actual	Budget level	forecast
Apr to Jun	1,177	1,693	£1,069	£1,032	1,538	2,141	£1,005	£919	2,697	2,964	£939.19	£904.01
Jul to Sep	1,178	1,948	£1,069	£992	1,538	2,352	£1,005	£912	2,697	3,012	£939.19	£932.83
Oct to Dec	1,177	2,011	£1,069	£1,005	1,538	2,310	£1,005	£915	2,696	2,810	£939.19	£926.83
Jan to Mar	1,178	1,977	£1,069	£1,005	1,538	2,953	£1,005	£932	2,696		£939.19	
	4,710	7,629	£1,069	£1,005	6,152	9,756	£1,005	£932	10,786	8,786	£939.19	£926.83

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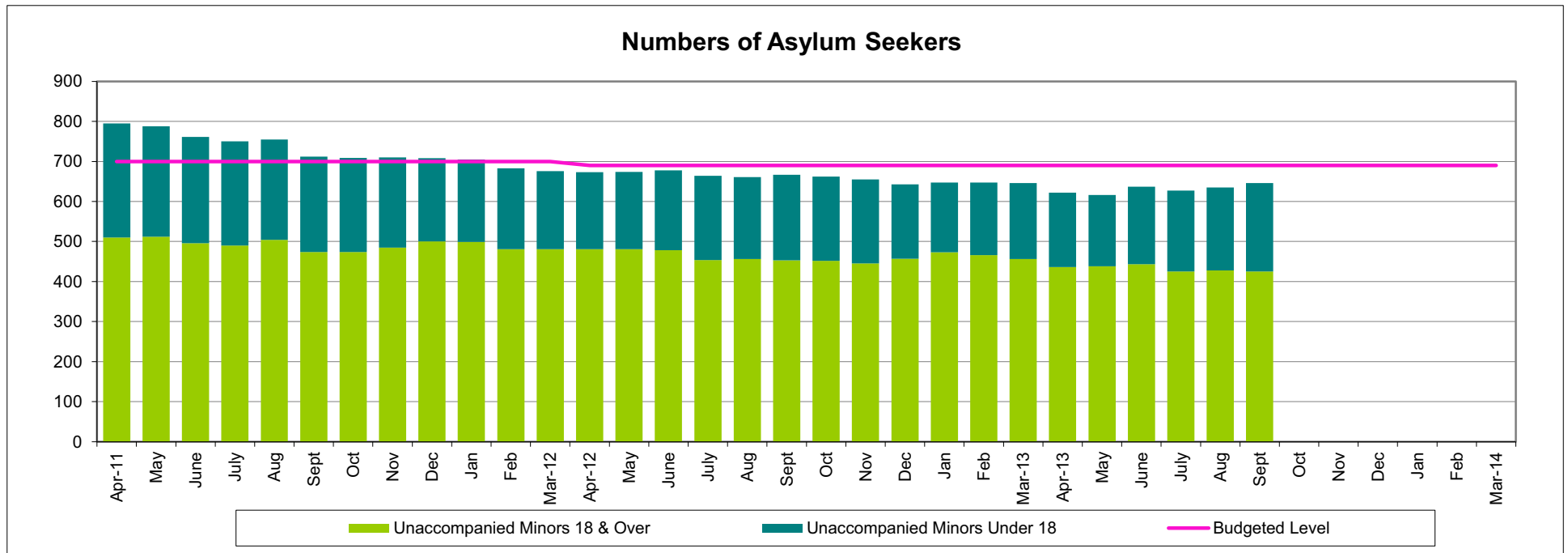
Comments:

- The actual number of client weeks is based on the numbers of known clients at a particular point in time. This may be subject to change due to the late receipt of paperwork.
- The budgeted level has been calculated by dividing the budget by the average weekly cost. The average weekly cost is also an estimate based on financial information and estimates of the number of client weeks and may be subject to change.
- The 2013-14 budgeted level has changed from what was reported to Cabinet on 15 July in the 2012-13 outturn report, reflecting the realignment of budgets reported to Cabinet on 16 September.
- The forecast number of weeks is 11,630 (excluding asylum), which is 844 weeks above the affordable level. At the forecast unit cost of £926.83 per week, this increase in activity gives a pressure of £782k as shown in table 1.
- The forecast unit cost of £926.83 is -£12.36 below the budgeted level and when multiplied by the budgeted number of weeks, gives a saving of -£133k as shown in table 1.
- Overall therefore, the combined gross pressure on this service is £649k (£782k - £133k)
- The forecast average unit cost of £926.83 includes some mother and baby placements, which are subject to court orders. These placements often cost in excess of £1,500 per week.
- The IFA Framework contract commenced in June 2013 and unit costs are expected to reduce as a result of this, which is evidenced by the lower unit cost for October - December.

2.4 Number of Unaccompanied Asylum Seeking Children (UASC):

	2011-12			2012-13			2013-14		
	Under 18	18 & Over	Total	Under 18	18 & Over	Total	Under 18	18 & Over	Total
Apr	285	510	795	192	481	673	186	436	622
May	276	512	788	193	481	674	178	438	616
Jun	265	496	761	200	478	678	194	443	637
Jul	260	490	750	210	454	664	202	425	627
Aug	251	504	755	205	456	661	207	428	635
Sep	238	474	712	214	453	667	221	425	646
Oct *	235	474	709	210	452	662			
Nov*	225	485	710	210	445	655			
Dec*	208	500	708	186	457	643			
Jan	206	499	705	174	473	647			
Feb	202	481	683	181	466	647			
Mar	195	481	676	190	456	646			

* This data is not available for the 3rd quarter reporting. A new IT system has been implemented for Children's Social Care and figures have not yet been released as they are pending validation following the migration of data from the previous system (ICS) to the new system (Liberi). This data will be provided within the next report.



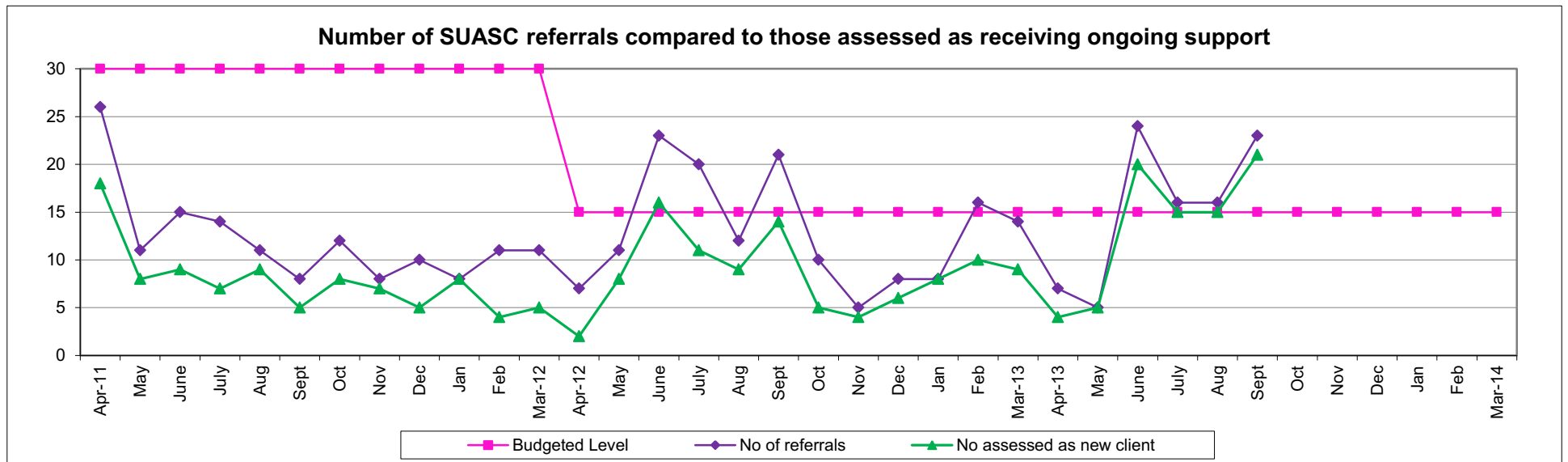
Comments:

- The overall number of children has remained fairly static in the first half of this year, with a small increase in September. The number of clients supported, as at quarter 2, is below the budgeted level of 690.
- The budgeted number of referrals for 2013-14, as at quarter 2, is 15 per month, with 9 (60%) being assessed as under 18.
- Despite improved partnership working with the UKBA, the numbers of 18 & overs 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 18 & overs is decreasing slightly and, in addition, the age profile of the under 18 children is increasing.
- 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.
- Under 18 clients include both Looked After Children and 16 and 17 year old Care Leavers.

2.5 Number of Unaccompanied Asylum Seeking Children (UASC):

	2011-12			2012-13			2013-14		
	No of referrals	No. assessed as new client	%	No of referrals	No. assessed as new client	%	No of referrals	No. assessed as new client	%
Apr	26	18	69%	7	2	29%	7	4	57%
May	11	8	73%	11	8	73%	5	5	100%
Jun	15	9	60%	23	16	70%	24	20	83%
Jul	14	7	50%	20	11	55%	16	15	94%
Aug	11	9	82%	12	9	75%	16	15	94%
Sep	8	5	63%	21	14	67%	23	21	91%
Oct *	12	8	67%	10	5	50%			
Nov*	8	7	88%	5	4	80%			
Dec*	10	5	50%	8	6	75%			
Jan	8	8	100%	8	8	100%			
Feb	11	4	36%	16	10	63%			
Mar	11	5	45%	14	9	64%			
	145	93	64%	155	102	66%	91	80	88%

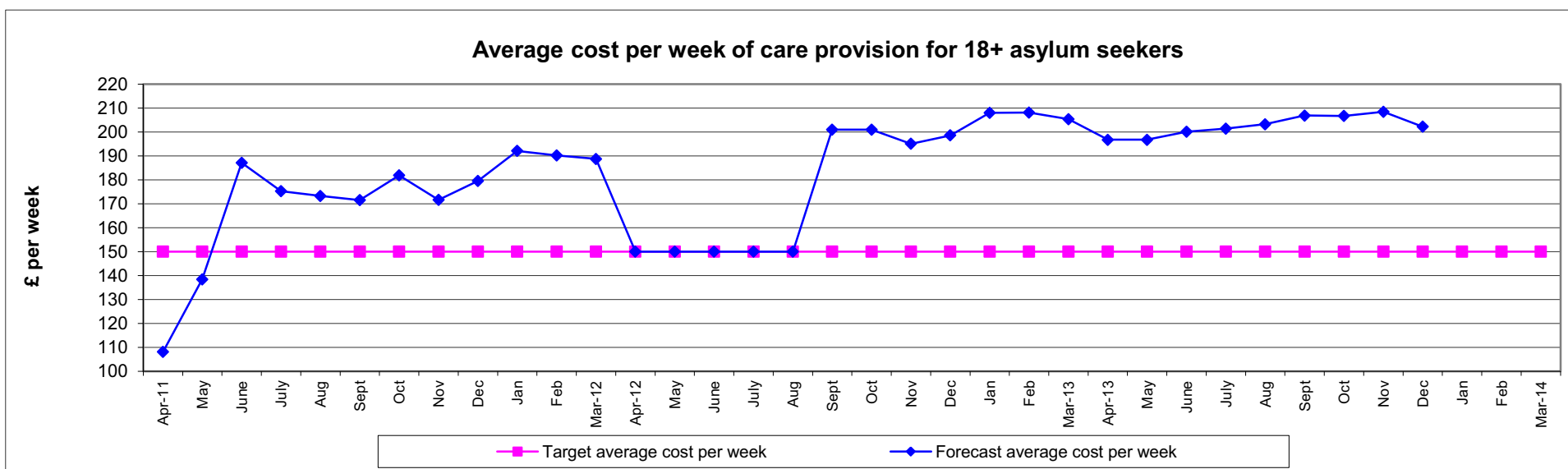
* This data is not available for the 3rd quarter reporting. A new IT system has been implemented for Children's Social Care and figures have not yet been released as they are pending validation following the migration of data from the previous system (ICS) to the new system (Liberi). This data will be provided within the next report.



Comments:

- The average number of referrals per month is 15.2, as at quarter 2, which is slightly above 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, as at quarter 2, is 88%.
- The budget assumed 9 new clients per month (60% of 15 referrals) but the average number of new clients per month, as at quarter 2, is 13.3 i.e. a 48% increase.
- Where a young person has been referred but not assessed as a new client this would be due to them being re-united with their family, assessed as 18+ and returned to UKBA or because they have gone missing before an assessment has been completed.
- UASC Referrals are assumed to be new clients until an assessment has been completed, therefore the number of UASC assessed as new clients shown in the table above may change once the assessment has taken place.

	2011-12		2012-13		2013-14	
	Target average weekly cost £	Forecast average weekly cost £p	Target average weekly cost £	Forecast average weekly cost £p	Target average weekly cost £	Forecast average weekly cost £p
Apr	150	108.10	150	150.00	150	196.78
May	150	138.42	150	150.00	150	196.78
Jun	150	187.17	150	150.00	150	200.18
Jul	150	175.33	150	150.00	150	201.40
Aug	150	173.32	150	150.00	150	203.29
Sep	150	171.58	150	200.97	150	206.92
Oct	150	181.94	150	200.97	150	206.74
Nov	150	171.64	150	195.11	150	208.51
Dec	150	179.58	150	198.61	150	202.25
Jan	150	192.14	150	208.09	150	
Feb	150	190.25	150	208.16	150	
Mar	150	188.78	150	205.41	150	



Comments:

- The local authority has agreed that the funding levels for the Unaccompanied Asylum Seeking Children's Service 18+ grant 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 and a number of issues remain:
 - 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.
 - 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.
- As part of our strive to achieve a net unit cost of £150 or below, we will be insisting on take-up of state benefits for those entitled.
- The current forecast average weekly cost for 2013-14 is £202.25, £52.25 above the £150 claimable under the grant rules. This adds £1,073k to the forecast outturn position. We are invoicing the Home Office for the majority of this shortfall in grant income each month and negotiations are ongoing regarding payment.

3. CAPITAL

3.1 The Families and Social Care Directorate - Children's Services has a working budget for 2013-14 of £1,925k. The forecast outturn against the 2013-14 budget is £1,925k giving a variance of £0k.

3.2 **Table 2** below details the FSC CS Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Individual Projects									
Transforming Short Breaks	1,074	1,674	0	0			Green		
Service Redesign (Reprovision of Family Centre)	251	251	0	0			Green		
Total	1,325	1,925	0	0					

1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

FAMILIES & SOCIAL CARE DIRECTORATE SUMMARY
ADULTS SERVICES SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+334,898	-2	-	-2

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

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Adult Social Care & Public Health portfolio							
Strategic Management & Directorate Support budgets	7,050.6	-957.8	6,092.8	+65	+275	Legal Charges	
					-210	Other minor variances including release of contingencies to support "Transformation" and "New Ways of Working" initiatives not required during 2013-14 and the impact of a drive to reduce all other general back office running costs	
<u>Support to Frontline Services:</u>							
- Adults Social Care Commissioning & Performance Monitoring	3,720.3	-325.7	3,394.6	-25			
<u>Adults & Older People:</u>							
<u>- Direct Payments</u>							
- Learning Disability	15,865.8	0.0	15,865.8	+888	-88	Forecast -318 weeks below affordable level of 60,327 weeks	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					+896	Forecast average unit cost +£14.85 above affordable level of £262.50	
					+674	One-off direct payments	
					-591	Recovery of unspent funds from clients	
					-3	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Mental Health	817.2	0.0	817.2	+22	-87 Forecast -1,107 weeks below affordable level of 10,803 weeks +75 Forecast average unit cost +£6.96 above affordable level of £71.40 +34 Other minor variances	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
- Older People	6,797.2	0.0	6,797.2	+244	-767 Forecast -4,389 weeks below affordable level of 45,113 weeks +1,084 Forecast average unit cost +£24.02 above affordable level of £150.67 +430 One-off direct payments -622 Recovery of unspent funds from clients +119 Costs relating to 2012-13 where insufficient creditors were set up	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
- Physical Disability	10,586.9	0.0	10,586.9	-306	-677 Forecast -3,494 weeks below affordable level of 56,463 weeks +357 Forecast average unit cost +£6.32 above affordable level of £187.50 +676 One-off direct payments -714 Recovery of unspent funds from clients +52 Costs relating to 2012-13 where insufficient creditors were set up	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
Total Direct Payments	34,067.1	0.0	34,067.1	+848		
- Domiciliary Care						
- Learning Disability	4,237.6	-679.2	3,558.4	-725	-92 Independent Sector: forecast -8,975 hours below affordable level of 94,500 hours -336 Independent Sector: forecast average unit cost -£3.55 below affordable level of £13.80 -270 Unrealised creditors raised in 2012-13 -27 Other minor variances	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Older People	42,599.5	-1,362.7	41,236.8	-683	-833 Independent Sector: forecast -55,218 hours below affordable level of 2,240,067 hours +314 Independent Sector: forecast average unit cost +£0.14 above affordable level of £14.95 +173 Independent sector: costs incurred relating to 2012-13 where insufficient creditors were set up -178 Underspend on Independent Sector Enablement -217 Use of alternative funding sources to finance the programme of spend for hand held devices for the Older People KEAH service, such as use of reserves or capitalisation where eligible +58 Other minor variances	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
- Physical Disability	7,576.3	0.0	7,576.3	-95	-558 Independent Sector: forecast -40,791 hours below affordable level of 518,335 hours +280 Independent Sector: forecast average unit cost +£0.54 above affordable level of £13.15 +179 Pressure on Physical Disability Kent Enablement at Home Service (KEAH) +4 Other minor variances	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
Total Domiciliary Care	54,413.4	-2,041.9	52,371.5	-1,503		
- Non Residential Charging						
- Learning Disability	0.0	-2,569.3	-2,569.3	-291	-291 The forecast over-recovery of client contributions towards non-residential care services is linked to the current pressure being forecast on other learning disability community based services (such as Domiciliary, Day Care, Direct Payments & Supported Accommodation) highlighted in this report	Realignment of budget with other community based service headings has been reflected in the recently approved 2014-17 MTFP along with demographic pressures & savings.

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net	£'000		
	£'000	£'000	£'000	£'000	£'000		
- Older People	0.0	-11,627.0	-11,627.0	+1,724	+1,724	The forecast under-recovery of client contributions towards non-residential care services is in part linked to the current underspend being forecast on other older people community based services highlighted in this report. In addition, this budget was set based on certain assumptions around activity & unit contributions. It is now apparent a realignment of this budget is required which has been addressed in the 2014-17 MTFP.	Realignment of budget with other community based service headings has been reflected in the recently approved 2014-17 MTFP along with demographic pressures & savings.
- Physical Disability / Mental Health	0.0	-1,459.5	-1,459.5	-113	-149	The forecast over-recovery of client contributions towards physical disability community based services suggests the average unit income is greater than budgeted and is offsetting the under-recovery of client income linked to the current underspend being forecast on other physical disability services highlighted in this report	
					+36	Other minor variances	
Total Non Residential Charging Income	0.0	-15,655.8	-15,655.8	+1,320			
- Nursing & Residential Care							
- Learning Disability	76,895.0	-6,219.8	70,675.2	+815	+1,517	Independent Sector: forecast +1,206 weeks above affordable level of 40,086 weeks	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					-106	Leading to an increase in client contributions	
					+406	Independent Sector: forecast average unit cost +£10.13 above affordable level of £1,247.27	
					-173	Independent Sector: forecast average unit client contribution -£4.31 above affordable level of -£83.24	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 -1,629 Preserved Rights Independent Sector: forecast -1,760 weeks below affordable level of 27,124 weeks +163 Leading to a shortfall in client contributions +333 Preserved Rights Independent Sector: forecast average unit cost +£12.29 above affordable level of £913.28 +43 Preserved Rights Independent Sector: forecast average unit client contribution +£1.60 below affordable level of -£94.37 +241 Costs relating to 2012-13 where insufficient creditors were set up +20 Other minor variances	
- Mental Health	7,380.2	-768.4	6,611.8	+730	+838 Independent Sector: forecast +1,355 weeks above affordable level of 9,895 weeks +125 Forecast average unit cost +£12.63 above affordable level of £605.75 -122 Additional income for clients part funded by health -111 Other minor variances	Demographic pressures & savings have been addressed in the recently approved 2014- 17 MTFP
- Older People - Nursing	48,633.6	-24,365.0	24,268.6	-648	-1,270 Independent Sector: forecast -2,611 weeks below affordable level of 83,362 weeks +478 Leading to a shortfall in client contributions +368 Independent Sector: forecast average unit cost +£4.41 above affordable level of £481.80 -904 Independent Sector: forecast average unit client contribution -£10.84 above affordable level of -£171.99 +521 Contribution to Health & Social Care Village Model (short term beds commissioned by health)	Demographic pressures & savings have been addressed in the recently approved 2014- 17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					+119 Costs relating to 2012-13 where insufficient creditors were set up	
					+40 Other minor variances	
- Older People - Residential	81,827.1	-32,731.8	49,095.3	+555	+808 Independent Sector: forecast +1,991 weeks above affordable level of 146,064 weeks	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					-346 Leading to an increase in client contributions	
					+738 Independent Sector: forecast average unit cost +£5.05 above affordable level of £400.60	
					-885 Independent Sector: forecast average unit client contribution -£6.06 above affordable level of -£167.74	
					+212 Costs relating to 2012-13 where insufficient creditors were set up	
					+172 Contribution to Health & Social Care Village Model (short term beds commissioned by health)	
					+100 Staff costs for new in-house dementia unit at Kiln Court	
					-186 In-house staffing due to reduced usage of in-house services	
					-58 Other minor variances	
- Physical Disability	12,691.6	-1,752.0	10,939.6	+403	+649 Independent Sector: forecast +756 weeks above affordable level of 12,902 weeks	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					-83 Leading to an increase in client contributions	
					-124 Independent Sector: forecast average unit cost -£9.61 below affordable level of £868.96	
					-24 Independent Sector: forecast average unit client contribution -£1.85 above affordable level of -£108.53	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
					+84	Costs relating to 2012-13 where insufficient creditors were set up	
					-99	Other minor variances	
Total Nursing & Residential Care	227,427.5	-65,837.0	161,590.5	+1,855			
- Supported Accommodation							
- Learning Disability	32,870.0	-1,425.0	31,445.0	+276	+582	Independent Sector: forecast +57,995 hours above affordable level of 3,168,734 hours	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					+507	Forecast average unit cost +£0.16 above affordable level of £9.87	
					-358	Unrealised creditors raised in 2012-13	
					-137	Underspend following the restructure of in-house services in the Shepway locality. This underspend partially offsets the pressure on in-house day care services (see below).	
					-166	Drawdown from ordinary residence reserve as this part of the reserve is no longer required	
					-152	Other minor variances (each below £100k)	
- Older People	4,540.1	-4,350.0	190.1	-3			
- Physical Disability / Mental Health	3,430.9	-248.9	3,182.0	+23	-63	Physical Disability Independent Sector: forecast -8,141 hours below affordable level of 238,011 hours	Demographic pressures & savings have been addressed in the recently approved 2014-17 MTFP
					+312	Physical Disability Independent Sector: forecast average unit cost +£1.31 above affordable level of £6.46	
					-93	Mental Health Independent Sector: forecast -8,632 hours below affordable level of 151,107 hours	
					-48	Mental Health Independent Sector: forecast average unit cost -£0.32 below affordable level of £11.09	
					-85	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Total Supported Accommodation	40,841.0	-6,023.9	34,817.1	+296			
- Other Services for Adults & Older People							
- Contributions to Vol Orgs	18,055.1	-4,430.6	13,624.5	+508	+508	Various contracts with voluntary organisations continue to be 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).	
- Community Support Services for Mental Health	1,265.3	-34.3	1,231.0	-84			
- Day Care							
- Learning Disability	12,723.4	-182.4	12,541.0	+959	+279	Unachievable savings target on in-house day care services following the day services review. The underspend following the restructure of day care services in the Shepway locality (see LD Supported Accommodation above) is partially offsetting this pressure	
					+476	Current demand for services provided by the independent sector	
					+204	Other minor variances relating to in-house services (each below £100k)	
- Older People	2,430.4	-63.1	2,367.3	-13	-115	In-house services, predominately related to reduced usage	
					+102	Current demand for services provided by the independent sector	
- Physical Disability	1,040.0	-4.7	1,035.3	+187	+187	Current demand for services provided by both the independent sector and the resource centre	
Total Day Care	16,193.8	-250.2	15,943.6	+1,133			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Other Adult Services	3,905.8	-15,411.4	-11,505.6	-3,103	-2,351	This budget line holds both transformation savings and some of the NHS support for social care monies, including funds required for additional winter pressures. Plans continue to be developed and implemented with the NHS to ensure that health outcomes are being met from the investments. Pressures are being shown against their respective budget lines and the compensating funding stream is reflected here.
					-217	The Telecare Service Level Agreement cost was lower than initially anticipated, due to reduced staffing and premises charges
					-390	Capitalisation of Telecare programme of installations (where elements meet the criteria for capital spend)
					-200	Capitalisation of Home Support Fund adaptations and installations (where elements meet the criteria for capital spend)
					+104	Increased take-up of Lifeline Monitoring System within Telecare, with 2,800 units issued as opposed to 2,000 units initially anticipated
					-127	The number of hot meals provided to older people continues to fall as clients chose alternative methods to receive this service
					+78	Other minor variances

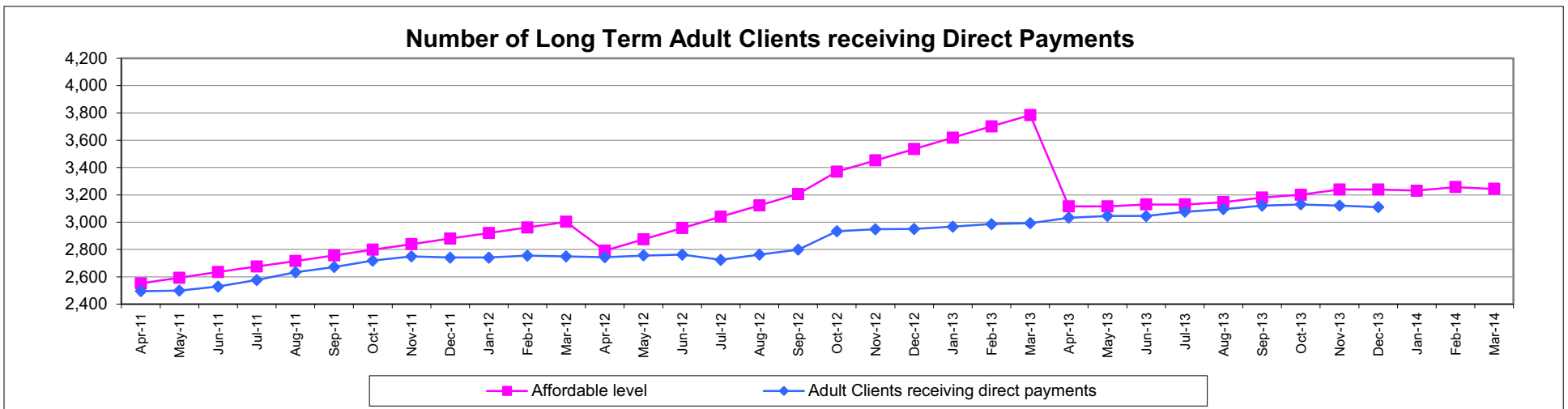
Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Safeguarding	1,135.2	-261.6	873.6	-173	-173	Net effect of delays in the recruitment to known vacancies as well as the recommissioning and reduction in the level of training to be delivered through the Mental Health Capacity Act (MCA) contract
Total Other Services for A&OP	40,555.2	-20,388.1	20,167.1	-1,719		
<u>Assessment Services</u>						
- Adult Social Care Staffing	41,916.3	-3,863.7	38,052.6	-1,139	-714	Net effect of delays in the recruitment to known vacancies within the older people and physical disability assessment teams and usage of locum/agency staff
					-395	Delays in the recruitment to known vacancies within the Mental Health assessment teams and the usage of locum/agency staff. This is partly due to recent staffing reviews along with general difficulties in recruiting to speciality mental health practitioners
					-30	Other minor variances
Total ASC&PH portfolio	449,991.4	-115,093.9	334,897.5	-2		
Assumed Mgmt Action						
- ASC&PH portfolio						
Total Forecast <u>after</u> mgmt action	449,991.4	-115,093.9	334,897.5	-2		

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

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

	2011-12			2012-13			2013-14		
	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month	Affordable level for long term clients	Snapshot of long term adults rec'ing direct payments	Number of one-off payments made during the month
Apr	2,553	2,495	137	2,791	2,744	169	3,116	3,033	165
May	2,593	2,499	89	2,874	2,756	147	3,116	3,046	166
Jun	2,635	2,529	90	2,957	2,763	133	3,130	3,045	119
Jul	2,675	2,576	125	3,040	2,724	156	3,130	3,077	170
Aug	2,716	2,634	141	3,123	2,763	167	3,147	3,095	152
Sep	2,757	2,672	126	3,207	2,799	147	3,181	3,121	129
Oct	2,799	2,719	134	3,370	2,933	185	3,201	3,130	168
Nov	2,839	2,749	122	3,453	2,949	119	3,240	3,122	117
Dec	2,881	2,741	111	3,536	2,950	109	3,240	3,110	98
Jan	2,921	2,741	130	3,619	2,967	117	3,231		
Feb	2,962	2,755	137	3,702	2,986	127	3,257		
Mar	3,003	2,750	117	3,785	2,992	105	3,244		
			1,459			1,681			1,284

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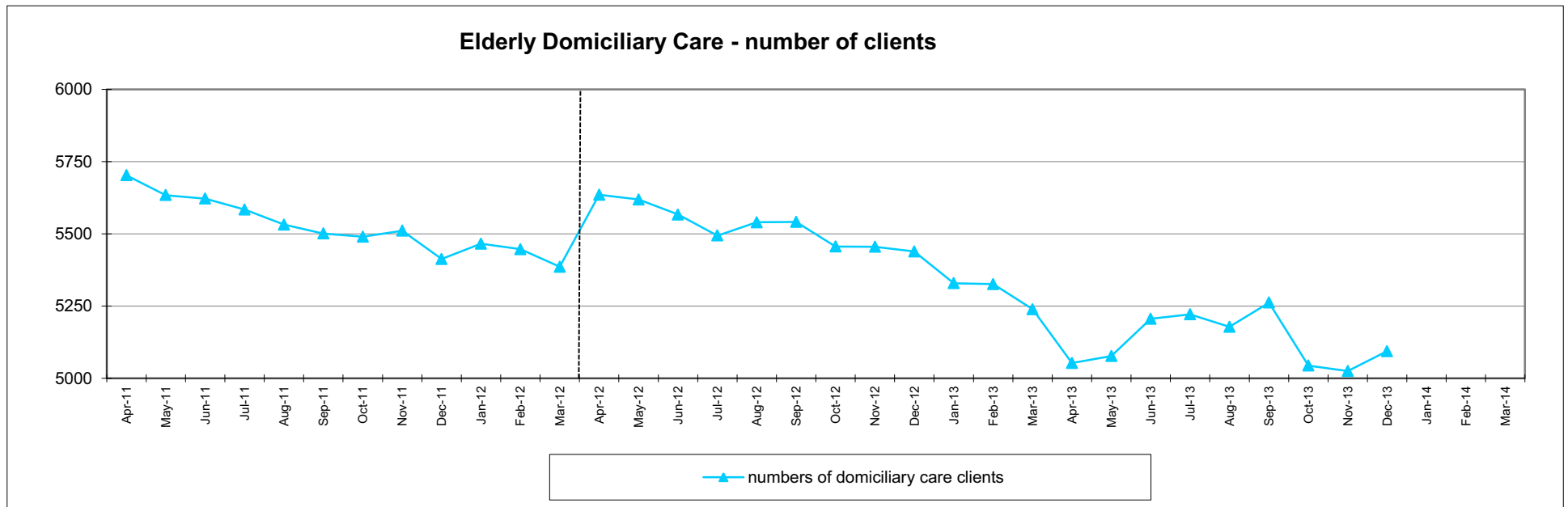


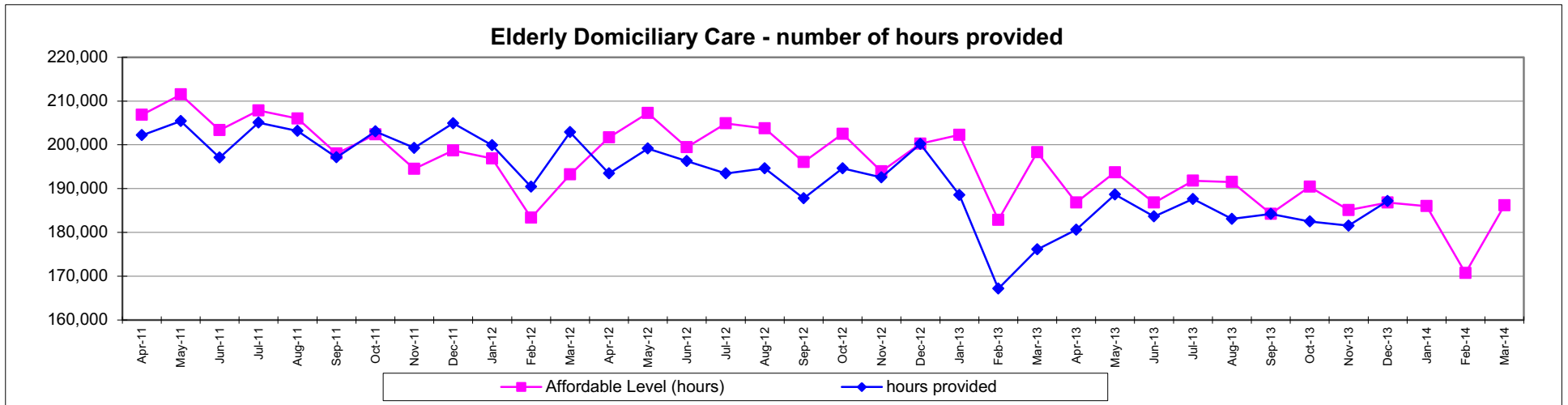
Comments:

- The presentation of activity being reported for direct payments changed in the 2012-13 Q2 report in order to separately identify long term clients in receipt of direct payments as at the end of the month plus the number of one-off payments made during the month. Please note a long term client in receipt of a regular direct payment may also receive a one-off payment if required. Only the long term clients are presented on the graph above.
- Please note that due to the time taken to record changes in direct payments onto the client database the number of clients and one-off direct payments for any given month may change therefore the current year to date activity data is refreshed in each report to provide the most up to date information.
- Current activity would suggest an underspend on this service, but increased unit costs have negated the impact of this, the overall effect of which is reflected in table 1 across individual client groups, with an overall pressure of £848k currently forecast on the Direct Payments budget.

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

	2011-12			2012-13			2013-14		
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients
Apr	206,859	202,177	5,703	201,708	193,451	5,635	186,809	180,585	5,053
May	211,484	205,436	5,634	207,244	199,149	5,619	193,717	188,656	5,077
Jun	203,326	197,085	5,622	199,445	196,263	5,567	186,778	183,621	5,206
Jul	207,832	205,077	5,584	204,905	193,446	5,494	191,791	187,621	5,221
Aug	206,007	203,173	5,532	203,736	194,628	5,540	191,521	183,077	5,178
Sep	198,025	197,127	5,501	196,050	187,749	5,541	184,242	184,208	5,262
Oct	202,356	203,055	5,490	202,490	194,640	5,456	190,446	182,503	5,044
Nov	194,492	199,297	5,511	193,910	192,555	5,455	185,082	181,521	5,025
Dec	198,704	204,915	5,413	200,249	200,178	5,439	186,796	187,143	5,094
Jan	196,879	199,897	5,466	202,258	188,501	5,329	186,006		
Feb	183,330	190,394	5,447	182,820	167,163	5,326	170,695		
Mar	193,222	202,889	5,386	198,277	176,091	5,239	186,184		
	2,402,516	2,410,522		2,393,092	2,283,814		2,240,067	1,658,933	





Comments:

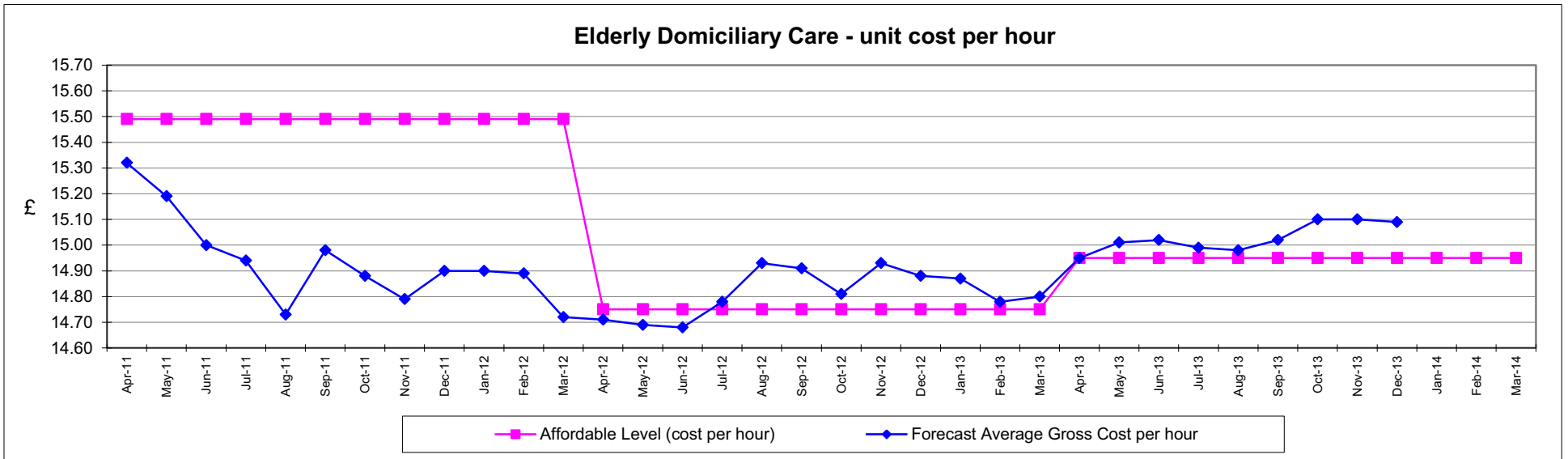
- Figures exclude services commissioned from the Kent Enablement At Home Service.
- Please note, from April 2012 there has been a change in the method of counting clients to align with current Department of Health guidance, which states that suspended clients e.g. those who may be in hospital and not 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.
- The current forecast is 2,184,849 hours of care against an affordable level of 2,240,067, a difference of -55,218 hours. Using the forecast unit cost of £15.09 this reduction in activity reduces the forecast by -£833k, as shown in table 1.
- To the end of December 1,658,933 hours of care have been delivered against an affordable level of 1,697,182, a difference of -38,249 hours. Current activity suggests that the forecast should be slightly higher on this service. The budgeted level assumes a continual reduction in client numbers in line with previous years' trends, but the current forecast now assumes an even bigger reduction than budgeted.
- 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 2012-13 was 8.0. For 2013-14, the current actual average hours per client per week is 8.2.

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

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p
Apr	15.49	15.32	14.75	14.71	14.95	14.95
May	15.49	15.19	14.75	14.69	14.95	15.01
Jun	15.49	15.00	14.75	14.68	14.95	15.02
Jul	15.49	14.94	14.75	14.78	14.95	14.99
Aug	15.49	14.73	14.75	14.93	14.95	14.98
Sep	15.49	14.98	14.75	14.91	14.95	15.02
Oct	15.49	14.88	14.75	14.81	14.95	15.10
Nov	15.49	14.79	14.75	14.93	14.95	15.10
Dec	15.49	14.90	14.75	14.88	14.95	15.09
Jan	15.49	14.90	14.75	14.87	14.95	
Feb	15.49	14.89	14.75	14.78	14.95	
Mar	15.49	14.72	14.75	14.80	14.95	

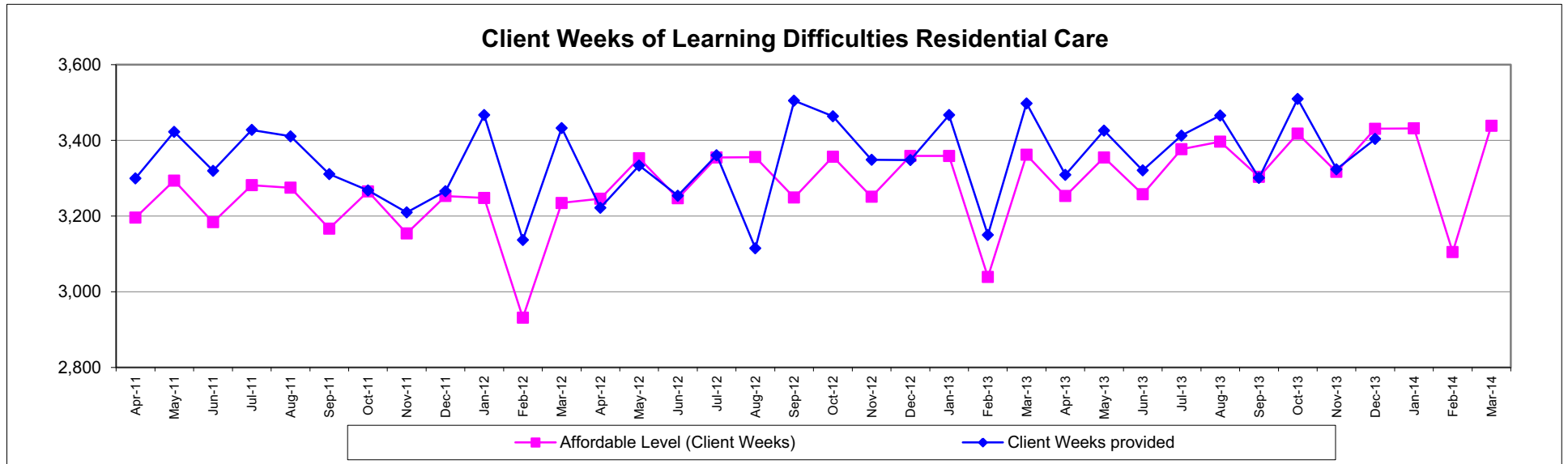
Comments:

- The unit cost is dependent on the intensity of the packages required, so is subject to variations.
- The forecast unit cost of £15.09 is higher than the affordable cost of £14.95 and this difference of +£0.14 increases the forecast by £314k when multiplied by the affordable hours, as shown in table 1.



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

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	3,196	3,300	3,246	3,222	3,253	3,309
May	3,294	3,423	3,353	3,334	3,355	3,426
Jun	3,184	3,320	3,247	3,254	3,258	3,321
Jul	3,282	3,428	3,355	3,361	3,377	3,413
Aug	3,275	3,411	3,356	3,115	3,397	3,466
Sep	3,167	3,311	3,249	3,505	3,304	3,301
Oct	3,265	3,268	3,357	3,464	3,418	3,510
Nov	3,154	3,210	3,251	3,349	3,317	3,324
Dec	3,253	3,266	3,359	3,348	3,431	3,404
Jan	3,248	3,467	3,359	3,467	3,432	
Feb	2,932	3,137	3,039	3,150	3,105	
Mar	3,235	3,433	3,362	3,498	3,439	
	38,485	39,974	39,533	40,067	40,086	30,474

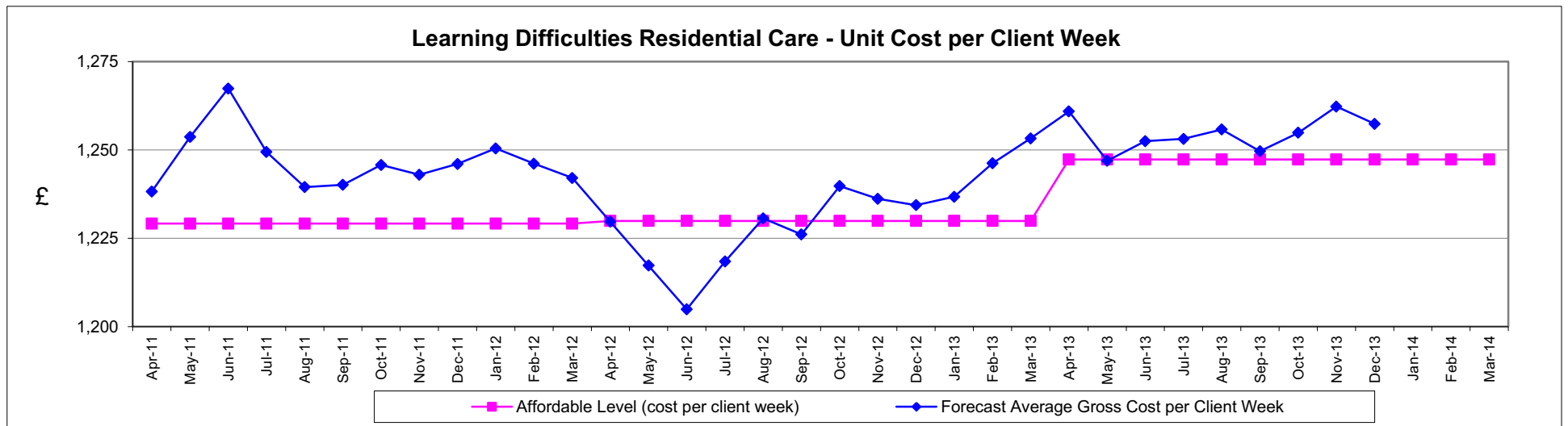


Comments:

- 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 2011-12 was 746, at the end of 2012-13 it was 764 and at the end of December 2013 it was 763. This includes any ongoing transfers as part of the S256 agreement with Health, transitions, provisions and ordinary residence.
- The current forecast is 41,292 weeks of care against an affordable level of 40,086, a difference of +1,206 weeks. Using the forecast unit cost of £1,257.40 this additional activity increases the forecast by +£1,517k , as shown in table 1.
- 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.
- To the end of December 30,474 weeks of care have been delivered against an affordable level of 30,110, a difference of +364 weeks. The current year to date activity suggests a lower level of activity than forecast, however, this is mainly due to delays in the recording of non-permanent residential care services on the activity database, meaning the year to date activity is understated. In addition, the forecast assumes that some activity for transitional and provisional clients will, by necessity, need to be backdated due to bespoke contracts that have to be agreed individually with providers.

2.5 Average gross cost per client week of learning disability residential care compared with affordable level (non preserved rights clients):

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week	Affordable Level (Cost per Week)	Forecast Average Gross Cost per Client Week
	£p	£p	£p	£p	£p	£p
Apr	1,229.19	1,238.24	1,229.93	1,229.69	1,247.27	1,260.92
May	1,229.19	1,253.68	1,229.93	1,217.30	1,247.27	1,246.97
Jun	1,229.19	1,267.40	1,229.93	1,204.91	1,247.27	1,252.50
Jul	1,229.19	1,249.41	1,229.93	1,218.46	1,247.27	1,253.14
Aug	1,229.19	1,239.50	1,229.93	1,230.65	1,247.27	1,255.80
Sep	1,229.19	1,240.17	1,229.93	1,226.14	1,247.27	1,249.63
Oct	1,229.19	1,245.76	1,229.93	1,239.77	1,247.27	1,254.86
Nov	1,229.19	1,242.97	1,229.93	1,236.19	1,247.27	1,262.27
Dec	1,229.19	1,246.05	1,229.93	1,234.39	1,247.27	1,257.40
Jan	1,229.19	1,250.44	1,229.93	1,236.77	1,247.27	
Feb	1,229.19	1,246.11	1,229.93	1,246.23	1,247.27	
Mar	1,229.19	1,242.08	1,229.93	1,253.27	1,247.27	

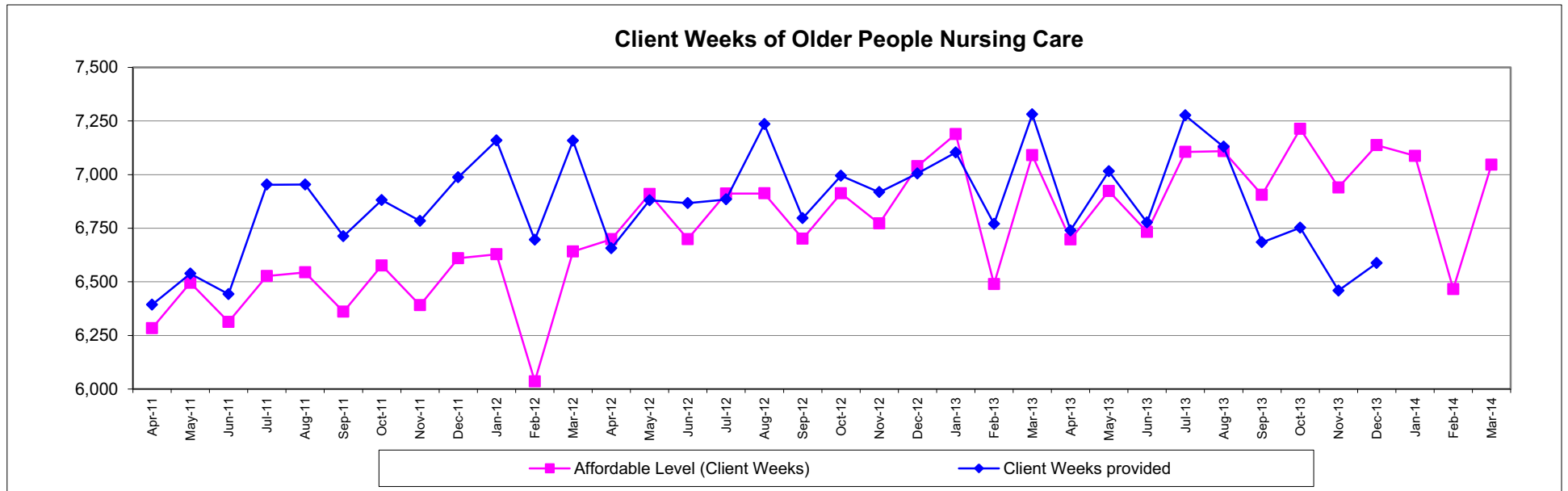


Comments:

- Clients being placed in residential care are those with very complex and individual needs which make it difficult for them to remain in the community, in supported accommodation/supporting living arrangements, or receiving a domiciliary care package. These are therefore placements which attract a very high cost, with the average now being over £1,200 per week. It is expected that clients with less complex needs, and therefore less cost, can transfer from residential into supported living arrangements. This would mean that the average cost per week would increase over time as the remaining clients in residential care would be those with very high cost – some of whom can cost up to £2,000 per week. In addition, no two placements are alike – the needs of people with learning disabilities are unique and consequently, it is common for average unit costs to increase or decrease significantly on the basis of one or two cases.
- The forecast unit cost of +£1,257.40 is higher than the affordable cost of +£1,247.27 and this difference of +£10.13 adds +£406k to the position when multiplied by the affordable weeks, as shown in table 1.

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

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	6,283	6,393	6,698	6,656	6,697	6,740
May	6,495	6,538	6,909	6,880	6,923	7,015
Jun	6,313	6,442	6,699	6,867	6,733	6,777
Jul	6,527	6,953	6,911	6,884	7,106	7,276
Aug	6,544	6,954	6,912	7,235	7,109	7,130
Sep	6,361	6,713	6,701	6,797	6,905	6,684
Oct	6,576	6,881	6,913	6,995	7,213	6,752
Nov	6,391	6,784	6,772	6,918	6,940	6,459
Dec	6,610	6,988	7,039	7,005	7,137	6,587
Jan	6,628	7,159	7,189	7,103	7,087	
Feb	6,036	6,696	6,489	6,770	6,466	
Mar	6,641	7,158	7,090	7,281	7,046	
	77,405	81,659	82,322	83,391	83,362	61,420



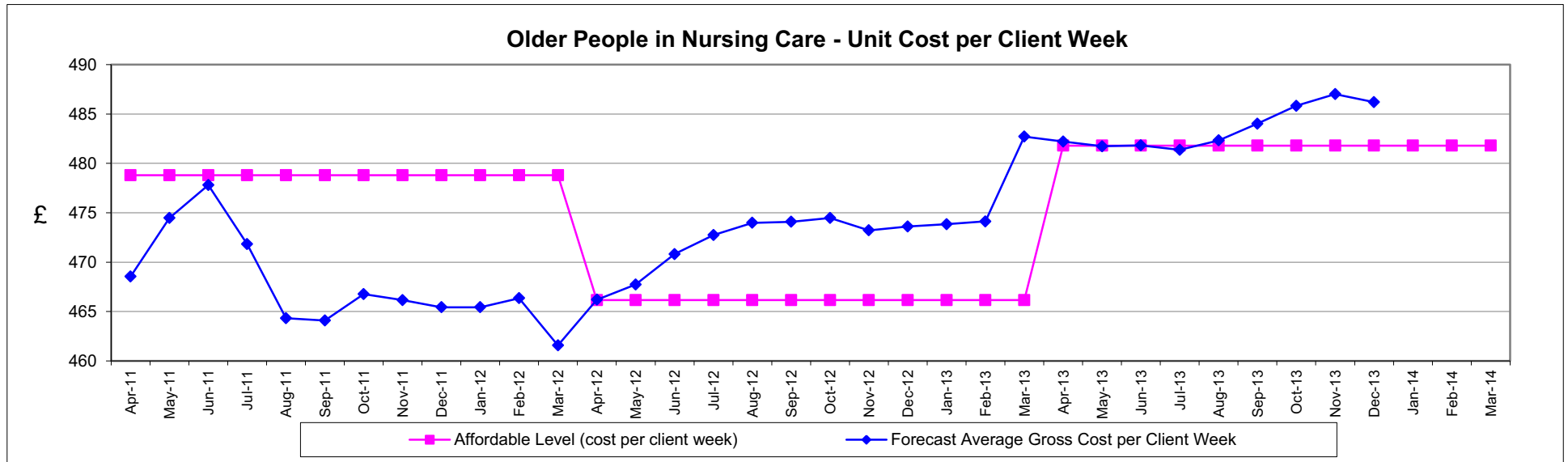
Comments:

- The 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 2011-12 was 1,479, at the end of 2012-13 it was 1,469 and at the end of December 2013 it was 1,426.
- The current forecast is 80,751 weeks of care against an affordable level of 83,362, a difference of -2,611 weeks. Using the forecast unit cost of £486.21, this reduced activity decreases the forecast by -£1,270k , as shown in table 1.
- To the end of December 61,420 weeks of care have been delivered against an affordable level of 62,763, a difference of -1,343 weeks. The current year to date activity suggests a higher level of activity than forecast. However, the forecast assumes a continuation of the lower than anticipated client numbers requiring nursing care in the final quarter of the year, in line with current activity trends, along with an anticipated reduction in the purchase of short-term beds towards the end of the year.
- We are now making contributions under the Health and Social Care Village model for health commissioning of short-term beds in order to support step down from acute hospital, to reduce demand for this service.

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

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p
Apr	478.80	468.54	466.16	466.20	481.80	482.22
May	478.80	474.48	466.16	467.74	481.80	481.73
Jun	478.80	477.82	466.16	470.82	481.80	481.83
Jul	478.80	471.84	466.16	472.74	481.80	481.38
Aug	478.80	464.32	466.16	473.99	481.80	482.33
Sep	478.80	464.09	466.16	474.09	481.80	484.02
Oct	478.80	466.78	466.16	474.47	481.80	485.82
Nov	478.80	466.17	466.16	473.23	481.80	487.02
Dec	478.80	465.44	466.16	473.61	481.80	486.21
Jan	478.80	465.44	466.16	473.84	481.80	
Feb	478.80	466.36	466.16	474.13	481.80	
Mar	478.80	461.58	466.16	482.71	481.80	

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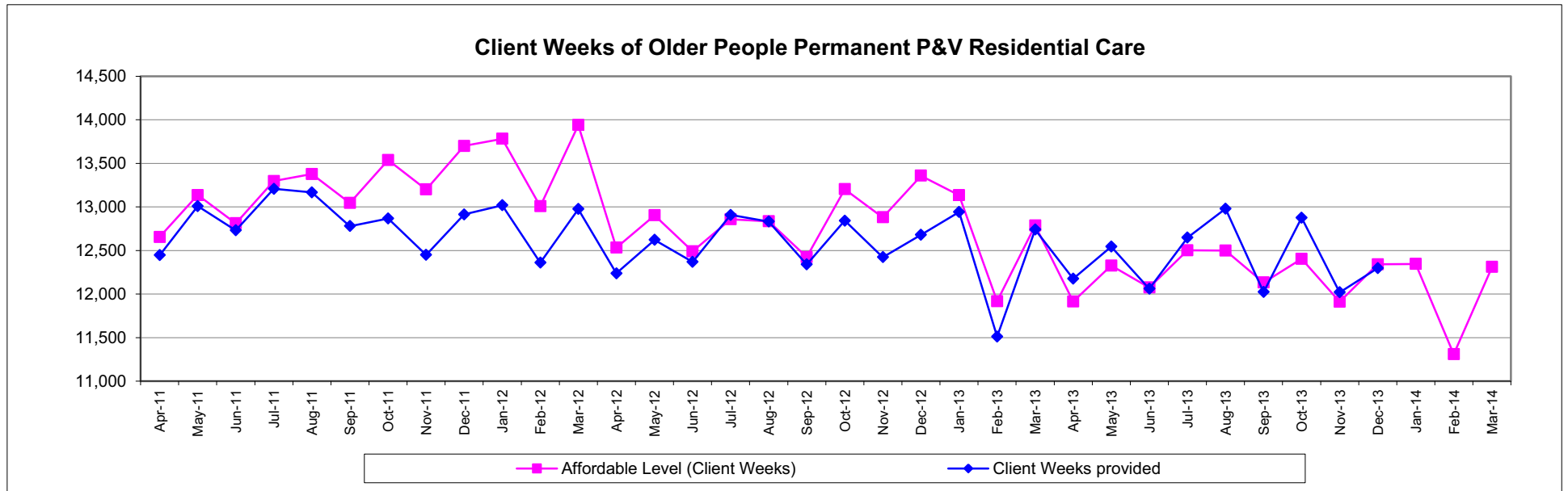


Comments:

- 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 and in recent months this service has seen an increase of older people requiring this more specialist care.
- The forecast unit cost of £486.21 is higher than the affordable cost of £481.80 and this difference of +£4.41 increases the position by £368k when multiplied by the affordable weeks, as shown in table 1. The general increase since September is primarily due to the forecast weeks reflecting the actual level of usage of short term block bed contracts, rather than assuming full occupancy.

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

	2011-12		2012-13		2013-14	
	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided	Affordable Level (Client Weeks)	Client Weeks provided
Apr	12,655	12,446	12,532	12,237	11,914	12,176
May	13,136	13,009	12,903	12,621	12,326	12,545
Jun	12,811	12,731	12,489	12,369	12,074	12,061
Jul	13,297	13,208	12,858	12,908	12,501	12,647
Aug	13,377	13,167	12,836	12,832	12,498	12,980
Sep	13,044	12,779	12,424	12,339	12,132	12,022
Oct	13,538	12,868	13,203	12,842	12,403	12,875
Nov	13,200	12,448	12,880	12,422	11,910	12,019
Dec	13,700	12,914	13,358	12,679	12,341	12,296
Jan	13,782	13,019	13,135	12,941	12,345	
Feb	13,007	12,361	11,916	11,512	11,310	
Mar	13,940	12,975	12,786	12,741	12,310	
	159,487	153,925	153,320	150,443	146,064	111,621



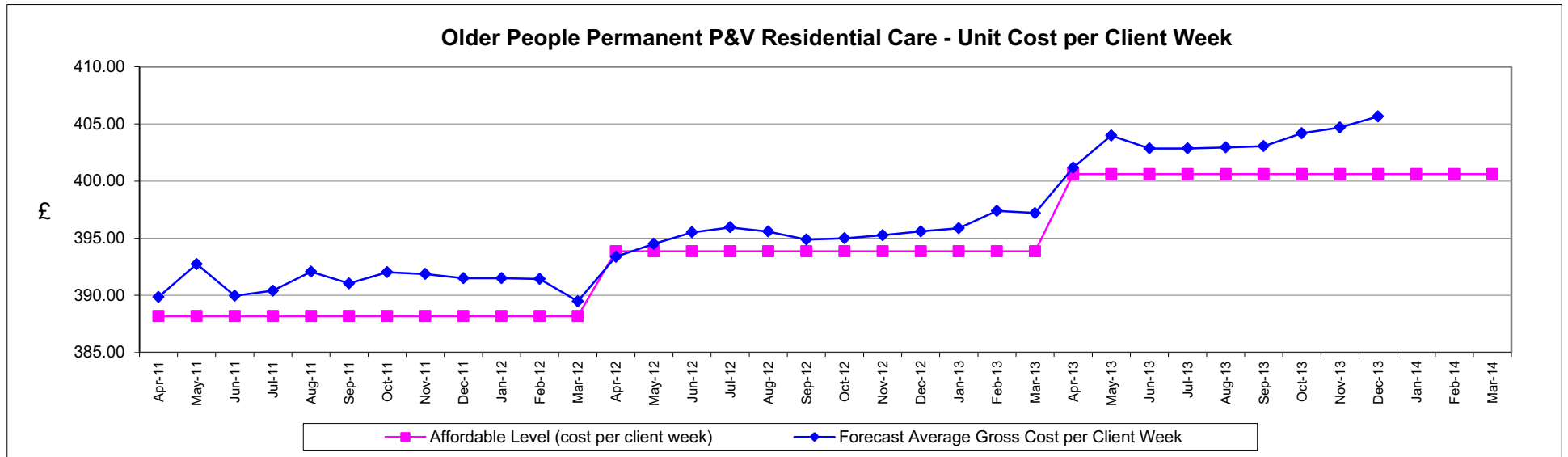
Comments:

- The above graph reflects the number of client weeks of service provided as this has a greater influence on cost than the actual number of clients. The actual number of clients in older people permanent P&V residential care at the end of 2011-12 was 2,736, at the end of 2012-13 it was 2,653 and at the end of December 2013 it was 2,664. 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 148,055 weeks of care against an affordable level of 146,064, a difference of +1,991 weeks. Using the forecast unit cost of £405.65 this additional activity increases the forecast by +£808k , as shown in table 1.
- To the end of December 111,621 weeks of care have been delivered against an affordable level of 110,098 a difference of +1,523 weeks. The current year to date activity suggests a very slightly higher level of activity than forecast, however the forecast assumes higher levels of non-permanent residential activity in the forthcoming months.
- We are now making contributions to the Health and Social Care Village model for health commissioning of short-term beds in order to support step down from acute hospital, to reduce demand for this service.

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

	2011-12		2012-13		2013-14	
	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p	Affordable Level (Cost per Week) £p	Forecast Average Gross Cost per Client Week £p
Apr	388.18	389.85	393.85	393.37	400.60	401.17
May	388.18	392.74	393.85	394.52	400.60	403.98
Jun	388.18	389.97	393.85	395.52	400.60	402.85
Jul	388.18	390.41	393.85	395.95	400.60	402.85
Aug	388.18	392.07	393.85	395.58	400.60	402.94
Sep	388.18	391.04	393.85	394.88	400.60	403.05
Oct	388.18	392.02	393.85	394.99	400.60	404.18
Nov	388.18	391.87	393.85	395.26	400.60	404.68
Dec	388.18	391.50	393.85	395.59	400.60	405.65
Jan	388.18	391.50	393.85	395.88	400.60	
Feb	388.18	391.44	393.85	397.38	400.60	
Mar	388.18	389.48	393.85	397.20	400.60	

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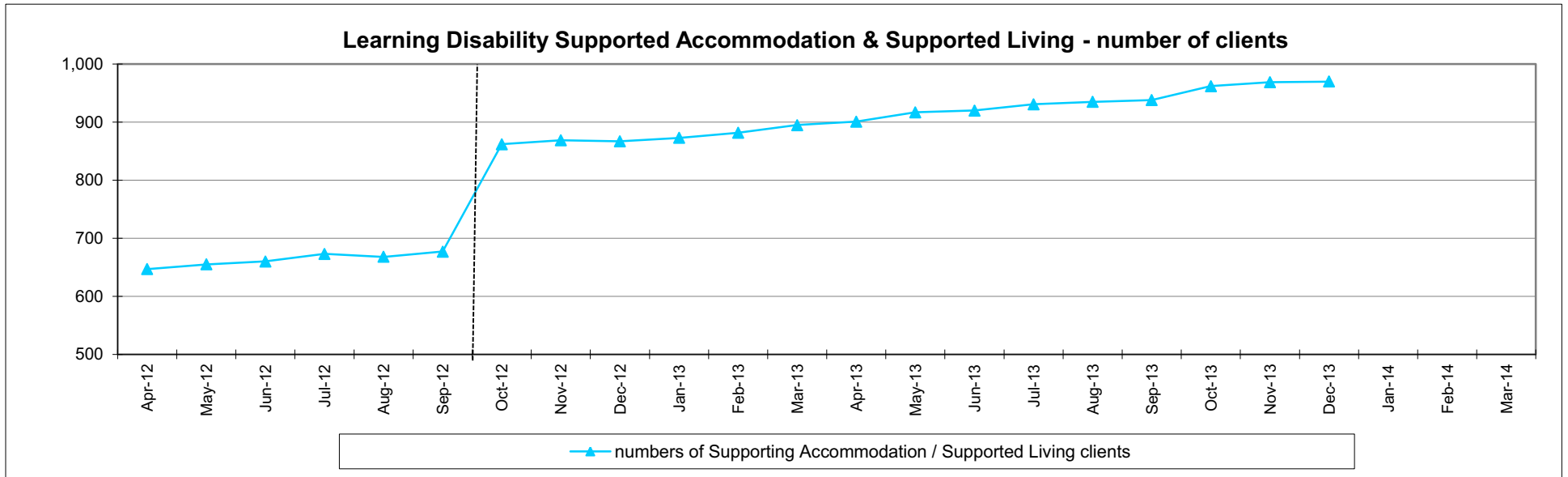


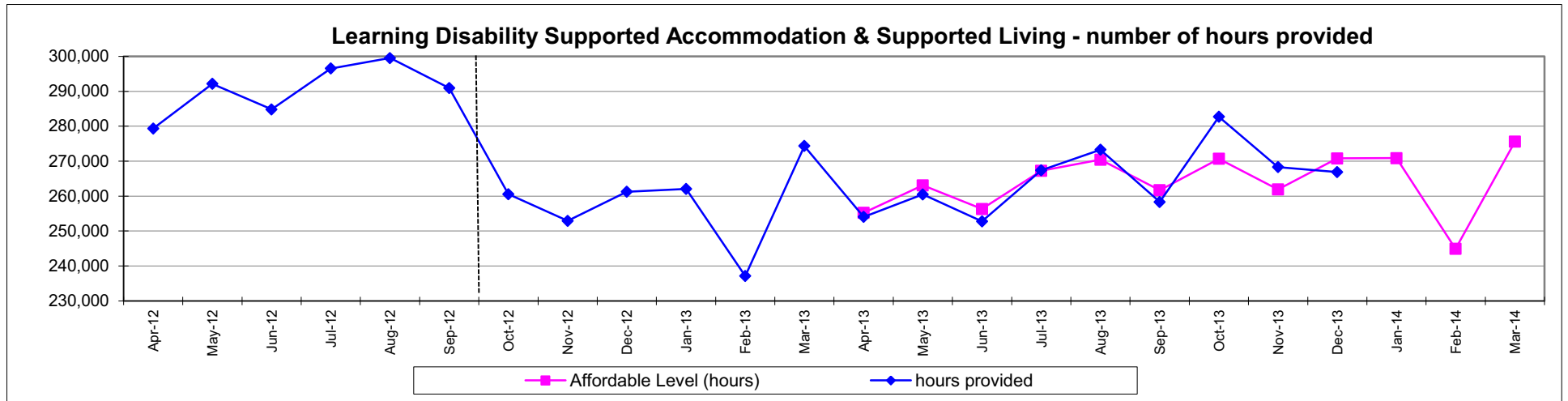
Comments:

- The forecast unit cost of £405.65 is higher than the affordable cost of £400.60 and this difference of +£5.05 adds +£738k to the position when multiplied by the affordable weeks, as shown in table 1. This higher average unit cost is likely to be due to the higher proportion of clients with dementia, who are more costly due to the increased intensity of care required, as outlined above. The increase in unit cost between November and December is partly due to the increasing trend for new cases to enter the service at higher unit costs, reflecting the fact that only those with higher needs are directed towards residential care, while those with lower needs are directed towards other forms of support.

2.10 Learning Disability Supported Accommodation/Supported Living – numbers of clients and hours provided in the independent sector

	2012-13			2013-14		
	Affordable level (hours)	hours provided	number of clients	Affordable level (hours)	hours provided	number of clients
Apr		279,365	647	255,228	254,067	901
May		292,122	655	263,089	260,503	917
Jun		284,835	660	256,321	252,761	920
Jul		296,532	673	267,255	267,384	931
Aug		299,521	668	270,414	273,259	935
Sep		290,914	677	261,697	258,323	938
Oct		260,574	862	270,697	282,706	962
Nov		252,932	869	261,922	268,324	969
Dec		261,257	867	270,798	266,913	970
Jan		262,070	873	270,874		
Feb		237,118	882	244,883		
Mar		274,334	895	275,556		
		3,291,574		3,168,734	2,384,240	





Comments:

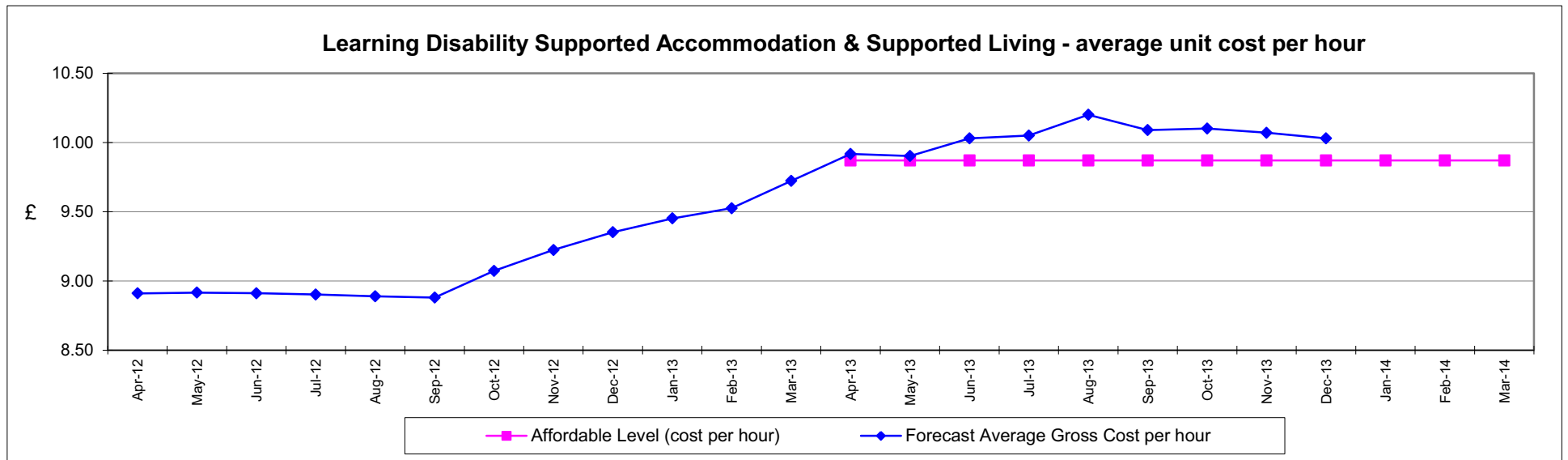
- This indicator has changed from 2013-14 to include the Supporting Independence Service contract. This measure now incorporates 3 different supported accommodation/living arrangements; the adult placement scheme, supported accommodation (mainly S256 clients) and Supporting Independence Service. The level of support required by individual clients can vary from a few hours a week to 24 hours a day therefore to better reflect the activity related to this indicator, the service is now recorded in hours rather than weeks. In addition, the details of the number of clients in receipt of these services will be given on a monthly basis.
- The Supporting Independence Service Contract was introduced in October 2012-13 and involved the transfer of specific clients previously in receipt of services categorised as domiciliary care, extra care sheltered housing and supported accommodation to this new contract. As part of this transfer, some clients chose to receive a direct payment instead. The result of this transfer was an overall net increase in the total number of clients categorised as receiving a supported accommodation/living support service however the average number of hours provided per client reduced. **A dotted line has been added to the graphs above to illustrate the introduction of the new Supporting Independence Service, and the consequent transfer of clients, as the data presented either side of the dotted line is not on a consistent basis and is therefore not directly comparable.**
- The current forecast is 3,226,729 hours of care against an affordable level of 3,168,734, a difference of +57,995 hours. Using the forecast unit cost of £10.03 this increase in activity increases the forecast by +£582k, as shown in table 1.
- To the end of December 2,384,240 hours of care have been delivered against an affordable level of 2,377,421, a difference of +6,819 hours. The forecast number of hours reflects an increase in activity expected in future months that is also reflected in the profile of the budgeted level. However, the current year to date activity still suggests a lower level of activity than forecast, which is mainly due to a delay in the recording of transitional and provisional clients on the activity database. Such delays are intrinsic to this service as a result the channels through which referrals take place, i.e. ordinary residence cases, where complex negotiations are involved to determine the point at which different local authorities have responsibility for clients, in addition to the number of bespoke contracts that have to be agreed individually with providers.

2.11 Average gross cost per hour of Supported Accommodation/Supported Living service compared with affordable level:

	2012-13		2013-14	
	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p	Affordable Level (Cost per Hour) £p	Forecast Average Gross Cost per Hour £p
Apr		8.91	9.87	9.92
May		8.92	9.87	9.90
Jun		8.91	9.87	10.03
Jul		8.90	9.87	10.05
Aug		8.89	9.87	10.20
Sep		8.88	9.87	10.09
Oct		9.07	9.87	10.10
Nov		9.22	9.87	10.07
Dec		9.35	9.87	10.03
Jan		9.45	9.87	
Feb		9.53	9.87	
Mar		9.72	9.87	

Comments:

- This measure comprises 3 distinct client groups and 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.
- The forecast unit cost of £10.03 is higher than the affordable cost of £9.87 and this difference of +£0.16 increases the forecast by +£507k when multiplied by the affordable hours, as shown in table 1.



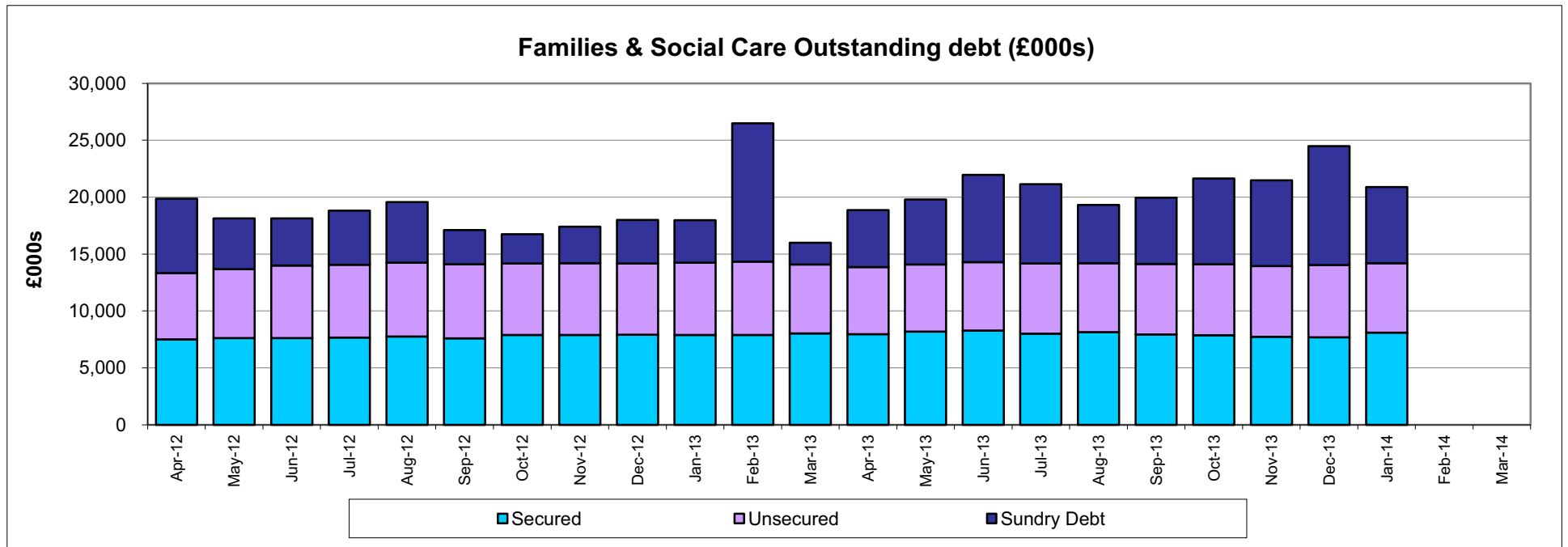
2.12 SOCIAL CARE DEBT MONITORING

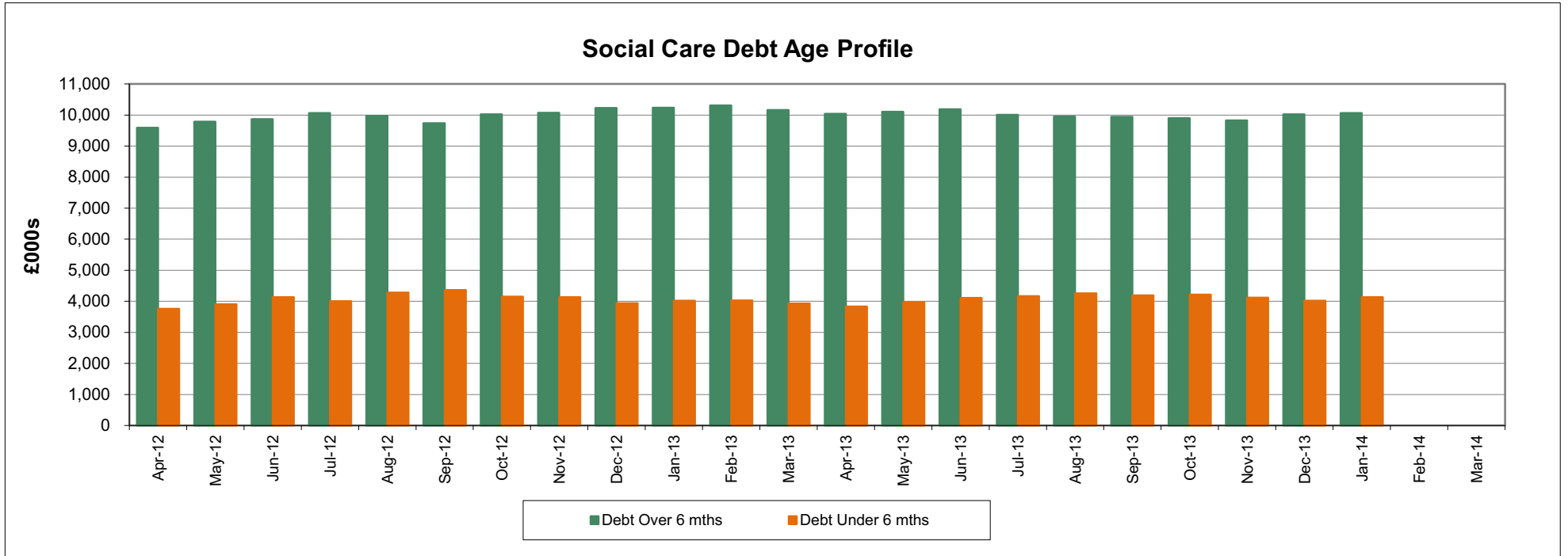
The outstanding debt as at the end of January was £20.879m compared with December's figure of £24.480m (reported to Cabinet in January) excluding any amounts not yet due for payment (as they are still within the 28 day payment term allowed). Within this figure is £6.685m of sundry debt compared to £10.436m in December. The amount of sundry debt can fluctuate for large invoices to Health. Also within the outstanding debt is £14.194m relating to Social Care (client) debt which is a small increase of £0.150m from the last reported position to Cabinet in January. The following table shows how this breaks down in terms of age and also whether it is secured (i.e. by a legal charge on the client's property) or unsecured, together with how this month compares with previous months. For most months the debt figures refer to when the four weekly invoice billing run interfaces with Oracle (the accounting system) rather than the calendar month, as this provides a more meaningful position for Social Care Client Debt. This therefore means that there are 13 billing invoice runs during the year. The sundry debt figures are based on calendar months.

	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Social Care Debt				
			Total Social Care Due Debt £000s	Debt Over 6 months £000s	Debt Under 6 months £000s	Secured £000s	Unsecured £000s
Apr-12	19,875	6,530	13,345	9,588	3,757	7,509	5,836
May-12	18,128	4,445	13,683	9,782	3,901	7,615	6,068
Jun-12	18,132	4,133	13,999	9,865	4,134	7,615	6,384
Jul-12	18,816	4,750	14,066	10,066	4,000	7,674	6,392
Aug-12	19,574	5,321	14,253	9,977	4,276	7,762	6,491
Sep-12	17,101	3,002	14,099	9,738	4,361	7,593	6,506
Oct-12	16,747	2,574	14,173	10,020	4,153	7,893	6,280
Nov-12	17,399	3,193	14,206	10,069	4,137	7,896	6,310
Dec-12	17,996	3,829	14,167	10,226	3,941	7,914	6,253
Jan-13	17,965	3,711	14,254	10,237	4,017	7,885	6,369
Feb-13	26,492	12,153	14,339	10,312	4,027	7,903	6,436
Mar-13	15,986	1,895	14,091	10,165	3,926	8,025	6,066
Apr-13	18,859	4,995	13,864	10,037	3,827	7,969	5,895
May-13	19,789	5,713	14,076	10,106	3,970	8,197	5,879
Jun-13	21,956	7,662	14,294	10,183	4,111	8,277	6,017
Jul-13	21,146	6,978	14,168	10,005	4,163	8,015	6,153
Aug-13	19,320	5,116	14,204	9,950	4,254	8,141	6,063
Sep-13	19,950	5,814	14,136	9,943	4,193	7,931	6,205

	Social Care Debt						
	Total Due Debt (Social Care & Sundry Debt) £000s	Sundry Debt £000s	Total Social Care Due Debt £000s	Debt Over 6 months £000s	Debt Under 6 months £000s	Secured £000s	Unsecured £000s
	Oct-13	21,646	7,533	14,113	9,896	4,217	7,867
Nov-13	21,471	7,524	13,947	9,830	4,117	7,728	6,219
Dec-13	24,480	10,436	14,044	10,026	4,018	7,694	6,350
Jan-14	20,879	6,685	14,194	10,060	4,134	8,103	6,091
Feb-14							
Mar-14							

In addition the previously reported secured and unsecured debt figures for April 2012 to July 2012 were amended slightly between the 2012-13 Quarter 1 and Quarter 2 reports following a reassessment of some old debts between secured and unsecured.





3. CAPITAL

3.1 The Families and Social Care Directorate - Adult Services has a working budget for 2013-14 of £9,626k. The forecast outturn against the 2013-14 budget is £5,025k giving a variance of - £4,601k.

3.2 **Table 2** below details the FSC Adult Services Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Asset Modernisation	0	373	-373	-373	Rephasing	Projects reprofiled to 14/15	Green		
Home Support Fund	6,600	2,474	200	200	Real	Overspend reflects legitimate capitalisation of additional equipment to be funded by banked grant.	Green		
Individual Projects									
Kent Strategy for Services for Older People (OP):									
Community Care Centre - Ebbsfleet	544	0	0	0			Green		
Community Care Centre - Thameside Eastern Quarry	500	0	0	0			Green		
OP Strategy - Transformation /	7,800	762	-51	-39	Rephasing		Green		
				-12	Real		Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:									
Learning Disability Good Day Programme-Community Hubs	3,318	2,291	-1,654	-1,380	Rephasing	£1380k - Various schemes - looking at consultation 3rd quarter of 2013 therefore rephasing spend to 14/15.	Green		
				-274	Real - Capital receipt	£274k EK and WK respite budget surrendered. An additional £927k is being surrendered in 2014-15.	Green		Decrease cash limit 13/14 by £274k & 14/15 £927k all capital receipts.
Learning Disability Good Day Programme-Community Initiatives	2,430	987	-804	-804	Rephasing	Various schemes - looking at consultation 3rd quarter of 2013 therefore rephasing spend to 14/15	Green		
Rusthall (Tunbridge Wells Respite)	0	45	-45	-45	Rephasing		Green		
Mental Health Strategy	264	66	-66	-66	Rephasing	To be vired to IT strategy	Green		
Active Care / Active Lives Strategy:									
PFI - Excellent Homes for All - Development of new Social Housing for vulnerable people in Kent	66,800	0	0	0			Green		
Developing Innovative and Modernising Services:									
Lowfield St (formerly Trinity Centre, Dartford)	1,073	450	-350	-350	Rephasing	Rephasing to 14/15 due to delays in acquiring planning permission - new planning application submitted by developer.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Information Technology Projects e.g. Swift Development / Mobile Working	2,477	2,178	-1,458	-2,068	Rephasing	Projects reprofiled to 14/15	Green		
				610	Real	Overspend reflects capitalisation of additional equipment to be funded by banked grant and developer contributions.	Green		
Public Access Development	1,052	0	0	0		Budget surrendered			
Total	92,858	9,626	-4,601	-4,601					

1. Status:

Green – on time & within budget;

Amber – either delayed completion date or over budget;

Red – both delayed completion & over budget.

ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Directorate Total (£k)	+151,703	+1,170	-	+1,170

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Environment, Highways and Waste portfolio						
Strategic Management & Directorate Support budgets	4,878.8	-21.0	4,857.8	-555	-233	Saving on contractor annual management charge
					-120	An historic budget for a revenue contribution to capital remains but there is no requirement within the capital programme for 2013-14 for this funding
					-202	Other minor variances all less than £100k in value
<u>Community Services:</u>						
- Gypsies & Travellers	714.0	-430.0	284.0	-66		
<u>Environment:</u>						
- Environment Management	4,000.8	-1,481.9	2,518.9	-63		
<u>Highways:</u>						
- Highways Maintenance						
- Adverse Weather	3,299.9	0.0	3,299.9	+376	+222	Costs of April salting runs beyond normal winter season
					+159	Balance of 2012-13 costs including snow emergency costs for which insufficient provision was made
					-5	Other minor variances

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Bridges & Other Structures	2,588.1	-182.0	2,406.1	-80			
- General maintenance & emergency response	13,616.0	-487.0	13,129.0	+4,907	+4,137	Find and fix repair of pot holes	Part of this underspend is contributing to the 2014-17 MTFP savings targets
					+761	Emergency response costs in relation to storms and flooding during the autumn and winter of 2013-14	
					+428	Increase in maintenance on high speed roads, and type of maintenance being undertaken, as a consequence of find and fix activity	
					-264	Underspend on depot maintenance	
					-80	Underspend on safety barrier repairs/ replacement as some of the work undertaken has been of a capital nature and therefore charged to the capital programme	
					-75	Other minor variances	
- Highway drainage	3,265.8	0.0	3,265.8	0			
- Streetlight maintenance	4,050.3	-154.0	3,896.3	0			
	26,820.1	-823.0	25,997.1	+5,203			
- Highways Management:							
- Development Planning	2,110.9	-1,310.0	800.9	-164	-60	Additional income from developers	
					-104	Other minor variances all less than £100k in value	
- Highways Improvements	1,875.3	-82.0	1,793.3	-479	-200	Temporary staff no longer required for Member Highway Fund as the backlog has been cleared	This saving has been reflected in the recently approved 2014-17 MTFP
					-168	An historic budget for a revenue contribution to capital remains but there is no requirement within the capital programme for 2013-14 for this funding.	This saving has been reflected in the recently approved 2014-17 MTFP
					-83	Saving on asset management support due to contractor changes	
					-28	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Road Safety	3,257.6	-2,234.0	1,023.6	+89			
- Streetlight energy	4,795.0	0.0	4,795.0	+605	+503	Price increase for 2013-14	This pressure has been reflected in the recently approved 2014-17 MTFP
					+352	Delay in part night switch off savings being achieved	
					-200	Rebate on 2012-13 costs following final volume and price reconciliation	
					-50	Other minor variances	
- Traffic management	5,870.7	-3,421.1	2,449.6	-464	-165	Increased permit scheme income	
					-101	Recharge of costs of road closures, when required for capital works, to the capital budget	
					-88	Additional income from roadworks and enforcements	
					-60	Saving on traffic systems contract	
					-50	Other minor variances	
- Tree maintenance, grass cutting & weed control	3,252.8	0.0	3,252.8	-284	+150	Additional weed control treatment required following complaints from District Councils in particular concerning weeds causing a trip hazard	This saving has been reflected in the recently approved 2014-17 MTFP
					+70	Removal of tree stumps	
					-183	Duplicate orders raised and receipted in error in 2012-13	
					-144	Savings from bringing inspection services back in-house	
					-125	Procurement savings on grass cutting	
					-52	Other minor variances	
	21,162.3	-7,047.1	14,115.2	-697			
<u>Planning & Transport Strategy:</u>							
- Planning & Transport Policy	1,491.9	0.0	1,491.9	-87			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
- Planning Applications	1,079.9	-600.0	479.9	-9	-82 Staffing underspend +80 Reduction in income for planning applications due to the current economic climate -7 Other minor variances	
	2,571.8	-600.0	1,971.8	-96		
<u>Transport Services:</u>						
- Concessionary Fares	16,672.0	-27.0	16,645.0	-617	-376 Fewer replacement bus passes expected to be issued in 2013-14 than budgeted -250 Reduced bus operator costs due to reduced journeys being taken +9 Other minor variances	
- Freedom Pass	15,643.0	-2,459.0	13,184.0	+109	+109 Higher than budgeted number of journeys travelled using the Freedom Pass (as illustrated in the activity section 2.3 below)	The underlying pressure on this budget, due to £800k funding provided from the 2012-13 roll forward being one-off and the impact of the change in education transport policy of the next cohort of students transferring to the secondary sector, has been addressed in the recently approved 2014-17 MTFP. In addition, savings as a result of changes to the scheme from September 2014 have also been reflected.
- Subsidised Bus Routes	8,960.1	-1,454.0	7,506.1	-603	-510 Funding awarded for price rises has proved to be in excess of what is required and contracts re-tendered in year have generally not increased -166 Kick Start invest to save project (to assist some subsidised bus routes to become self supporting) deferred until 2014-15 -144 Staff vacancies	This saving has been addressed in the recently approved 2014-17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					-100 Impact of higher usage of these bus services on the revenue guarantee contract, which reduces operator costs as passenger fare income increases. +250 Reduced income from ELS due to fewer entitled scholars using the subsidised bus routes +112 Additional costs of service provision due to an existing contractor going into liquidation -45 Other minor variances	
- Transport Operations	1,127.4	-214.5	912.9	+35		
- Transport Planning	558.4	-228.0	330.4	-22		
	42,960.9	-4,382.5	38,578.4	-1,098		
Waste Management						The underlying pressures and savings within the Waste forecast have been addressed in the recently approved 2014-17 MTFP
- Waste Operations	1,736.0	0.0	1,736.0	-170	-109 Vacancy management and removal of a post -61 Other minor variances	
- Recycling & Diversion from Landfill:						
- Household Waste Recycling Centres	8,240.2	-1,982.0	6,258.2	-440	-418 Forecast lower volumes of materials managed at sites resulting in reduced haulage fees +239 Management and contract fees for Richborough site expected to be closed for 2013-14 but remains open -334 Haulage and management costs associated with the new combined Ashford HWRC and transfer station now included in the Haulage & Transfer Stations A-Z line -126 Reduced recycling bonus payments due to reduced waste volumes at HWRC +38 Reduced income from the sale of recyclable materials due to reduced volume -2,600 tonnes	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					+113	Forecast pressure on rent and rates
					+48	Other minor variances
- Partnership & Waste Co-ordination	606.0	-168.0	438.0	-115	-84	Staff vacancies
					-31	Other minor variances
- Payments to Waste Collection Authorities (DCs)	6,068.0	-102.0	5,966.0	-109	-114	Reduction in waste collection authority support payments due to delayed start of new contract
					-10	Reduced recycling credit payments to WCAs - 2,500 tonnes
					+15	Other minor variances
- Recycling Contracts & Composting	9,030.0	-1,571.0	7,459.0	-516	+525	Price increases for hardcore due to changes in legislation
					-384	Forecast reduction of 20,100 tonnes in hardcore, wood, garden waste and other materials offset by an increase in food waste
					+412	Reduced income from the East Kent Contract due to changes in market prices
					+289	East Kent Contract: Forecast reduction of 4,600 tonnes of saleable material, (together with an increase of 5,700 tonnes of co-mingled materials due to changes in collected services, at zero cost)
					+176	Income expected to be generated from the new Mid Kent Contract has not materialised
					+381	Additional costs of processing mixed materials, including glass at the new Materials Recycling Facility (MRF) for Mid and West Kent

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
					-1,692	Savings due to the closure of the MRF and the opening of a Transfer Station at the Allington site to manage materials from the Mid Kent Contract, which offset the pressure on the new Mid and West Kent MRF and additional costs on disposal contracts
					-137	Price variance on food waste due to new food waste processing contract
					-86	Other minor variances
	23,944.2	-3,823.0	20,121.2	-1,180		
- Waste Disposal:						
- Closed Landfill Sites & Abandoned Vehicles	864.0	-180.0	684.0	-188	-114	Net saving on the termination of the Operation Cubit contract
					-74	Other minor variances
- Disposal Contracts	28,836.0	-156.0	28,680.0	-776	-283	Forecast reduced tonnage of residual waste to be sent to landfill (-14,700 tonnes)
					+781	Additional landfill costs incurred due to the plant shutdown at the Allington Facility (+40,700 tonnes)
					-3,843	Saving on contracted payments to Allington Waste to Energy plant due to less waste (-40,700 tonnes) being processed via the facility to date, as a result of the planned plant shutdown for maintenance in Quarter 1 and further plant outages of the various processing lines at the facility during the last six months
					-504	Saving on landfill disposal costs due to a planned diversion of waste to the Allington facility (-26,300 tonnes)

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 +2,480 Planned increase of tonnage throughput at the Allington Waste to Energy facility as a result of a planned diversion from landfill (+26,300 tonnes) <i>- also see the savings against the Landfill Tax A-Z budget line below</i> -581 Release of contingency in respect of Allington Waste to Energy Plant +1,213 Allington Waste to Energy contractual changes due to the closure of the MRF and the opening of a Transfer Station at the Allington site which has resulted in a pressure which is offset by savings on the Recycling and Composting budget reported above -122 Saving on managing hazardous and clinical waste +83 Other minor variances	
- Haulage & Transfer Stations	9,562.0	-75.0	9,487.0	+1,019	+325 Delays in the closure of the Hawkinge transfer station +147 Haulage and management costs associated with the new combined Ashford HWRC and transfer station together with reduced expenditure at the Ashford transfer station due to the delays in the closure of the Hawkinge site -327 Forecast reduced tonnage managed at sites +230 New arrangements at Allington transfer station to enable the receipt of food and dry recyclable waste +628 East Kent Contract Haulage fee budget set only for January to March but payments are being incurred for the whole financial year	

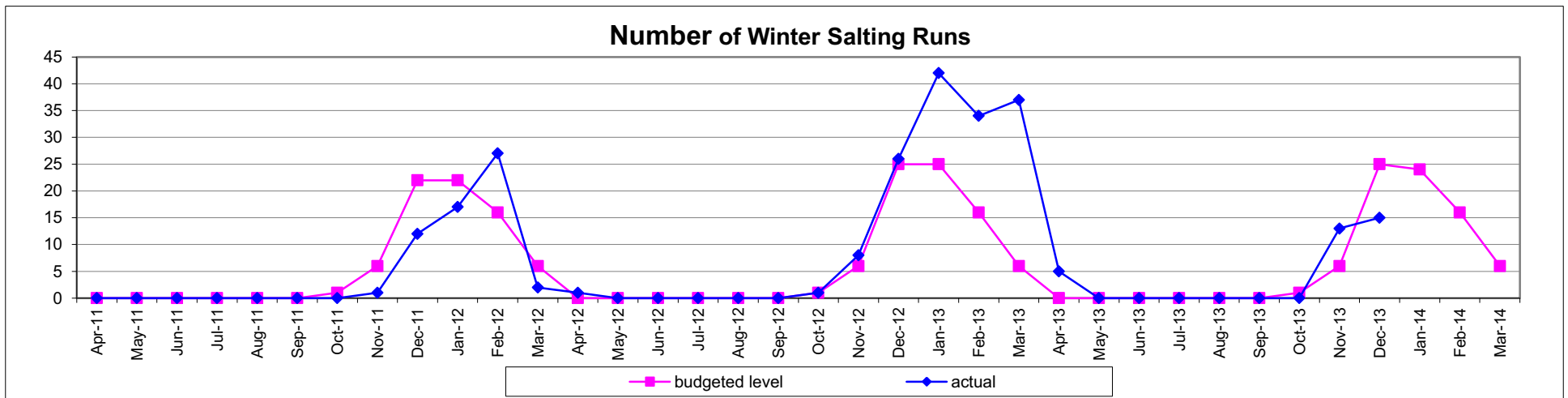
Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					+206	Extra contract payments for managing waste in Thanet and Canterbury under the East Kent Contract as the new service is being rolled out
					-152	Reduced haulage of residual waste from Canterbury and Thanet to Allington due to extended maintenance at the Allington Waste to Energy Facility
					-38	Other minor variances
- Landfill Tax	7,571.0	0.0	7,571.0	-163	-1,894	Saving due to planned diversion of waste to be processed at the Allington Waste to Energy facility (-26,300)
					+2,929	Pressure due to increase in waste diverted to landfill due to extended maintenance at Allington Waste to Energy facility (+40,700 tonnes)
					-1,058	Forecast reduction in the volume of waste sent to landfill due to an overall reduction in residual waste (-14,700 tonnes)
					-150	Sale of previous year landfill allowances, under the Landfill Allowance Trading Scheme, to another local authority
					+10	Other minor variances
	46,833.0	-411.0	46,422.0	-108		
- Commercial Services	0.0	-4,899.0	-4,899.0			
Total E,H & W portfolio	175,621.9	-23,918.5	151,703.4	+1,170		
Regeneration & Enterprise portfolio						
Development Staff & Projects	656.6	-656.6	0.0	0		
Total E&E controllable	176,278.5	-24,575.1	151,703.4	+1,170		

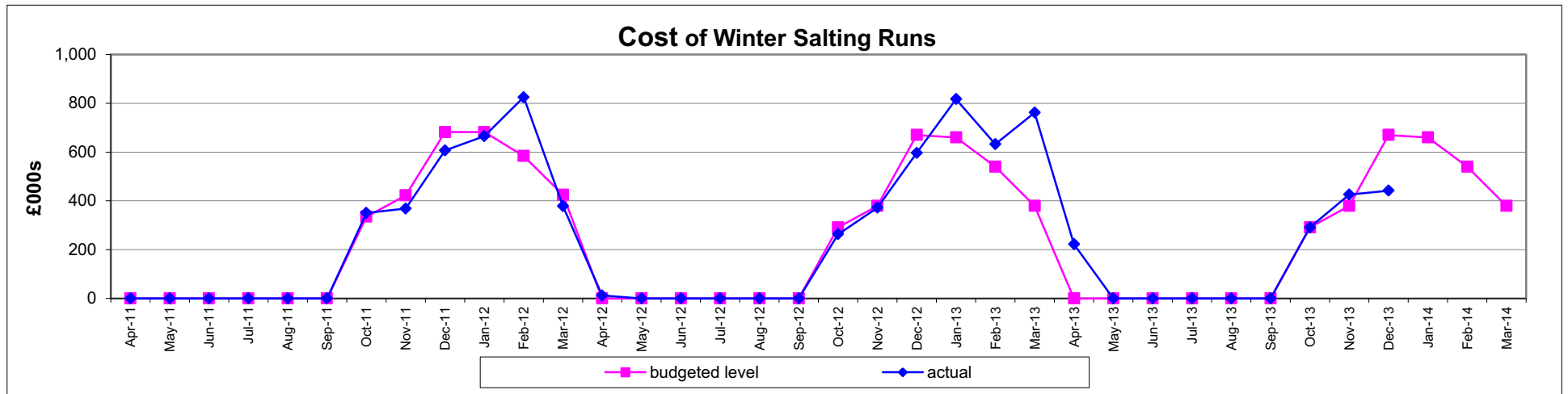
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Cost of winter salting runs

	2011-12				2012-13				2013-14			
	No. of salting runs		Cost of salting runs		No. of salting runs		Cost of salting runs		No. of salting runs		Cost of salting runs	
	Budgeted level	Actual	Budgeted level £'000	Actual £'000	Budgeted level	Actual	Budgeted level £'000	Actual £'000	Budgeted level	Actual	Budgeted level £'000	Actual £'000
Apr	-	-	-	-	-	1	-	12	-	5	-	222
May	-	-	-	-	-	-	-	-	-	-	-	-
Jun	-	-	-	-	-	-	-	-	-	-	-	-
Jul	-	-	-	-	-	-	-	-	-	-	-	-
Aug	-	-	-	-	-	-	-	-	-	-	-	-
Sep	-	-	-	-	-	-	-	-	-	-	-	-
Oct	1	-	335	351	1	1	291	263	1	-	291	291
Nov	6	1	423	368	6	8	379	372	6	13	379	426
Dec	22	12	682	607	25	26	670	596	25	15	670	442
Jan	22	17	682	665	25	42	660	817	24	-	660	-
Feb	16	27	584	825	16	34	540	632	16	-	540	-
Mar	6	2	425	378	6	37	379	762	6	-	379	-
	73	59	3,131	3,194	79	149	2,919	3,454	78	33	2,919	1,381

The budgeted number of salting runs assumes county wide coverage but in some cases, the actual number includes salting runs for which only part county coverage was required.





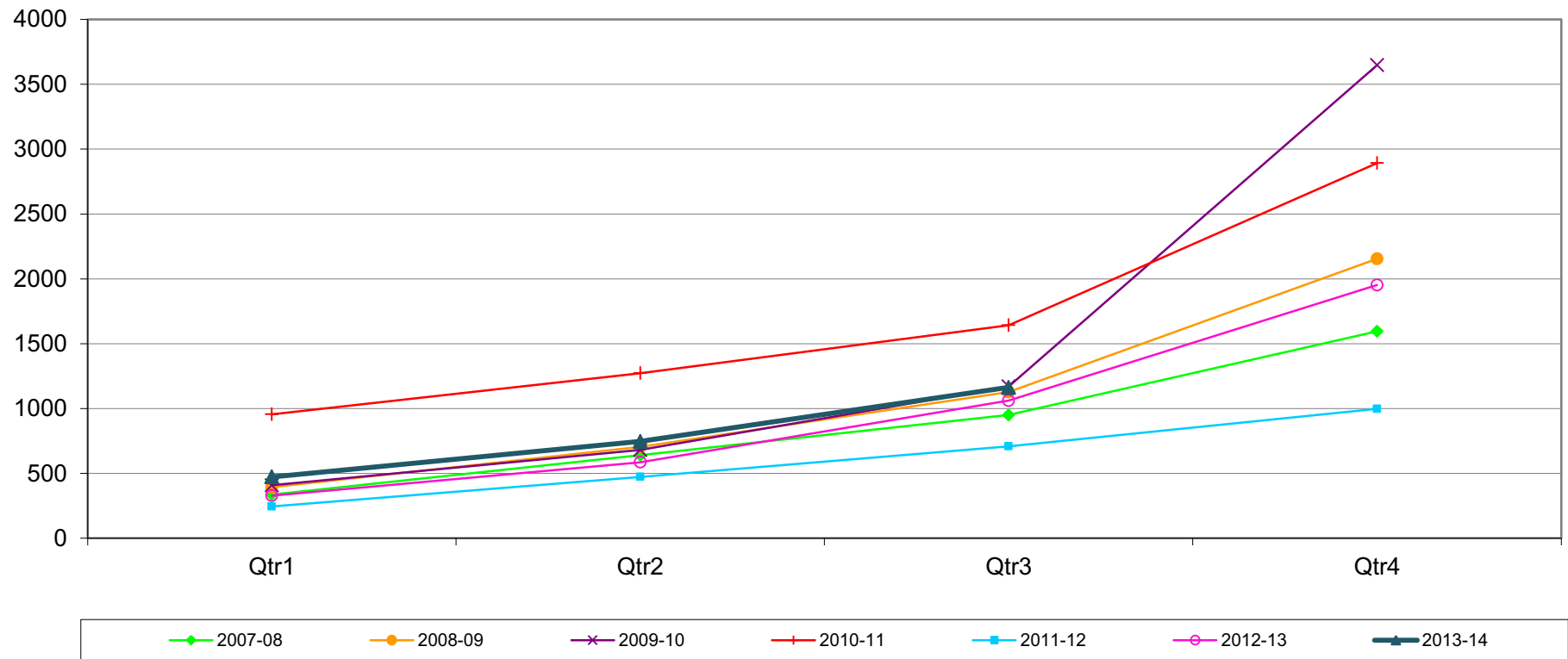
Comments:

- As a result of the prolonged hard winter which extended into April 2013, unbudgeted salting runs were required at the start of this financial year, resulting in a forecast pressure against the adverse weather budget of £0.222m, as shown above and in table 1. Although the current number of salting runs and costs suggest only a minor pressure of £41k for the period April-December, the pressure relating to the April 2013 salting runs continues to be forecast until weather conditions for the remainder of the winter period are known.
- Although the budgeted number of salting runs was higher in 2012-13 than in 2011-12, the budgeted cost was lower because 2011-12 was a transition year due to the change in contractor from Ringway to Enterprise and 2012-13 included the full year efficiency savings, 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.
- The actual number of salting runs in 2012-13 was above the budgeted levels, however, the budgeted cost of salting runs was calculated using the worst case scenario in terms of the rate of spread of salt. As the actual spread of salt was at a lower rate than assumed, this resulted in the costs of salting runs not being as high as the number of salting runs may suggest. Overall there was a net overspend of £1.669m on the adverse weather budget in 2012-13, which was due to an overspend of £0.535m on winter salting runs (as shown in the table above) and an overspend of £1.134m of other costs associated with adverse weather, not directly attributed to salting runs, such as costs of snow clearance, maintenance costs of farmers' ploughs, salt bins & weather stations.

2.2 Number of insurance claims arising related to Highways

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	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
Apr to Jun	337	393	408	956	245	328	473
Jul to Sep	640	704	680	1,273	473	586	746
Oct to Dec	950	1,128	1,170	1,642	709	1,062	1,163
Jan to Mar	1,595	2,155	3,647	2,892	998	1,952	

Cumulative Number of insurance claims relating to Highways



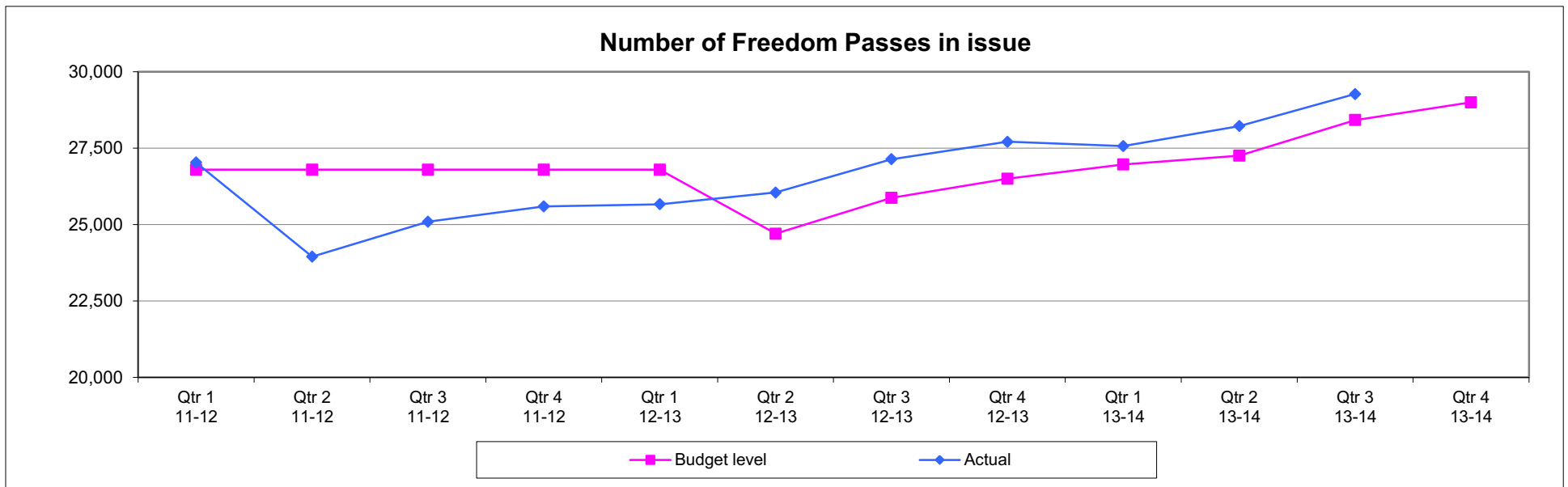
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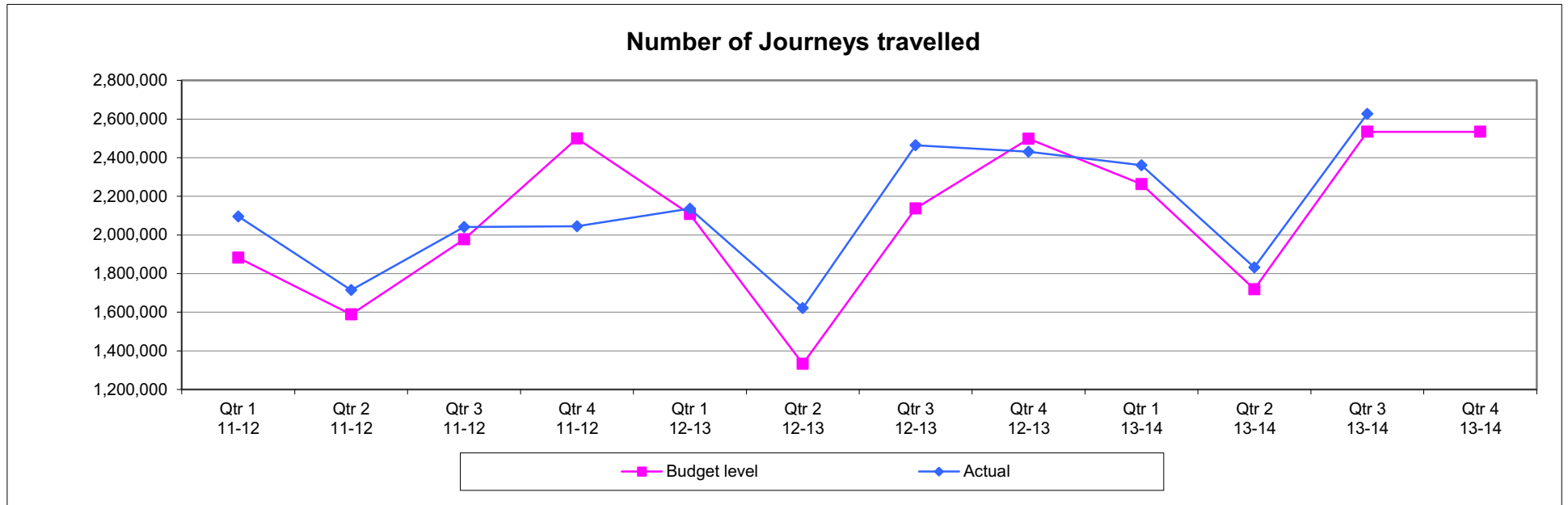
- Numbers of claims will continually change as new claims are received relating to incidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 31st December 2013.
- Claims were high in each of the years 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 which could have been 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. However, claim numbers increased again in 2012-13, which was likely to be due to the prolonged hard winter and the consequent damage to the highway, but claim numbers did not increase to the levels experienced during 2008-09 to 2010-11, probably due to the continuation of the find and fix programmes of repair. It is likely that claim numbers for both 2011-12 and 2012-13 will increase as new claims are received relating to incidents occurring during these two years, as explained 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 2013-14 claims where it is considered that we do not have any liability, of about 86%.

2.3 Freedom Pass

	2011-12				2012-13				2013-14			
	Passes		Journeys travelled		Passes		Journeys travelled		Passes		Journeys travelled	
	Budget level	Actual	Budget level (000's)	Actual (000's)	Budget level	Actual	Budget level (000's)	Actual (000's)	Budget level	Actual	Budget level (000's)	Actual (000's)
Qtr 1	26,800	27,031	1,882	2,096	26,800	25,668	2,108	2,136	26,970	27,571	2,263	2,361
Qtr 2	26,800	23,952	1,589	1,714	24,703	26,051	1,333	1,621	27,260	28,227	1,719	1,832
Qtr 3	26,800	25,092	1,977	2,041	25,877	27,141	2,137	2,464	28,420	29,272	2,534	2,627
Qtr 4	26,800	25,593	2,499	2,045	26,500	27,711	2,498	2,431	29,000		2,534	
			7,947	7,896			8,076	8,652			9,050	6,820

The data for this activity indicator is only provided on a quarterly basis from our external provider MCL Transport Services.





Comments:

- As predicted the number of Kent Freedom Passes was lower in the first quarter of 2012-13 compared to the same quarter in 2011-12 probably due to the fee increase. Applications have steadily increased since quarter one of 2012-13, due in part to changes in education transport policy, and the continued popularity of the scheme, resulting in a pressure on this budget in 2012-13, hence Cabinet, at the 15 July 2013 meeting, agreed to allocate £0.8m of rolled forward 2012-13 underspending to support this budget in 2013-14.
- The figures for actual journeys travelled are regularly reviewed and updated as further information is received from the bus companies, so may be subject to change. The 2013-14 actual journey numbers for quarters 1 and 2 have been adjusted as they had previously included journeys funded from the Home to School Transport budget. There is a forecast pressure of £109k on the Freedom Pass budget due to the higher than budgeted number of journeys, as reflected in table 1 of this annex.
- The above figures do not include journeys travelled relating to free 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

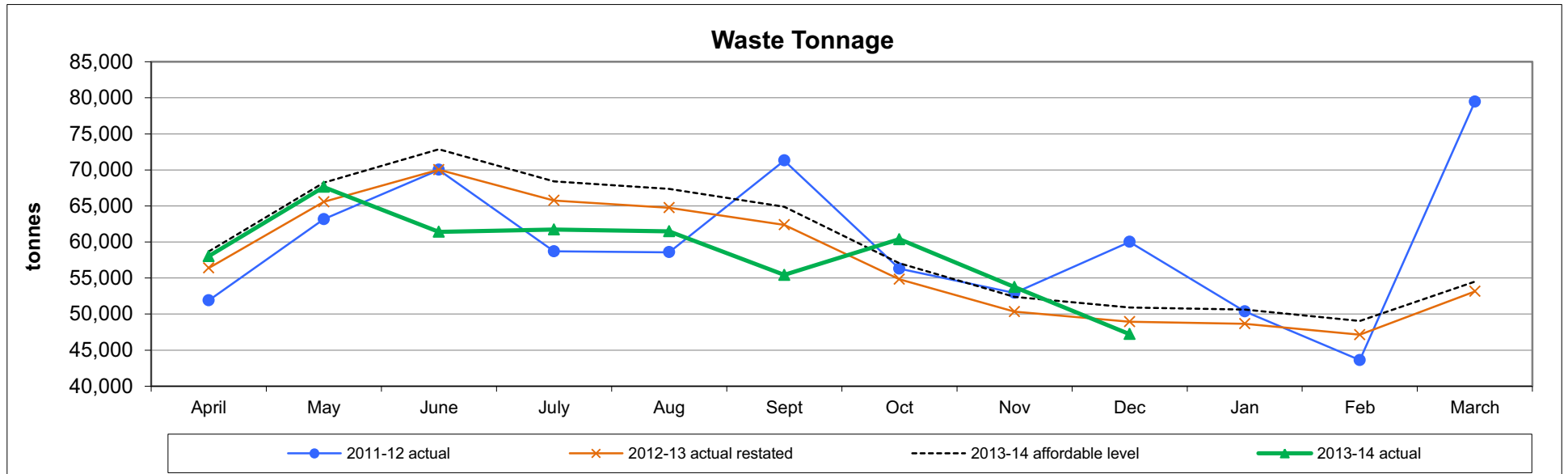
	2011-12	# 2012-13 restated	2013-14	
	Waste Tonnage	Waste Tonnage	Affordable Level ^	* Waste Tonnage
Apr	51,901	56,390	58,673	58,024
May	63,168	65,562	68,216	67,635
Jun	70,006	70,033	72,869	61,404
Jul	58,711	65,764	68,426	61,743
Aug	58,581	64,760	67,381	61,486
Sep	71,296	62,377	64,902	55,431
Oct	56,296	54,837	57,057	60,384
Nov	52,942	50,344	52,382	53,751
Dec	60,009	48,925	50,906	47,232
Jan	50,366	48,668	50,638	
Feb	43,607	47,135	49,043	
Mar	79,468	53,150	54,507	
	716,351	687,945	715,000	527,090

^ 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. From April 2013, due to changes in managing waste contracts, all service providers have transferred on to a calendar month basis and this is reflected in the monthly affordable levels for 2013-14, hence why the line on the graph representing the affordable level for 2013-14 reflects a different profile to the actuals for 2011-12.

The 2012-13 actual waste tonnage data has been restated on a calendar month basis to ease comparison with 2013-14.

* Note: waste tonnages are subject to slight variations between quarterly reports as figures are refined and confirmed with Districts. In addition, the 2013-14 figures have been restated this quarter due to Allington WtE previously being omitted from the exercise ^ above.

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Comments:

- 2013-14 data has been restated in this report to reflect tonnage based on waste outputs from transfer stations rather than waste inputs to our facilities. This is necessary due to the changes in how waste is being presented to KCC by the waste collection authorities, where several material streams are now being collected by one refuse collection vehicle utilising split body compaction. These vehicles are only weighed in once at our facilities, where they tip all of the various waste streams into the separate bays, and then the vehicle is weighed out when empty. The separate waste streams are stored separately at our transfer stations, where these materials are bulked up for onward transfer to various processing plants/facilities. The bulked loads are weighed out, providing data for haulage fees and then are weighed in at the relevant processing plant, providing data for processing fees. 2012-13 data and the 2013-14 affordable level have also been restated on this output basis in order to enable comparison.
- These waste tonnage figures include residual waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- To date, the cumulative tonnage activity for the first nine months of the year is approximately 33,700 tonnes less than the affordable level for the same period, and this reduction is reflected in the current forecast in table 1 of this annex.
- Overall waste volumes are currently 2.2% lower for the first nine months when compared with the same period for last year (based on the restated 2012-13 figures). Waste volumes at Household Waste Recycling Centres continue to show a reduction in waste volumes as a result of implementing new operating policies at these sites.
- Based on the actual waste tonnage for April to December of 2013-14 and forecasts for January to March, the overall volume of waste to be managed this financial year is expected to be approximately 676,200 tonnes, which is 38,800 tonnes below the affordable level and equates to a saving of £2.330m. However this saving on waste volumes is offset by other pressures within the service, as detailed in table 1, giving an overall saving against the waste management budget of £1.458m.
- The figures in Table 1 of section 1.2 are based on actual activity between April and November. The December activity figure suggests the underspend will increase and if verified, this will be reflected in the next monitoring report.

3. CAPITAL

3.1 The Enterprise & Environment Directorate has a working budget for 2013-14 of £76,332k. The forecast outturn against the 2013-14 budget is £60,265k giving a variance of -£16,067 k.

3.2 **Table 2** below details the EE Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Commercial Services	3,900	1,300	0	0			Green		
Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening	94,872	38,909	-3,335	-3,400	Rephasing	Highways capital funding to be reviewed in detail as part of 2014-17 MTFP process. The maintenance programme is currently being reviewed to achieve the expected budget reduction target of £3,400k.	Green		Increase cash limit by £65k
				65	Real - Grant	Contribution from Member Highway Fund to deliver footway schemes.			
Weather Damage-Major Patching	0	0	1,000	1,000	Real - Capital receipt	This is a £2,500k pot to carry out major enhancement programme on roads following the recent adverse weather: £1,000k is anticipated in 13-14 and £1,500k in 14-15.	Green		Increase cash limit by £1,000k in 13-14 and £1,500k in 14-15

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Carriageway Collapse-Emergency works			1,200	1,200	Real - Ext Other	Reconstruction of road collapse - total anticipated cost £1,500k. To be funded from banked, unringfenced contributions.	Green		Increase cash limit by £1,200k in 13-14 and £300k in 14-15
Integrated Transport Schemes under £1 million	12,513	5,295	-430	330	Real - Grant	Additional grant has been awarded to carry out Local Sustainable Transport schemes that improve links to Kent transport hubs, plus additional grant to deliver Electric Car Charge Points to cut carbon from UK road transport.	Green		
				-595	Rephasing	Rephasing is due to further detailed design following consultation responses.			
				229	Real - Ex Developer Cont	Additional S106 schemes have been completed within the time frame.			
				-394	Rephasing	Some of the s106 schemes are at outline design stage with programmed delivery in 14-15.			

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Land compensation and Part 1 claims arising from completed projects	2,834	2,348	-1,055	18	Real - Ex Developer Cont	Anticipated outturn is more than the original estimate. This will be claimed from the developers.	Green		
				-1,073	Rephasing	Spend prediction is particularly difficult for LCA Part 1 expenditure which is often an aggregate of many small claims where progress is highly dependent on the action of claimants, their agents and responses to legal check.			
Major Schemes - Preliminary Design Fees	400	350	-43	-43	Rephasing		Green		
Old Schemes Residuals	0	0	0	0			Green		
Member Highway Fund	6,600	2,472	-1,171	-1,171	Rephasing -£1,106 Real - grant -£65k	Scheme commitments will be finalised in the latter part of the financial year hence delivery likely to be in the next financial year. Real underspend to fund footway schemes within Highway Major Enhancement.	Green		Reduce cash limit by £65k

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Individual Projects									
Planning and Environment									
Coldharbour Gypsy Site	672	888	0	0			Green		
Energy and Water Efficiency Investment Fund - External	481	328	-75	-75	Rephasing		Green		
Energy Reduction and Water Efficiency Investment - KCC	241	140	-29	-29	Rephasing		Green		
Sandwich Sea Defences	2,328	656	-203	-203	Rephasing	Contribution profile has been revised.	Green		
Growth without Gridlock initiatives	5,000	2,750	-2,700	-2,700	Rephasing	Reprofiling of the original budget. Two schemes have so far been identified but are at early stages of development.	Green		
Household Waste Recycling Centres (HWRCs) and Transfer Stations (TSs)									
East Kent Joint Waste Project	1,576	1,593	-511	-511	Real - Prudential	Review of the contract resulted in changes to the type and number of containers used and a lower price than originally estimated.	Green		
HWRC - Tonbridge and Malling	1,300	0	0	0			Green		
HWRC - Site Improvements-Herne Bay	0	0	-19	-19	Real - Prudential		Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
HWRC - West Kent	600						Green		
Mid Kent Joint Waste Project - Invest to Save	4,440	3,628					Green		
TS/HWRC - Ashford	500	1,715	-50	-50	Rephasing		Green		
TS - North Farm			69	69	Real - Prudential		Green		
TS/HWRC - Swale	3,530	1,880	-1,630	-1,630	Rephasing	Site search completed; study to redevelop existing site is underway. Contract work is expected to start in 14-15.	Green		
Highways and Transportation									
Ashford Ring Road - Major Road Scheme	91	93	0	0			Green		
East Kent Access Phase 2 - Major Road Scheme	3,958	1,316	-800	-800	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard. Overall on the project there is a forecast underspend of £476k which relates to a review of residual risk contingency.	Green		
Cyclopark initiative	0	176	0	0			Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Kent Thameside Strategic Transport Programme	11,764	2,243	-2,085	-2,085	Rephasing	The outline design and development of the Rathmore Road Link has been extended whilst further traffic assessment work was completed. Work has also been re-phased to account for the development of the transport strategy for Dartford Town Centre and the completion of the S106 Agreement for the Lowfield Street development.	Green		
Kent Highway Partnership - Co-location Depots	40	48	40	40	Real - Prudential		Green		
Preston Highway Depot	0	0	24	24	Real - Prudential		Green		
Rushenden Link (Sheppey) - major road scheme	635	490	-440	-440	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Sittingbourne Northern Relief Road - major road scheme	2,799	814	-637	-637	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
Street Lighting Column - Replacement Scheme	3,750	1,250	0	0			Green		
Street Lighting Timing - Invest to Save	2,906	2,131	-721	-721	Rephasing	Delivery of the scheme has now started and good progress is anticipated in this financial year reducing the previously reported rephasing.	Green		
A228 Colts Hill Strategic Link - Major Road Scheme	0	0	0	0			Green		
A228 Leybourne & West Malling Corridor	0	0	0	0					
South East Maidstone Strategic Link - Major Road Scheme	0	0	0	0					

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Ashford's Future Schemes									
A28 Chart Road	7,600	1,800	-1,800	-1,800	Rephasing	Growing Places funding has not materialised and project will only proceed if external funding is secured.	Green		
Drovers Roundabout junction	220	370	-263	-175	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard.	Green		
				-88	Real - Grant	Review of the scheme has recommended minor sign and road marking changes.			
Orchard Way Railway bridge	15,000	0	0	0			Green		
Victoria Way	239	424	-583	-583	Rephasing	Extension of LCA Part 1 claims due to completion of several major schemes. The new term consultant is to double check noise claims in line with new industry standard. Also, negotiation is currently taking place to finalise the UK Power Network cost.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
North Farm Development	3,000	125	504	504	Rephasing	The early award of grant and the funding deadline has accelerated the spend on scheme development and detailed design.	Green		
Westwood Relief Strategy - Poorhole Lane	0	800	-324	-324	Rephasing	Rephasing to reflect revised profiling of project.	Green		
Total	193,789	76,332	-16,067	-16,067					

1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

CUSTOMER & COMMUNITIES DIRECTORATE SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. **REVENUE**

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Directorate Total (£k)	+76,033	-3,531	-	-3,531

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Customer & Communities portfolio						
Strategic Management & Directorate Support budgets	3,112.8	-978.0	2,134.8	-143		Minor variances individually all below £100k
<u>Support to Frontline Services:</u>						
- Communication & Consultation	3,004.6	-11.0	2,993.6	-58		
<u>Other Services for Adults & Older People</u>						
- Social Fund (Kent Support & Assistance Service - KSAS)	3,469.0	-3,469.0	0.0	-1,265	-1,240	Lower than anticipated demand for awards since inception of this new pilot scheme. In accordance with Key Decision 12/01939, funding for KSAS awards is to be ring fenced for two years (2013-14 & 2014-15), therefore committed roll forward will be requested for any underspend at year end.
					-25	Administrative support.

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Supporting People	24,856.5	0.0	24,856.5	-1,176	-858	Primarily due to effective contract management, with variations negotiated with providers where contracts were under-utilised or demand was lower than anticipated.	This saving has been reflected in the recently approved 2014-17 MTFP. This saving is expected to be ongoing and the full year effect has been reflected in the recently approved 2014-17 MTFP.
					-376	A realignment of the profile and regularity of contract payments, differing to the initial budget assumptions, which results in a lower cost in 2013-14.	
					-608	Cessation of Floating Support in Lieu (FSIL) of Accommodation contracts in November 2013.	
					+516	Following the cessation of FSIL above, additional one-off Floating Support Services were commissioned until March 2014 to align with the Troubled Families Programme	
					+150	New one-off commission in relation to support for rough sleepers (Hostels Plus).	
	28,325.5	-3,469.0	24,856.5	-2,441			
<u>Children's Services:</u>							
- Youth Service	8,611.0	-2,365.8	6,245.2	+108	-122	Staff vacancies	
					+230	Other minor variances which are individually below £100k	
- Youth Offending Service	5,419.7	-2,424.6	2,995.1	-132		Minor variances individually all below £100k	
	14,030.7	-4,790.4	9,240.3	-24			
<u>Community Services:</u>							
- Arts Development (incl Turner Contemporary)	2,128.8	0.0	2,128.8	-25			
- Community Learning & Skills	14,444.3	-14,673.6	-229.3	+40			
- Community Safety	659.2	-284.9	374.3	+13			

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 -121 +79	Income from fines and dvd rental Other minor variances
- Local Healthwatch & Complaints Advocacy	1,340.6	-766.0	574.6	0		
- Other Community Services	5,319.1	-5,319.1	0.0	0		
- Sports Development	1,881.3	-1,093.0	788.3	-25		
- Supporting Employment	1,085.9	-335.0	750.9	-139		Minor variances individually all below £100k
	54,674.8	-29,402.7	25,272.1	-770		
<u>Environment:</u>						
- Country Parks	1,493.8	-990.7	503.1	-36		
- Countryside Access (incl PROW)	2,670.6	-1,014.4	1,656.2	-18		
	4,164.4	-2,005.1	2,159.3	-54		
<u>Local Democracy:</u>						
- Community Engagement	735.3	0.0	735.3	+34		
- Local Scheme & Member Grants	1,256.0	0.0	1,256.0	0		
	1,991.3	0.0	1,991.3	+34		
<u>Public Health:</u>						
- Drug & Alcohol Services	19,027.3	-17,775.5	1,251.8	-915		Delay in commencement of some of the pooled partnership projects. These underspends are treated differently depending on how they are funded, as shown below: -866 - Public health funded element (see transfer to reserves below) -51 - KCC funded element, for which roll forward will be required to fund our obligation to the partnership -20 Local Are Single Assessment & Referral (LASAR) Service +22 Under achievement of income

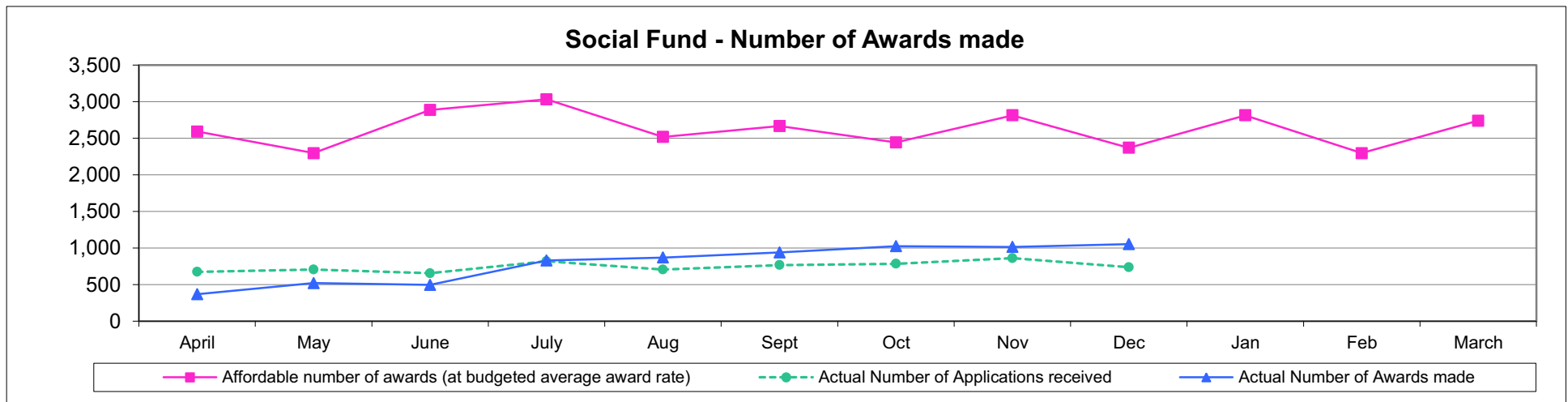
Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
- Tfr to(+)/from(-) Public Health reserve				+866	+866	transfer to Public Health reserve of underspending against public health grant	
- Drug & Alcohol Services base funded variance				-49			
<u>Regulatory Services:</u>							
- Coroners	2,867.3	-475.0	2,392.3	-45			
- Emergency Planning	778.5	-169.0	609.5	+86	+120	Flood Emergency costs	
					-34	Other minor variances	
- Trading Standards (incl Kent Scientific Services)	3,916.9	-785.8	3,131.1	-67	-152	Staffing vacancies	
					+85	Other minor variances	
	7,562.7	-1,429.8	6,132.9	-26			
Total C&C portfolio	135,894.1	-59,861.5	76,032.6	-3,531			
Assumed Mgmt Action							
- C&C portfolio							
Total Forecast <u>after</u> mgmt action	135,894.1	-59,861.5	76,032.6	-3,531			

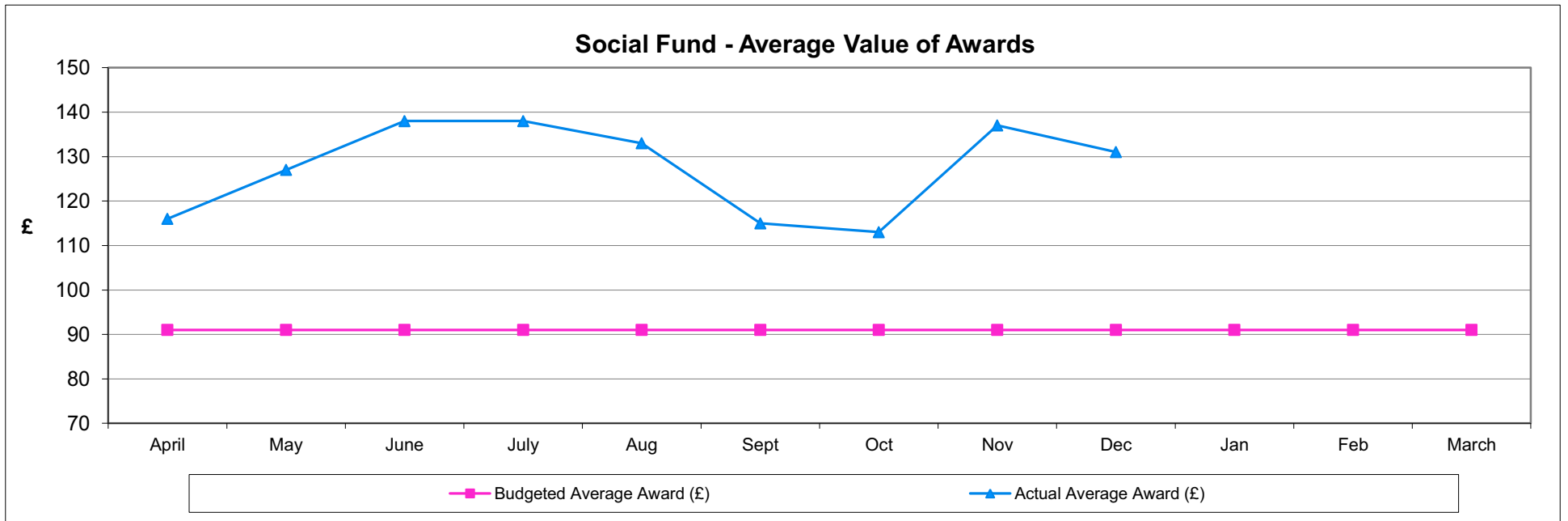
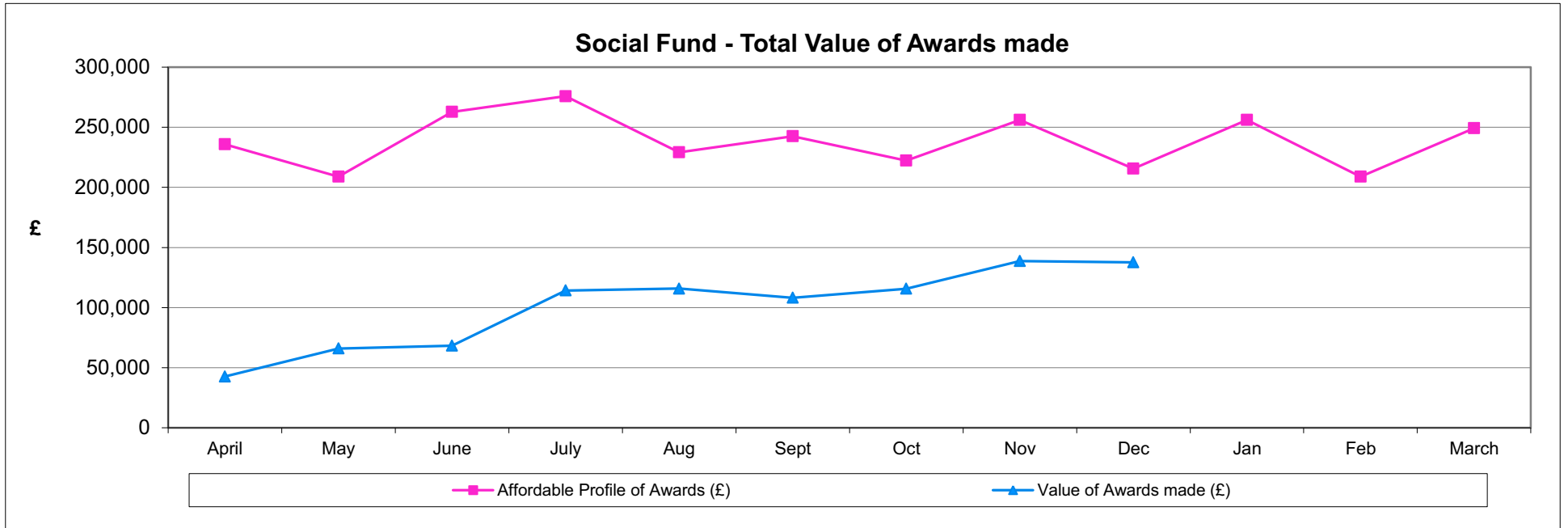
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Number and Value of Social Fund awards made

	(a) *	(b)	(c)	(d) *	(e)	(d) / (a)	(e) / (c)
	Affordable number of awards (at budgeted average award rate)	Actual number of applications received	Actual number of awards made	Affordable profile of awards (£)	Value of awards made (£)	Budgeted average award (£)	Actual average award (£)
Apr	2,591	673	368	235,800	42,620	91	116
May	2,296	704	520	208,900	65,907	91	127
Jun	2,887	655	494	262,700	68,201	91	138
Jul	3,031	818	828	275,800	114,188	91	138
Aug	2,518	704	869	229,100	115,811	91	133
Sep	2,666	766	939	242,600	108,237	91	115
Oct	2,443	783	1,025	222,300	115,778	91	113
Nov	2,813	861	1,015	256,000	138,738	91	137
Dec	2,369	738	1,054	215,600	137,748	91	131
Jan	2,813			256,000		91	
Feb	2,296			208,900		91	
Mar	2,739			249,300		91	
	31,462	6,702	7,112	2,863,000	907,228	91	128

* Columns (a) and (d) are based on available funding which has been profiled by month and type of award (excluding cash awards) in the same ratio as the previous DWP scheme. As the criteria and awards for this new pilot scheme differ to the DWP scheme, this does not represent the anticipated demand for the new pilot scheme (as demand is unknown), but represents the maximum affordable level should sufficient applications be received which meet the criteria. One application may result in more than one award, e.g. an award for food & clothing and an award for utilities, hence the number of awards in column (c) may exceed the number of applications in column (b).





Comments:

- This is a pilot scheme that commenced in Kent on 1 April 2013 and differs from the Social Fund scheme, previously administered by DWP, in that cash awards are only given in very extreme circumstances e.g. where an individual may be at risk. This scheme offers 4 types of award including food & clothing, white goods, energy vouchers and furniture & equipment and more importantly signposts the individual, whether an award is given or not, to the appropriate service so that they can receive ongoing support. This is an emergency fund to help support the most vulnerable in society. The figures provided in the table and represented in the graphs above reflect a combined average of these 4 types of award.
- Applications are immediately prioritised with the intention that high priority applications should receive the award within 24 hours. However, approval of awards for lower priority cases e.g. applications for furniture from low risk households may be slower. Therefore, actual awards made in any month can exceed the number of applications for the month, either due to the processing of low priority cases from previous months, or as a result of individual applications resulting in multiple awards being granted, as referred to above.
- **Graph 1** above represents the number of individual awards granted, e.g. there could be multiple awards arising from an individual application, compared to (i) the number of applications received and (ii) the affordable number of awards, as calculated using the budgeted average award rate, which is the maximum number of awards that can be afforded, not the anticipated level of demand. In previous reports the number of applications received was higher than the number of awards made, which predominately reflected that applications for cash awards were being received in line with the old DWP scheme, but this type of award is not generally offered as part of this pilot scheme. Initially there were also a number of inappropriate referrals being made whereby the applicant did not qualify. However, the number of awards made is now higher than the number of applications received illustrating that some applications result in more than one award e.g. an award for food and clothing and an award for energy vouchers. There is an admin cost involved in assessing the applications received, irrespective of whether they result in an award being made. The budget for this service, as shown in table 1 is £3.469m, with £0.606m being the cost of administering the scheme including signposting applicants to alternative appropriate services, and £2.863m available to award where appropriate (column d in the table above). Given the uncertainty about both future levels of demand and government funding, there is a need to ring-fence the funding for awards for the period of the pilot scheme (2013-15) to provide some stability to the service.
- **Graph 2** represents the value of awards made against the maximum profiled funding available. The number and value of awards made is significantly lower than the affordable level and reflects the initial take up of this new scheme being low in comparison to the old scheme (which is what the funding, and affordable level, is based upon). The value of awards made is expected to increase as the scheme matures and communication increases about what the new scheme provides and evidence of this is visible in the figures in the table above, where the value of award made has steadily increased throughout the year to date. In addition, it is anticipated that changes to welfare reform may still impact on the value of awards given in this financial year. However, if applicants are successfully signposted to alternative appropriate services to receive sustained support, and an award is not made, then this will be beneficial to the applicant and would result in an underspend against this scheme, which is still a positive outcome for the pilot.

- **Graph 3** compares the budgeted average award value, based on the anticipated mix and value of awards, to the actual average award. Using DWP data, and excluding cash awards, it was anticipated that the majority of awards for this pilot would be for food & clothing, high volume & low value, and therefore the budgeted average award was set with this in mind. Whilst this has transpired and 49% of the number of awards has been for food & clothing, there has been a higher than expected number of awards for furniture & equipment which have a higher award value, given the nature of the goods. The number of awards for furniture & equipment (incl white goods) accounts for 16% of the number of awards but 47% of the value of awards. Therefore, the actual average award is higher than budgeted due to the apportionment of the award types being different to what was anticipated. The data collected in the current year will inform the allocation of funds to each type of award in future years, should the scheme continue and will provide a meaningful comparison. The awards figures for December include the impact of both energy and food awards being issued for 14 days rather than the normal 7 days to cover the Christmas period. There is a higher number (and value) of cash awards made in December, which includes emergency payments to households evacuated because of the flooding.

3. CAPITAL

3.1 The Customer & Communities Directorate has a working budget for 2013-14 of £6,182k. The forecast outturn against the 2013-14 budget is £4,359k giving a variance of -£1,823k.

3.2 **Table 2** below details the C&C Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per Budget Book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Country Parks Access and Development	0	193	0	0			Green		
Library Modernisation Programme - adaptations and improvements to existing facilities	1,380	840	-396	-396	Rephasing	Rephasing to 14/15 due to review of Service	Green		
Management and Modernisation of Assets - Vehicles	380	292	0	0			Green		
Public Rights of Way - Structural Improvements	2,449	1,030	0	0			Green		
Public Sports Facilities Improvement - Capital Grant	300	100	0	0			Green		
Small Community Projects - Capital Grants	1,500	500	0	0			Green		

Budget Book Heading	Three year cash limit per Budget Book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Village Halls and Community Centres - Capital Grants	600	321	-125	-125	Rephasing	2 external projects rephased to 14/15 due to delays in sourcing additional funding, 1 project withdrawn and grant will need to be reallocated.	Green		
Individual Projects									
Community Learning and Skills Service Reprovision	457	482	-482	-482	Rephasing	Project has been deferred to 14/15 pending decision on lease extension.	Green		
Gateways - Continued Rollout of Programme	2,192	1,198	-662	-662	Rephasing	Customer Relationship Manager (CRM) - rephasing to 14/15 & 15/16 - delays due to the associated ICT infrastructure investment and the need to align requirements to the single customer record. Swanley Gateway - approval to spend recently received hence spend realigned to 14/15.	Green		
Libraries Invest to Save	0	5	-5	-5	Real - Prudential		Green		
New Community Facilities at Edenbridge	0	69	0	0			Green		
Tunbridge Wells Library	0	288	0	0			Green		

Budget Book Heading	Three year cash limit per Budget Book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance	Project Status ¹	Explanation of Project Status	Actions
Web Platform	0	0	0	0		Project merged with Enhancement of Core Website after approval from the Leader to proceed.	Green		
Replacement and Enhancement of Core Website	455	309	0	0			Green		
Gravesend Library	0	5	-5	-5	Real - prudential		Green		
Ashford Gateway Plus	0	1	0	0			Green		
Grant to Cobtree	0	0					Green		
Kent Library and History Centre	0	188	-148	-148	Real - Underspend	Underspend on Public Realm work.	Green		
Ramsgate Library - Insurance Betterment	0	0	0	0			Green		
Youth Reconfiguration	0	83	0	0			Green		
Cheesemans Green Library, Ashford	350	0	0	0			Green		
Dartford and Gravesham NHS Trust Capital Contribution	0	128	0	0			Green		
Winter Gardens Rendezvous Site - Prelim Works	100	100	0	0			Green		
Integrated Youth Service - Youth Hub Re-provision	1,100	50	0	0			Green		
Total	11,263	6,182	-1,823	-1,823					

1. Status:

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY
PUBLIC HEALTH SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before transfer to Public Health Reserve	Transfer to Public Health Reserve	Net Variance after transfer to Public Health Reserve
	Total (£k)	+384	-1,445	+1,030	-415

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

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Adult Social Care & Public Health portfolio							
Public Health:							
- Public Health Management & Support	441.3	-57.0	384.3	-415	-340	Underspend against KCC budget as costs are reflected against the grant in the service lines below, mainly Public Health Staffing & Related Costs	
					-75	Drawdown of unused reserve	
- Children's Public Health Programmes	6,346.4	-6,346.4	0.0	0			
- Drug & Alcohol Services	662.7	-662.7	0.0	0			
- Healthy Weight	2,516.4	-2,516.4	0.0	0			
- NHS Health Check Programme	2,321.8	-2,321.8	0.0	0			
- Other Public Health Services	5,746.1	-5,746.1	0.0	0			
- Public Health Staffing & Related Costs	4,016.2	-4,016.2	0.0	-1,030	-1,030	<i>PH grant variance: slippage on recruitment and vacancy savings</i>	
- Sexual Health Services	12,538.6	-12,538.6	0.0	0			
- Stop Smoking Services & Interventions	2,688.0	-2,688.0	0.0	0			
- Tobacco Control	600.0	-600.0	0.0	0			

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
	37,877.5	-37,493.2	384.3	-1,445			
<i>- tfr to(+)/from(-) Public Health reserve</i>				+1,030	+1,030	<i>Transfer of underspend on staffing to reserve</i>	
Total ASC&PH portfolio (Public Health)	37,877.5	-37,493.2	384.3	-415			

KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

As the majority of services are commissioned from providers on a block contract basis there will be little or no variation in terms of actual expenditure during 2013-14. The decision to commission on a block contract basis was taken to ensure continuity of services in this transitional period. It is expected that the use of block contracts next year will be significantly reduced as services are re-commissioned based on activity and payment by results; the experience gained within the Division during 2013-14 will also inform this process. Until that time no activity indicators are reported for Public Health.

BUSINESS STRATEGY & SUPPORT DIRECTORATE SUMMARY
BUSINESS STRATEGY AND SUPPORT (EXCL. PUBLIC HEALTH) SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+80,225	-735	-	-735

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Regeneration & Enterprise portfolio						
Directorate Management & Support	172.2	0.0	172.2	+3		
Development Staff & Projects	5,043.7	-1,333.7	3,710.0	-3		
Total R&E portfolio	5,215.9	-1,333.7	3,882.2	0		
Finance & Business Support portfolio						
Finance & Procurement	18,707.1	-7,375.8	11,331.3	-199	-397 Appointments to the structure made last year at bottom of grade, budget set at mid-point of grade; the Division is also carrying a number of vacancies. -294 Reduction in specialist fees within Financial Management +129 Increased cost of asset valuations +120 Under-recovery of income by Schools Financial Services +100 Contribution to reserves to fund further rollout of Collaborative Planning and Business Intelligence in future years +143 Other minor variances	
- <i>Transfer to(+)/from(-) DSG reserve</i>				0		

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Local Democracy:							
- Grants to District Councils	703.0	0.0	703.0	0			
- Other Local Democracy costs	741.2	0.0	741.2	+1			
- Support for Local Council Tax Support Schemes	1,253.0	0.0	1,253.0	-3			
Total F&BS portfolio	21,404.3	-7,375.8	14,028.5	-201			
Business Strategy, Performance & Health Reform portfolio							
Strategic Management & Directorate Support budgets	3,093.3	-5,089.3	-1,996.0	-9			
Governance & Law	10,245.1	-12,407.9	-2,162.8	+188	+139	Reduction in external income	
					+49	Increased agency costs	
Business Strategy	3,254.1	-56.7	3,197.4	-242	-125	The Division is carrying a number of vacancies.	
					-87	Rolled forward funding from 2012-13 for Health Reform to support the development of seven new Health and Wellbeing Boards to be aligned with the NHS Clinical Commissioning Groups is to be spent over the period June 2013 to May 2015, therefore roll forward will be required.	
					-30	Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Property & Infrastructure	31,017.5	-5,247.3	25,770.2	+1,420	+1,665	<p>New external property opportunities together with the need to protect and respond to the requirements of front line services and new service pressures, have resulted in a revised New Ways of Working programme plan. The revised plan, recognising service pressures, encompasses changes to the previously assumed timelines for moving out of some of our larger leasehold buildings, hence creating a pressure within the Corporate Landlord estate.</p> <p>+918 Statutory testing (primarily legionella, asbestos and electrical) and additional maintenance costs due to the poor state of repair of the buildings transferred across to Corporate Landlord.</p> <p>+258 Additional overspend against Corporate Landlord budgets, in particular on building maintenance and repairs.</p> <p>-750 Use of non-ringfenced DfE capital grant to fund revenue expenditure which cannot be capitalised</p> <p>-357 Additional income from Kent Commercial Services for leasing of property at commercial rates</p> <p>-350 Additional demands to support the capital programme have resulted in additional capitalisation of staff time (eg ELS Basic Need Programme)</p>	<p>The revised timelines to the New Ways of Working programme plan including service pressures, have been costed and the related savings have been re-phased in the 2014-17 MTFP.</p> <p>This has been reflected as a pressure in the 2014-17 MTFP.</p> <p>The use of this grant will need to be quantified each year dependent on expected eligible spend. The grant has been included in the 2014-15 capital budget at present.</p>

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					-210 Savings realised from the Park and Ride ticket scheme -100 Anticipated savings from rates rebates +346 Other minor variances, incl. spend on utilities, cleaning, grounds maintenance & agency staff.	
Human Resources	16,805.1	-6,197.0	10,608.1	-1,136	-581 Underspend against training budget as a result of directorates only recently finalising their workforce development plans. -258 Small underspends primarily resulting from vacancies in a number of units including Health and Safety, Learning and Development, Schools Personnel Service and the Kent Graduate Programme -141 Re-phasing of training programmes funded from the Independent Sector, rolled forward from 2012-13, which is being spent over the period July 2013 to January 2015, therefore roll forward will be required again to 2014-15. -101 Additional income generated through providing recruitment services to schools -55 Other minor variances	
Information & Communication Technology	35,540.9	-16,399.1	19,141.8	-138	+1,875 Costs associated with the Integrated Children's System (ICS) -1,875 Drawdown from the IT Asset Maintenance Reserve to fund the costs of ICS	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross £'000	Income £'000	Net £'000	Net £'000		
					£'000 +429 Pressure resulting from expenditure on Thin Client. Thin client computing essentially moves the point of processing from the end user device to a central server enabling users to access applications via any device capable of displaying an internet browser. -429 Drawdown from IT Asset Maintenance Reserve for Thin Client costs. -419 One off rebate from BT for changes to circuit use. +404 Alternative provision of telephony through unified communications. -137 One off refund on circuits spend relating to Unisys contract. +14 Other minor variances	
				0		
<i>- Transfer to(+)/from(-) DSG reserve</i>						
Total BSP&HR portfolio	99,956.0	-45,397.3	54,558.7	+83		
Democracy & Partnerships portfolio						
Finance - Internal Audit	1,175.9	-34.0	1,141.9	-141	-155 Taking time to recruit to staffing vacancies due to specialist nature of posts. +14 Other minor variances	
Business Strategy - Facing the Challenge	1,500.0	0.0	1,500.0	-258	-258 Re-phasing of costs into 2014-15 will require the underspend to be rolled forward.	
Business Strategy - International & Partnerships	854.1	-173.0	681.1	-81		
Democratic & Member Services	3,937.6	-74.7	3,862.9	-137	-90 Schools appeals income -37 Other minor variances	

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Local Democracy:				0			
- Other Local Democracy costs: County Council Elections	570.0	0.0	570.0	0			
Total D&P portfolio	8,037.6	-281.7	7,755.9	-617			
Total BSS Controllable (excl. Public Health)	134,613.8	-54,388.5	80,225.3	-735			
Assumed Management							
- R&E portfolio							
- F&BS portfolio							
- BSP&HR portfolio							
- D&P portfolio							
Total Forecast <u>after</u> mgmt action	134,613.8	-54,388.5	80,225.3	-735			

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Capital Receipts

The total forecast receipts expected to come in during 2013-14 is £13.544m. This is broken down between the various “pots” as detailed in the tables below.

2.2 Capital Receipts Funding Capital Programme

	2013-14
	£'000
Capital receipt funding required for capital programme	19,670
Banked in previous years and available for use	30,786
Receipts from other sources*	273
Requiring to be sold this year	0
Forecast receipts for 2013-14	<u>5,672</u>
Potential Surplus/(Deficit)	17,061

2.2.1 The total capital receipt funding required to fund projects in the capital programme per the latest forecasts for 2013-14 totals £19.67m. 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), there is already enough in the bank to fund the requirement from this year's capital programme.

2.2.2 Current forecasts show receipts expected in during 2013-14 will total £5.672m, which leaves a potential surplus on capital receipt funding in the capital programme of £17.061m. This will continue to be monitored over the remainder of the year. The three year capital programme is reliant on £71m of capital receipt funding, therefore any “surplus” receipts achieved in 2013-14 will be needed to fund projects in the future years capital programme.

PEF1

2.2.3 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.

2.2.4 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.

2.2.5 Forecast 2013-14 position

	2013-14
	£000
Opening deficit balance 1 April 2013	-5,560
Planned receipts	2,451
Costs	-210
Planned acquisitions	0
Reimbursement - Eurokent Access	5,092
Closing balance	<u>1,773</u>

2.2.6 The previous table shows the opening balance on the fund as being -£5.560m. With forecast PEF1 receipts of £2.451m, reimbursement re Eurokent Access of £5.092m and associated costs of £0.210m, this results in a forecast closing balance of +£1.772m.

Revenue Position

2.2.7 The balance brought forward at the 1st April 2013 was -£3.285m. The anticipated net income from managing the properties held within the fund is estimated at £0.045m, but with the need to fund costs of borrowing of -£0.340m against the overdraft facility, the PEF1 is forecasting a £3.580m deficit on revenue, which will be rolled to be met from future income streams.

PEF2

2.2.8 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.

2.2.9 Overall Forecast Position on the Fund:

	2013-14
<u>Capital</u>	£000
Opening deficit balance	-6,159
Properties to be agreed into PEF2	0
Purchase of properties	0
Forecast sale of PEF2 properties	5,421
Disposal costs	-143
Closing deficit balance	<u>-881</u>
 <u>Revenue</u>	
Opening balance	-4,787
Net interest payments on borrowing	-280
Holding costs	-43
Closing deficit balance	<u>-5,110</u>
 Overall deficit closing balance	<u><u>-5,991</u></u>

2.2.10 The forecast closing balance on the fund is -£5.99m, within the overdraft limit of £85m.

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

3. CAPITAL

3.1 The working budget for the Business Strategy & Support Directorate for 2013-14 is £71,622k. The forecast outturn against the 2013-14 budget is £58,209k giving a variance of -£13,413k.

3.2 **Table 2a** below details the Business Strategy, Performance & Health Reform Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rolling Programmes									
Corporate Property Strategic Capital	7,950	2,530	-750	-750	Real - grant	Property group has used £750k of the DFE local authority capital maintenance grant currently shown here, to cover revenue expenditure as the grant rules allow us to do this.	Green		
Disposal Costs	910	250	0				Green		
Modernisation of Assets	9,521	4,888	0				Green		
Individual Projects									
Connecting with Kent	532	361	0				Green		
HR Recruitment Management System	125	125	0				Green		
HR System Development	226	113	-47	-47	Rephasing		Green		
Innovative Schemes Fund	3,000	1,000	0				Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
New Ways of Working	24,000	19,934	-3,534	-3,534	Rephasing	Delay due to the forecast being prepared at the start of the year based on broad un-tested assumptions. The NWW business case, approved in June 2013, developed the strategy and timings of capital expenditure but had not been reflected in an updated capital profile.	Green		
Sustaining Kent - Maintaining the Infrastructure	270	1,917	-1,067	-1,067	Rephasing	Technical difficulties during the unified communications implementation has resulted in significant delays.	Amber	Technical difficulties during the unified communications implementation has resulted in significant delays.	
ORACLE Release 12	0	230	0				Green		
ORACLE Self Service Development	0	44	0				Green		
Property Asset Management System	0	297	-76	-76	Rephasing		Amber	The project contract was signed in November and the implementation programme has been rephased with a clear delivery plan.	
Enterprise Resource Programme	0	877	-41	35 -76	Real - prudential Rephasing		Green		
Integrated Children's Systems	0	748	0				Green		
Total	46,534	33,314	-5,515	-5,515					

3.3 **Table 2b** below details the Regeneration and Economic Development Capital Position by Budget Book line.

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Individual Projects									
Broadband	23,500	2,650	-2,567	-2,567	Rephasing	Whilst delivery is currently ahead of schedule, the claim payment process means that the supplier is only entitled to the first agreed milestone payment before the end of this financial year.	Green		
Dover Priory Station Approach Road	0	-3	0				Green		
Empty Property Initiative	7,500	3,710	0				Green		
Eurokent Road (East Kent)	65	84	-64	-64	Rephasing		Green		
Folkestone Heritage Quarter	380	402	-402	-402	Rephasing	Re-alignment of budget to agree with updated project plan, this has not effected the completion date.	Green		
Incubator Development	0	262	-186	-186	Rephasing	Re-phasing of £100k on one project is due to changes in negotiations with landlords that has led to a review of the proposed property options. We are in the process of securing alternative locations which will give the project a stronger strategic position.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
LIVE Margate	6,800	6,508	-3,400	-3,400	Rephasing	KCC have decided to undertake a strategic review of the project, shifting away from the redevelopment of existing properties to acquiring key sites and promoting those sites for development. This has led to rephasing on the project.	Green		
Managed Work Space - The Old Rectory	160	174	0				Green		
Marsh Million	0	100	0				Green		
No Use Empty - Rented Affordable Homes	750	750	-360	-360	Rephasing	Projects have been identified but delays in planning, legal and settling finance packages have resulted in the rephasing.	Green		
Old Town Hall	94	25	0				Green		
Regeneration Fund Projects	5,061	3,555	0				Green		
Regional Growth Fund (Expansion East Kent)	32,200	12,884	2,909	2,909	Rephasing	Forecast adjusted to align with loans committed.	Green		
Regional Growth Fund (Journey Time Improvement JTI)	5,000	1,500	-1,500	-1,500	Re-phasing	Delays due to changes made to the drawdown rules affecting our claims.	Green		

Budget Book Heading	Three year cash limit per budget book (£000)	2013-14 Working Budget (£000)	2013-14 Variance (£000)	Variance Break-down (£000)	Rephasing / Real Variance and Funding Stream	Explanation of In-Year Variance >£100k	Project Status ¹	Explanation of Project Status	Actions
Rural Broadband Demonstration Project	1,897	1,568	-1,288	-1,288	Rephasing	First payments of £35K has been made to all projects. Additional payment of £140k is envisaged this financial year, but unlikely third payment will be achieved due to slippage as a result of UK Power Network needing to deploy resources elsewhere.	Green		
Swale Parklands	0	65	0				Green		
TIGER	20,000	4,000	-1,000	-1,000	Rephasing	Forecast adjusted to align with loans committed.	Green		
Tram Road/Tontine Street Road Works	0	74	-40	-40	Rephasing		Green		
Total	103,407	38,308	-7,898	-7,898					
BSS Directorate	149,941	71,622	-13,413	-13,413					

Green – on time and within budget

Amber – either delayed completion date or over budget

Red – both delayed completion and over budget

FINANCING ITEMS SUMMARY
DECEMBER 2013-14 MONITORING REPORT

1. REVENUE

1.1		Cash Limit	Variance Before Mgmt Action	Management Action	Net Variance after Mgmt Action
	Total (£k)	+124,638	-8,670	-	-8,670

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

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP
	Gross	Income	Net	Net		
	£'000	£'000	£'000	£'000	£'000	
Finance & Business Support Portfolio						
Carbon Reduction Commitment Levy	400.0	0.0	400.0	-190	-190	Anticipated underspend in line with 2012-13 outturn
Contribution to/from Reserves	-6,430.0	0.0	-6,430.0	-1,898	+1,870	Council Tax Transitional Support Grant was expected to be received in 2012-13 and transferred to reserves for use in 2013-14, however it was not received until 2013-14, hence shows as income against Other Financing Items below and not a transfer from reserves.
					-2,275	Drawdown from Prudential Equalisation - Minimum Revenue Provision (MRP) Smoothing Reserve to cover the increase in MRP as a result of more assets being completed in 2012-13 than expected (see net debt charges below).
					-684	Drawdown from Insurance Reserve to cover forecast overspend against the Insurance Fund.
					-809	Drawdown of Emergency Conditions reserve to fund emergency costs reflected in annexes 4 & 5 relating to recent storms and floods

Budget Book Heading	Cash Limit			Variance	Explanation		Management Action/ Impact on MTFP
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Underspend rolled forward from previous years	-5,000.0	0.0	-5,000.0	0			
Insurance Fund	4,679.0	0.0	4,679.0	+684	+684	An increase in the outstanding claims provision for new reserved losses in the first quarter of the year, together with an anticipated shortfall in corporate and premium income compared to claims expenditure and premium costs.	
Modernisation of the Council	1,979.7	0.0	1,979.7	0		£1.5m of this budget is requested to be vired to Business Strategy to cover the initial costs of Facing the Challenge. If other Modernisation of the Council costs in year exceed the remaining budget, these will be met from the Workforce Reduction reserve, in line with usual practice.	
Net Debt Charges (incl Investment Income)	129,106.5	-8,648.0	120,458.5	+492	+1,533	Shortfall in interest on cash balances in view of lower than anticipated interest rates expected on future deposits	A change to the treasury strategy to expand the range of types of investment which can be made was approved by Cabinet in September, which is expected to increase investment income.
					-3,316	Savings on debt charges as no new borrowing in first nine months or in foreseeable future	

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross £'000	Income £'000	Net £'000	Net £'000			
					£'000 +2,275	Increase in MRP. In recent years, we have adopted the asset life method of calculating MRP, which provides authorities with the option of applying MRP over the life of the asset once it is in operation. 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 has recently been completed and this increase is due to a number of projects being completed earlier than anticipated, which has increased the percentage of MRP to be charged. This includes a number of aborted capital costs which had to be written off last year as there was no asset life to apportion the costs over.	Our MRP policy has been reviewed and the revised MRP policy was approved at County Council in February. There is no impact on this year's spend as a result of this revised policy.
Other	1,231.8	-36.0	1,195.8	-2,183	-1,870 -313	Council Tax Transitional Support Grant as mentioned above Underspending following a review of local authority subscriptions & centrally held allocations, together with small underspends on items such as levies.	-£293k of this is a permanent saving and will be reflected in the 2014-17 MTFP

Budget Book Heading	Cash Limit			Variance	Explanation	Management Action/ Impact on MTFP	
	Gross	Income	Net	Net			
	£'000	£'000	£'000	£'000	£'000		
Unallocated	4,688.5	0.0	4,688.5	-5,509		<p>The majority of this funding is one-off, with the exception of Extended Rights to Free Travel, where we have been notified of an allocation of £1,518k for 2014-15. Cabinet agreed that this funding is held centrally to offset any potential shortfall in meeting our savings target this year and if we do achieve the required position that this is transferred to reserves to help offset anticipated future funding cuts.</p>	
					-1,491		Additional unexpected government funding announced since the budget was set, as follows:
							refund in respect of 2012-13 academies funding transfer
							-1,391 New Homes Bonus adjustment grant
							-1,791 Extended Rights to Free Travel
						-1,013 Small Business Rates Compensation grant	
						+177 Other smaller changes in funding levels including Council Tax Freeze grant and Education Services Grant (ESG). A shortfall against the revised allocation of ESG is now anticipated as a result of schools converting to academies during the financial year.	
Total F&BS portfolio	130,655.5	-8,684.0	121,971.5	-8,604			
Business Strategy, Performance & Health Reform portfolio							
Contribution to IT Asset Maintenance Reserve	2,352.0	0.0	2,352.0	0			
Democracy & Partnerships portfolio							
Audit Fees	314.0	0.0	314.0	-66	-66	Forecast based on anticipated fees as notified by our external auditors	
Total Controllable	133,321.5	-8,684.0	124,637.5	-8,670			

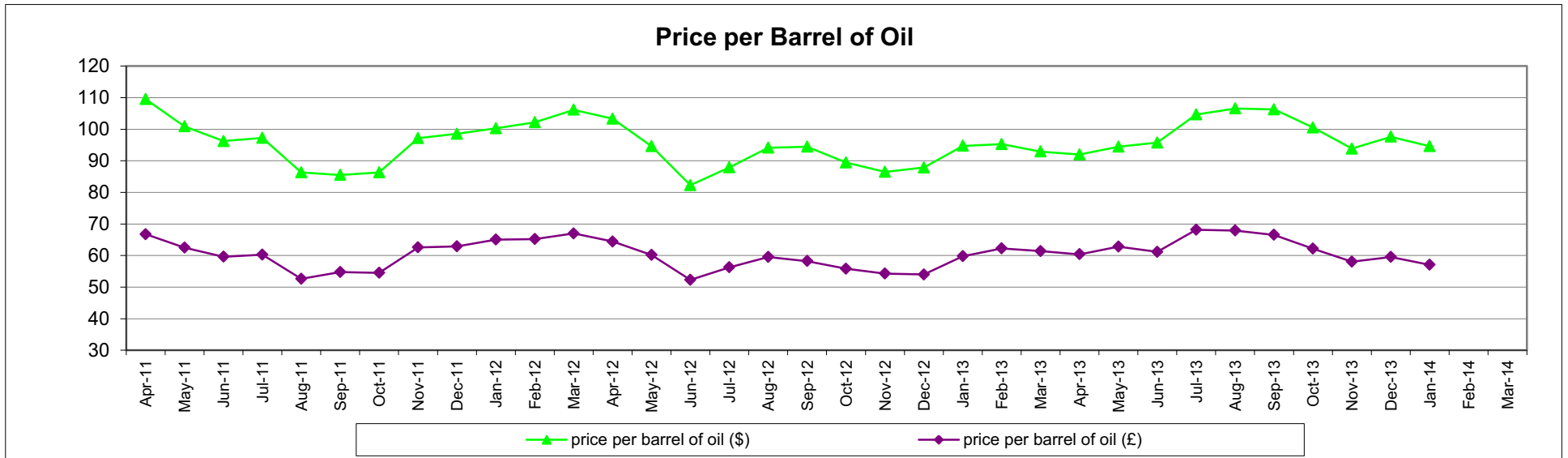
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Price per Barrel of Oil - average monthly price in dollars:

	Price per Barrel of Oil		
	2011-12	2012-13	2013-14
	\$	\$	\$
Apr	109.53	103.32	92.02
May	100.90	94.65	94.51
Jun	96.26	82.30	95.77
Jul	97.30	87.90	104.67
Aug	86.33	94.13	106.57
Sep	85.52	94.51	106.29
Oct	86.32	89.49	100.54
Nov	97.16	86.53	93.86
Dec	98.56	87.86	97.63
Jan	100.27	94.76	94.62
Feb	102.20	95.31	
Mar	106.16	92.94	

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 UK trade info website.
- Fluctuations in oil prices affect many other costs such as heating, travel, and therefore transportation costs of all food, goods and services, and this will have an impact on all services provided by the Council.



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From: Paul Carter - Leader and Cabinet Member for Business Strategy, Audit & Transformation
David Cockburn – Corporate Director Business Strategy and Support

To: **Cabinet – 24 March 2014**

Subject: Quarterly Performance Report, Quarter 3 2013/14

Classification: Unrestricted

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

Recommendation(s):

Cabinet is asked to NOTE the Quarter 3, 2013/14 Quarterly Performance Report.

1. Introduction

- 1.1 The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.
- 1.2 The QPR includes thirty-five Key Performance Indicators (KPIs) where results are assessed against Targets set out in Divisional Business Plans at the start of the year.
- 1.3 The QPR also includes a range of other essential management information including:
 - A selection of Lead Indicators, which track service demand and activity levels,
 - Customer and Service User Feedback for various services,
 - Programme updates,
 - Strategic Risk Register update,
 - Staffing information.

2. Quarter 3 Performance Report

- 2.1 The KCC Quarterly Performance Report for Quarter 3 2013/14 is attached at Appendix 1.
- 2.2 Normal data reporting for Specialist Children's Services has been disrupted due to the implementation of Liberi. The information reported relates to end of November instead of December.
- 2.3 An executive summary of results against Target for Key Performance Indicators (KPIs) is provided at the start of Appendix 1.

- 2.4 Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.
- 2.5 Of the 35 Key Performance Indicators included in the report, the RAG status are as follows:
- 19 (54%) Green - target achieved or exceeded.
 - 11 (32%) Amber – acceptable results, with most indicators in this category performing close to the target level and/or above national average.
 - 5 (14%) Red - performance below pre-defined Floor Standards.
- 2.6 For Direction of Travel, twenty-one (21) improved in the quarter and nine (9) showed a fall in performance.
- 2.7 There was a net movement of four (4) indicators changing RAG status, one indicator improved from Red to Amber, one moved from a Green status to an Amber status and two moved from an Amber status to Red.
- 2.8 Clear actions are in place to improve performance where indicators have a Red status.

3. Recommendation(s)

Recommendation(s):

Cabinet is asked to NOTE the Quarter 3, 2012/13 Quarterly Performance Report.

4. Contact details

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Kent County Council

Quarterly Performance Report

Quarter 3, 2013/14

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Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter 3 of financial year 2013/14.

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. The Lead Indicators represent demand and activity levels we need to manage, and also some of the challenges placed upon us by the external environment we operate in.

The selection of Key Performance Indicators included in this report are refreshed for each financial year. The refresh ensures the report reflects new business plan targets for the year and keeps the selection of indicators up-to-date and relevant. We also include new indicators where we have challenging targets to deliver, as well as a selection of indicators which represent core service standards to be delivered.

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. **Comments can be provided by e-mail to performance@kent.gov.uk**

Key to KPI Ratings used

Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level, below Target but above Floor
RED	Performance is below a pre-defined Floor Standard *
↑	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 are set within our Annual Business Plans and represent the expected minimum level of acceptable performance.

Key to Activity Indicator Graphs

Activity indicators are included for nearly all services areas within this report and these present demand levels for services.

Graphs for activity indicators are shown throughout the report and in most cases show an Upper and Lower Threshold. These Thresholds represent the range within we expect activity to fall.

If activity calls outside of the Thresholds, this is usually an indication that demand has risen above or below expectations and this may have consequences for the council in terms of additional or reduced costs.

Activity is closely monitored as part of the overall management information to ensure the council reacts appropriately to changing levels of demand.

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.

The implementation of Liberi has disrupted normal data reporting for Specialist Children's Services. The information reported relates to end of November instead of December.

Executive Summary

Performance for the majority of indicators continues to be ahead of the target levels set. There has been a net movement of one less Green indicator and one additional Red indicator.

	GREEN	AMBER	RED	Not available	TOTAL
Current ratings	19	11	5	0	35
Previous ratings	20	11	4	0	35
Change	-1	0	+1	0	

The majority of indicators are showing an improvement in the latest quarter.

	↑	↓	↔	Not available	TOTAL
DoT in quarter	21	8	9	0	

The implementation of Liberi has disrupted normal data reporting for Specialist Children's Services. The information reported relates to end of November instead of December.

Indicators Rated as Green – Target met or exceeded

For the third quarter of the year 54% of Key Performance Indicators are achieving or exceeding Target.

- Response times for call answering by Contact Point (our Contact Centre)
- Children subject to a Child Protection Plan for second or subsequent time
- Children with Child Protection Plans for 2 or more years
- Adoptions rates for children in care
- The number of young people entering the youth justice system
- Kent pupils permanently excluded from school
- Attainment for Kent pupils at Key Stage 2
- Primary schools with good or outstanding Ofsted inspection judgements
- SEN statement processing times
- Effective use of short term interventions in Adult Social Care
- Contacts to Adult Social Care resolved at first point of contact
- Take up and use of telecare
- Participation in the National Child Measurement Programme
- Timely completion of routine highway repairs
- Average number to days to repair potholes
- Satisfaction with the service provided by Highways and Transportation
- Diversion of household waste from landfill
- Business mileage reductions
- Job creation from KCC regional growth fund and KCC direct funding

Indicators Rated as AMBER – Performance at acceptable levels

In a number of cases where KPIs are rated as Amber, performance is still close to Target and ahead of national average and therefore at acceptable levels.

- Satisfaction of callers to Contact Point
- Satisfaction with the KCC web-site
- The percentage of residents who feel informed
- Timeliness of completing initial assessments for children's social care
- Children in Care with 3 or more placements in the year
- Attainment for Kent pupils at GCSE
- The attainment gap for pupils with free Schools Meals at Key Stage 2
- Young people aged 16-18 who are NEET
- Apprenticeship starts for age 16 to 18 year olds
- Adult Social Care clients satisfied with outcomes achieved
- The percentage of waste recycled at Household Waste Recycling Centres

Indicators rated as RED – Results below pre-defined Floor Standard

There are currently five indicators which are rated Red with performance below pre-defined Floor Standards. This is an increase from four indicators at the last report.

- The number of qualified social worker posts filled with permanent staff continues to be behind target. This issue is a national one which many local authorities are experiencing.
- The number of schools in an Ofsted category has shown a reduction in the last quarter and there is confidence the target for the current academic year will be achieved.
- The attainment gap for pupils with free Schools Meals at GCSE increased this year, and this was seen in many local authorities. The method of calculation has changed this year and results are not directly comparable.
- Adult Social Care clients with a personal budget or direct payment has fallen behind target with the Transformation Programme changing the way services are provided. Kent remains ahead of national average and appropriate target levels for this indicator need to be reviewed for next financial year.
- Completion of NHS Health Checks continues to be behind target and performance has fallen in the quarter. However the number of invites issued in the quarter exceeded target which should lead in improved levels of Health Checks completed in the next quarter.

Executive Summary – KPI Results

The following tables provide a visual summary of the results for the Key Performance Indicators (KPIs).

The Previous Status refers to the Rating for the last reporting period, which for most indicators was the last quarter, although data is annual for some indicators. The Direction of Travel similarly refers to the movement from the last reporting period.

The implementation of Liberi has disrupted normal data reporting for Specialist Children’s Services. The information reported relates to end of November instead of December.

Customer Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Phone calls answered within 20 seconds	GREEN	GREEN	↑
Caller satisfaction with Contact Point	AMBER	AMBER	↔
User satisfaction with the KCC web-site	AMBER	AMBER	↔

Communications and Engagement

Indicator Description	Previous Status	Current Status	Direction of Travel
Residents who feel informed about council services	AMBER	AMBER	↑

Specialist Children’s Services

Indicator Description	Previous Status	Current Status	Direction of Travel
Initial assessments completed within 10 days	AMBER	AMBER	↓
Case holding posts filled by permanent qualified social workers	RED	RED	↑
Children subject to a child protection plan for the second or subsequent time	GREEN	GREEN	↑
Children subject to a child protection plan for two or more years at the point of de-registration	GREEN	GREEN	↓
Percentage of children leaving care who are adopted	GREEN	GREEN	↓
Children in Care with 3 or more placements in the last 12 months	AMBER	AMBER	↑

Executive Summary – KPI Results

Integrated Youth Service

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

Education, Learning and Skills

Indicator Description	Previous Status	Current 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 Reading, Writing and Maths at KS 2	GREEN	GREEN	↑
Attainment gap for children with Free School Meals at Key Stage 4	AMBER	RED	↓
Attainment gap for children with Free School Meals at Key Stage 2	AMBER	AMBER	↔
Primary schools with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
Schools in category (special measures or with notice to improve)	RED	RED	↓
SEN statements issued within 26 weeks (excluding exceptions to the rule)	GREEN	GREEN	↑
Pupils permanently excluded from school	GREEN	GREEN	↑
Young people aged 16 to 18 who are NEET	RED	AMBER	↑
Apprenticeship starts for 16-18 year olds	GREEN	AMBER	↓

Adult Social Care

Indicator Description	Previous Status	Current Status	Direction of Travel
Clients who receive a personal budget and/or a direct payment	AMBER	RED	↓
New clients with short term intervention only (no on-going service)	GREEN	GREEN	↔
Contacts resolved at point of contact	GREEN	GREEN	↑
Clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↑
Clients receiving a telecare service	GREEN	GREEN	↑

Executive Summary – KPI Results

Health and Well Being – Public Health

Indicator Description	Previous Status	Current Status	Direction of Travel
Completion of NHS health checks for target population aged 40 to 74	RED	RED	↓
Participation in the National Child Measurement Programme	GREEN	GREEN	↓

Highways and Transportation

Indicator Description	Previous Status	Current Status	Direction of Travel
Routine highway repairs completed within 28 days	GREEN	GREEN	↔
Average number of days to repair potholes	GREEN	GREEN	↑
Satisfaction with Kent Highways and Transportation	GREEN	GREEN	↑

Waste Management

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

Environment – Climate Change

Indicator Description	Previous Status	Current Status	Direction of Travel
Business mileage by KCC staff (Carbon dioxide emissions target)	GREEN	GREEN	↑

Economic Development

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of jobs created	GREEN	GREEN	↑

Customer Services

Bold Steps Priority/Core Service Area	Improve access to public services
Cabinet Member	Mike Hill
Portfolio	Customer and Communities
Director	Des Crilley
Division	Customer Services

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of phone calls to Contact Point answered within 20 seconds	GREEN	GREEN	↑
Caller satisfaction with Contact Point	AMBER	AMBER	↔
User satisfaction with the KCC web-site	AMBER	AMBER	↔

Contact Point is the name of the KCC Contact Centre, providing phone and e-mail contact channels for residents.

Performance for **the percentage of phone calls to Contact Point answered within 20 seconds** continues to be ahead of target.

Caller satisfaction with Contact Point was 94%, only marginally behind target. Satisfaction with the quality of staff response to phone calls has remained consistent at 99%.

User satisfaction with the KCC web-site also remains only 1% behind target.

Customer Services Strategy Update

The KCC Customer Service Strategy was launched in January 2012. The progress achieved and actions during the last quarter are shown below.

Theme One – Understanding our Customers

The Customer Relationship Management system has been given the go ahead, and will now proceed to procurement. This will deliver a new system which will capture Customer Feedback, create a single customer record and enable the Council to reduce the number of systems currently in use. This will improve customer access whilst reducing the costs.

Theme Two – Connecting with our Customers

New 03000 phone numbers were launched at the beginning of October, replacing the council's existing 08458 numbers. The Council has seen a massive take up of the new numbers with over 60% of callers now using the 03000 numbers. We are now working to ensure full take-up of resident using the new numbers before the old 08458 numbers are turned off later this year.

In October, following consultation with the public, the Contact Point switched to offering an emergency service only between the hours of 18.00 and 08.00, and at weekends. Customers are receiving a better quality service and quicker service delivery during the week when the majority of calls are received. There has also been a big improvement in the speed of service offered to those customers who need us in an emergency out of hours. This had a significant impact during the recent flooding and storms experienced over the Christmas period, ensuring that those who needed to reach us were able to do so.

Theme Three – Empowering our Staff to Meet Customer Expectations

Customer Service Standards for all channels have been designed and will underpin the Customer Service Strategy refresh. The refresh will be taken through the appropriate approval processes and will align to 'Facing the Challenge' outcomes. The standards will help to ensure customers receive the same quality of service regardless of which service channel they use.

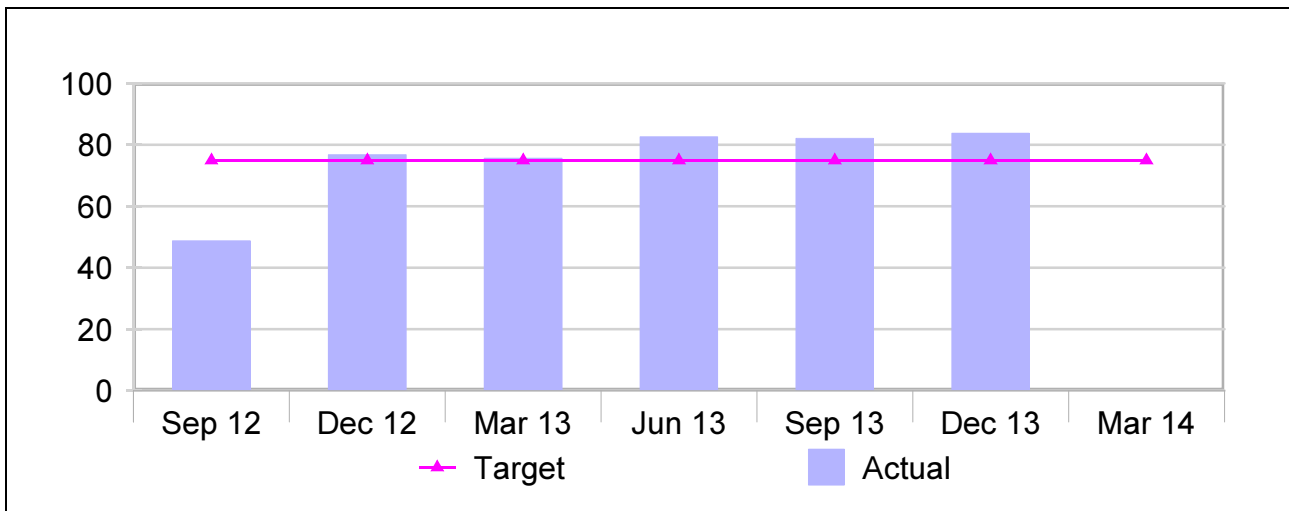
Theme Four – Providing Excellent Quality and Value to Customers through Better Service Delivery

During this quarter Concessionary Fares, Speed Awareness and Information, Advice and Guidance for Social Services have been customer journey mapped to understand where improvements to the customer experience can be made. By examining processes from the customer perspective we have been able to identify where we can make it easier for customers to complete their transactions in less time with a better overall customer experience.

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

The consultation for Swanley Gateway has been launched and ran until the end of February. Swanley Gateway is a joint scheme between KCC, Swanley Town Council and West Kent Housing Association and will see the existing building transformed to provide a refurbished library including a café, access to Gateway partners, DWP and District and Town Council services.

Percentage of phone calls to Contact Point answered within 20 seconds **GREEN**
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	49%	77%	76%	83%	82%	84%	
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Red	Green	Green	Green	Green	Green	

Commentary

Performance for the quarter was ahead of target.

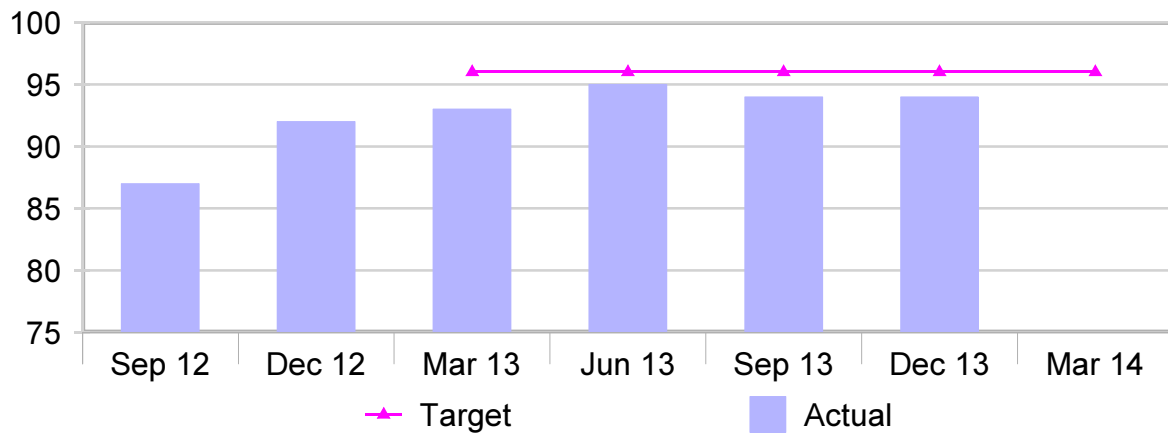
Performance has been supported by a number of operational changes within the Contact Point including the introduction of Interactive Voice Recognition which directs callers to appropriately skilled advisors first time. This reduces call wait time and ensures callers are not passed from one operator to another. This has resulted in a significant reduction in switchboard type calls, increasing opportunities for resolution at first point of contact.

Data Notes

Tolerance: Higher values are better.
 Data is reported as percentage achieved for each individual quarter. Contact Point is the name of KCC Contact Centre.
 Source: Siemens Hipath telephony system.

Caller satisfaction with Contact Point

AMBER



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	87%	92%	93%	95%	94%	94%	
Target			96%	96%	96%	96%	96%
RAG Rating			Amber	Amber	Amber	Amber	

Commentary

Caller satisfaction for the overall service provided by Contact Point continues to be close to the challenging target set.

Customer feedback is measured by the GovMetric tool which was put in place in August 2012. The feedback provided through GovMetric is actively being used to deliver improvements in the way we respond to callers.

Caller satisfaction with the Contact Point advisor they spoke to remains high, at 99%.

Where people are not satisfied this is because of either the decision made, the way their query was resolved or the time taken to resolve their enquiry.

Data Notes

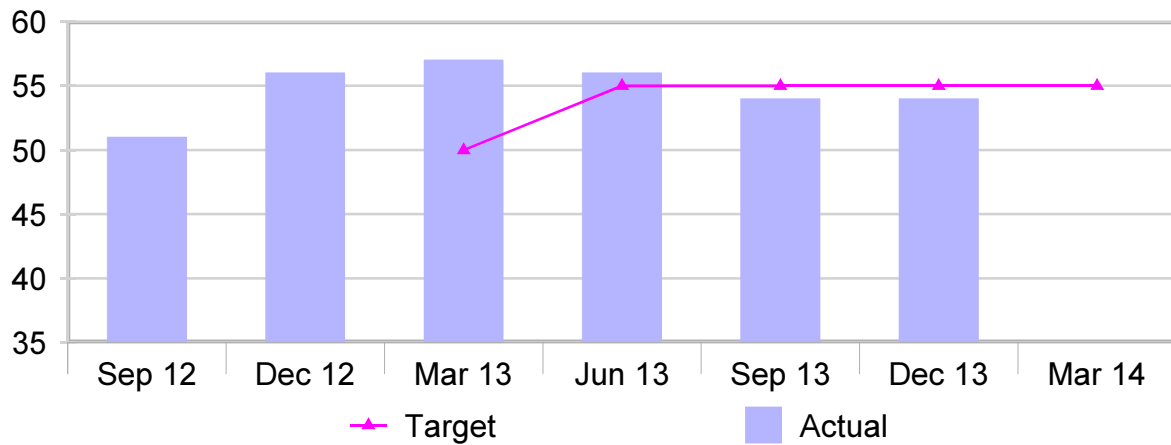
Tolerance: Higher values are better.

The result reported is the percentage of callers choosing to leave feedback who rated their experience as positive.

Data Source: GovMetric Tool

User satisfaction with the KCC web-site

AMBER



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	51%	56%	57%	56%	54%	54%	
Target			50%	55%	55%	55%	55%
RAG Rating			Green	Green	Amber	Amber	

Commentary

User satisfaction with the web-site for the three months to December 2013 was 54%, with over 8,000 visitors opting to leave feedback. This result compares well with available benchmarks for other councils using the same GovMetric tool to gather user feedback and was only marginally behind target.

Significant work is underway to improve the quality of our web-site, making it easier for people to find what they are looking for and allowing more transactions to be completed without having to visit a council office or phone us.

Data Notes

Tolerance: Higher values are better.

Data is reported as the percentage is users providing feedback who rating their experience as good.

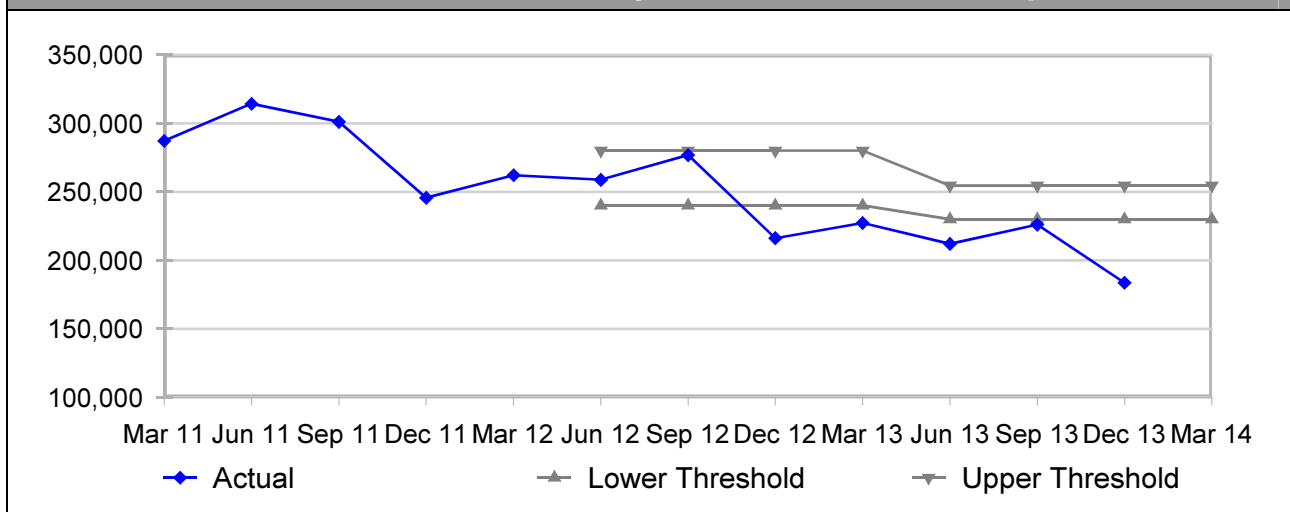
Data Source: GovMetric tool

Customer Services – Resident Contacts

The number of calls to Contact Point in the quarter to December 2013 was 184,000, which is a 19% reduction on the previous quarter's activity and a 15% reduction on the same time last year. This was despite a spike in call volumes to the out of hours service during the Christmas period following torrential rain and high winds resulting in tree damage and localised flooding in areas of the County.

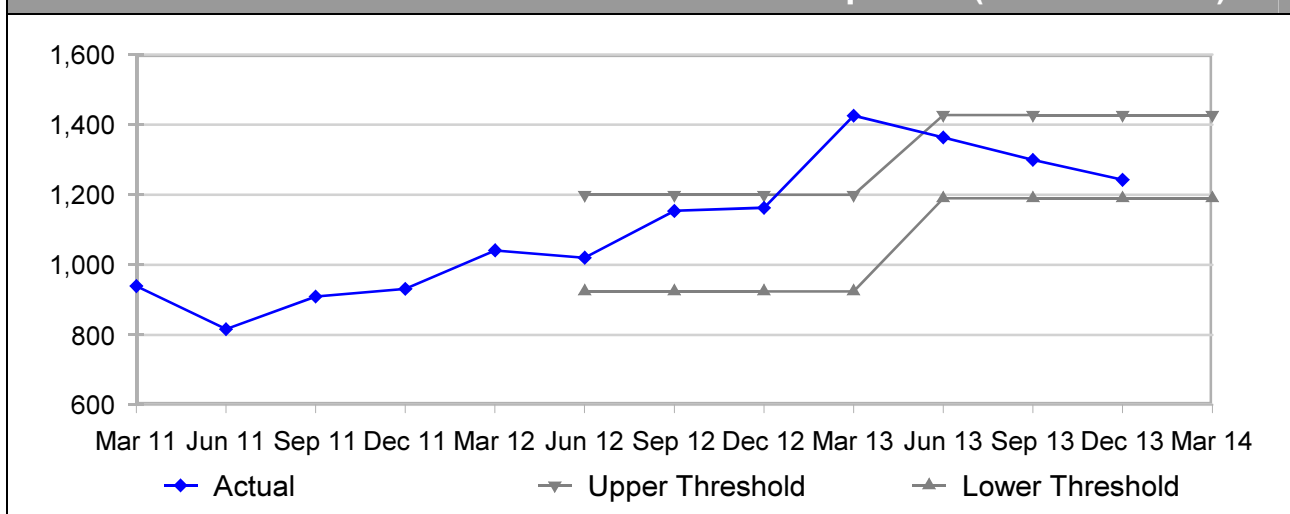
A factor in the reduction in call volumes in the quarter was the introduction of an automated telephone renewal service for Library Services which has had high take up.

Number of calls received by Contact Point each quarter



The reduction in the volume of calls has been more or less matched by an increase in **average call handling times** with Contact Point handling more complex service enquiries (e.g. calls relating to social care) with more routine transactions now being delivered on the website (e.g. library book renewal). Average call handling times are now at 3 minutes 18 seconds up from 3 minutes in the same quarter last year which is a 10% increase.

Number of visits to the KCC web-site each quarter (in thousands)



The number of **visits to the KCC web-site** have shown a reduction in the last two quarters but continue to be significantly higher than last year.

Customer Services – Resident Contacts

The breakdown of phone calls by service is shown below.

Note that figures for the period October and December 2013 are not directly comparable to the previous figures as the available phone lines have changed and so has the use of Interactive Voice Recognition.

The information from October now reflects the new 03000 numbers and associated service groupings. There is also a new emergency Out of Hours line which deals with critical call types only and the calls for this line have been allocated to the service they relate too – mostly social care but also for Highways and Transport.

Changes to the information as a result of the new set up include the number of calls recoded as received on KCC's main enquiry line (golden number) which has reduced, as more calls are now automatically transferred to a service specific phone line queue. This is a better service as it ensures the caller speaks directly to an appropriately trained advisor for the enquiry they wish to make.

There has also been a reallocation of calls recorded as related to Adult and Children's Social Care, with the information from October showing a more reliable breakdown for these service areas.

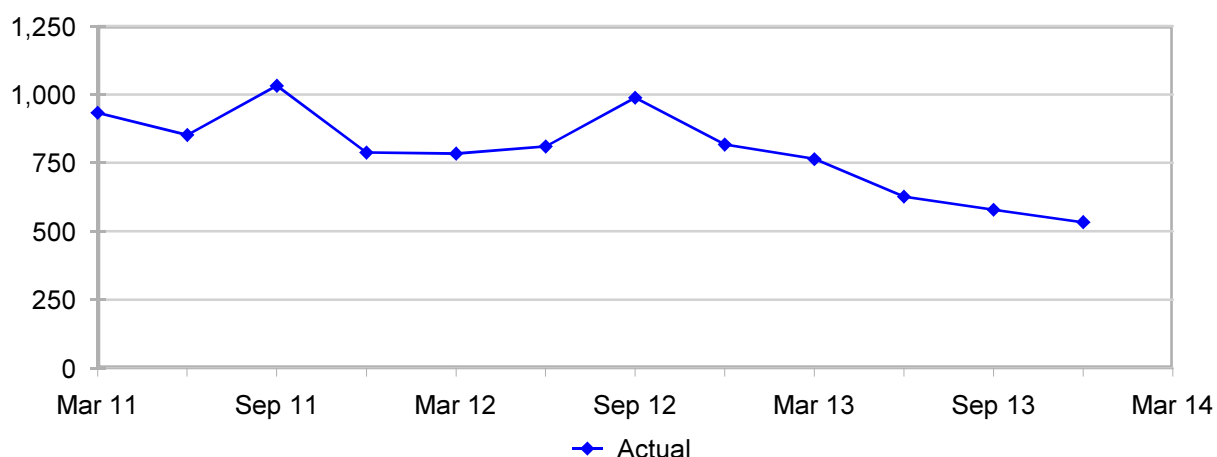
Service area	Jan – Mar	Apr - Jun	Jul - Sep	Oct - Dec	Total
Adult Social Care	31	32	37	24	124
Highways Services	31	27	29	30	117
Main Enquiry Line	20	21	22	17	80
Libraries and Archives	21	20	21	13	75
Education and Early Years	20	22	17	14	73
Children's Social Services	13	16	17	25	71
Registration Services	18	17	16	15	66
Transport Services	20	12	18	7	57
Blue Badges	11	10	11	9	41
Adult Education	10	7	13	7	37
Other services	10	9	9	9	37
Speed awareness	6	8	9	8	31
Waste & recycling	5	5	6	4	20
Office switchboards	12	6	1	1	20
Total Calls (thousands)	227	212	226	184	849

Phone calls for the Social Fund (KSAS) are not included in the above figures.

Customer Services – Customer Feedback monitoring

In the third quarter of the year we received 1,017 compliments and 533 complaints. The number of complaints received in this quarter was down by 35% on the same quarter in 2012.

Number of complaints received each quarter



On a rolling 12 month basis, for the year to December 2013 the number of complaints showed a 12% decline compared to the year to September 2013. The largest decreases in complaints compared to the same time last year have been recorded for Waste Management, Highways and Transportation and Adult Social Care.

Service	12 mths to Sep 13	12 mths to Dec13	Quarter to Sep 13	Quarter to Dec 13
Highways and Transportation	1,004	960	231	162
Libraries, Archives and Registrations	256	213	38	45
Children's Social Services	397	364	84	86
Adult Social Care	384	305	75	106
Waste Management, Planning & Environment	271	205	52	35
Adult Education	91	121	30	47
Insurance Claims	51	40	9	5
Countryside access and country parks	31	21	11	2
Gateways and Contact Point	37	35	7	6
Education Services	35	39	9	6
Youth Services	24	18	7	9
Other Services	206	136	26	24
Total Complaints	2,787	2,457	579	533

Adult Social Services

The main reasons for complaints related to disputed decisions, the way in which the organisation communicated with relatives and service users and service delivery. Complaints and comments relating to Adult Social Care charging will be considered when the new edition of the charging book is published.

The service also had 169 compliments in the same period and these were mostly from customers who were happy with the service they received.

Highways & Transportation

Complaints in this quarter have been driven by the high demand on the services due to the severe winter weather. The majority of complaints concern Programmed Works which included Street Lighting, Drainage, Soft Landscaping and Resurfacing issues. Highway Operations received the highest level of complaints which concerned issues for roadworks, but this was balanced by these services also receiving the most compliments.

Highways and Transportation received 130 compliments in this period.

Community Learning and Skills

Complaints about Community Learning and Skills related to a wide range of issues including communication, course content and issues relating to the venue.

The service also received 12 compliments which related to good service, attitude of staff and the quality of teaching.

Specialist Children's Services

The primary reasons for complaints in this quarter related to disputed decisions, behaviour of staff and communication. To help improve service delivery in the future where possible, complaints are shared with staff in those services.

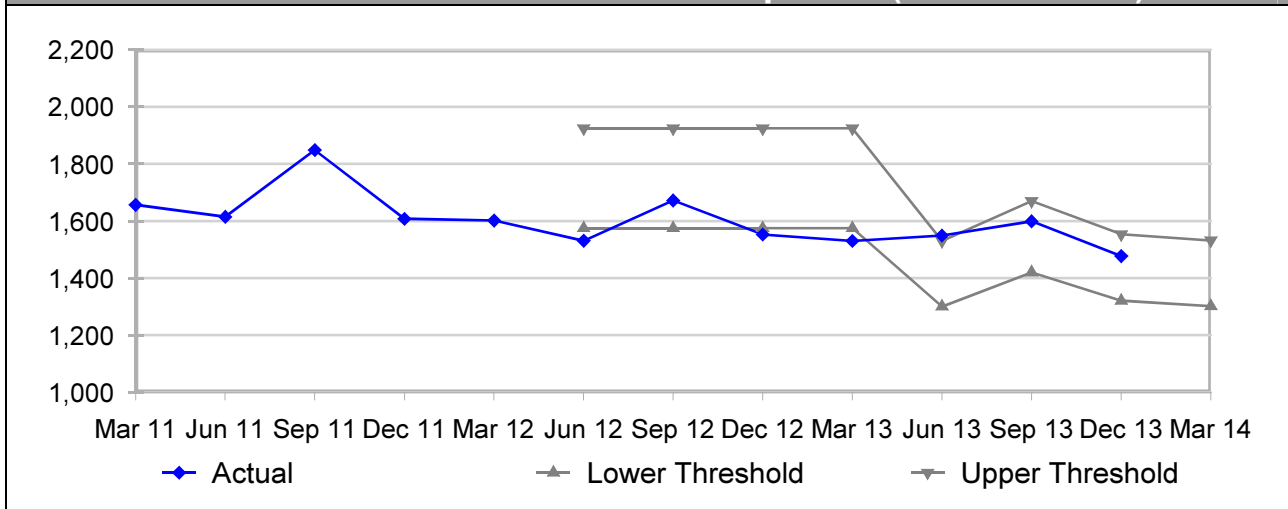
Compliments in this quarter came from customers who felt that the service supported them through transition or whilst they were using the service.

Customer Services – Library Usage

There is a slow but relatively steady transfer from traditional library usage (physical visits and issues) to use of our online services. This year to date we have had almost a million on-line contacts.

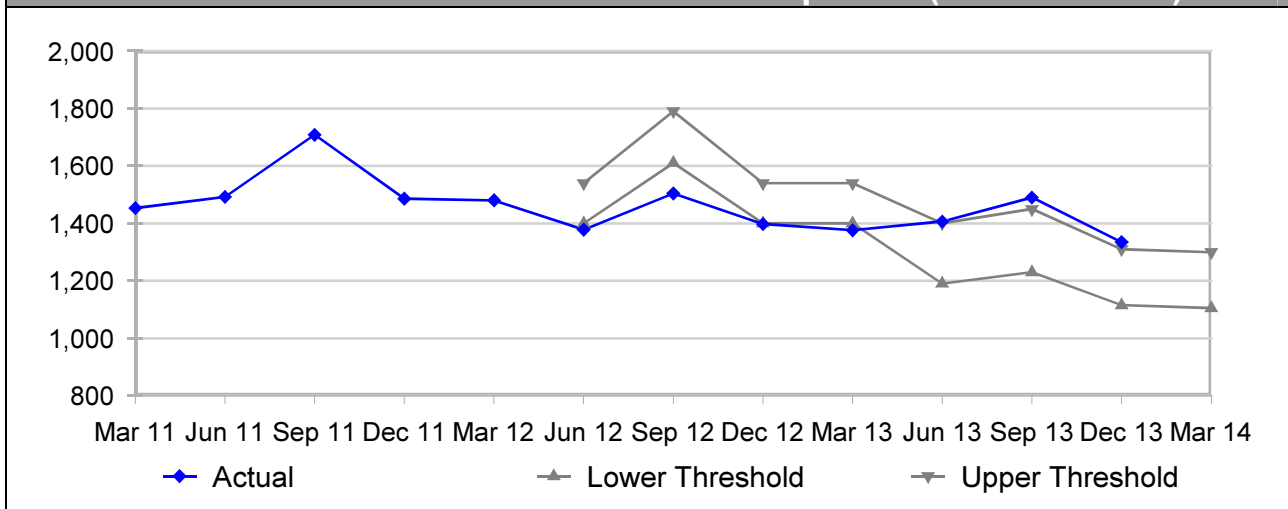
Visits to libraries dropped in quarter 3 and this was partly caused by the loss of visits at Tunbridge Wells (one of our busiest libraries) which was closed for 20 days for modernisation work.

Number of visits to libraries each quarter (in thousands)



The numbers of **books issued from libraries** was slightly down on the same period last year and was affected by the loss in issues at Tunbridge Wells due to its temporary closure. Numbers include e-books and audio books.

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



Communications and Engagement

Bold Steps Priority/Core Service Area	Supporting all three Bold Steps Ambitions
Cabinet Member	Mike Hill
Portfolio	Community Services
Director	Matt Burrows
Division	Communications and Engagement

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage of residents who feel informed about council services	AMBER	AMBER	↑

There has been an increase in the percentage of **residents feeling informed** in the most recent quarter. In the quarter to December 2013 there were 144 mentions in the national media, including trade press, reflecting the work of the council in relation to the core Bold Steps themes as outlined below. There were also over 2,000 mentions in regional media.

External Communications Update

Bold Steps Ambition: Tackling Disadvantage

National Adoption Week 2013

The aim of the ongoing Changing Futures campaign is to encourage more people to foster and adopt. The focus of the campaign was the planning and promotion of an adoption open day event, where attendees had the opportunity to hear adopters' own stories and register their interest on the day. Targeted promotion of the event included through Facebook advertising, Twitter, the Kent adoption website, and the local press. Unique page views to the adoption website increased by 21.5% compared to the previous quarter and were up 130% compared to the previous year. Similarly, enquiries about adoption increased by 42% from the previous quarter and by 92% to the previous year.

Outcomes: Attendance to the open day increased by 58% compared to a similar open day event held the previous year. The attendees to application conversion rate (registering for an initial visit on the day) was an encouraging 33%.

Bold Steps Ambition: Helping The Economy Grow

Business e-newsletter

A business e-newsletter has been developed to pull together all key messages about how KCC is helping the economy to grow. The second edition was sent in November and included stories on the KCC Budget, the Tiger and Escalate Funds and the Kent design awards. It was sent to 7,663 people and was fully opened by 893 with 108 click throughs to specific stories.

Bold Steps Ambition: Putting Residents in control

Primary Admissions Campaign

A campaign aimed at increasing on-line applications for primary schools and decreasing late applications was launched in November and ran until mid-January. The campaign comprised two bursts of fortnight long radio advertising, print advertising in targeted parenting press posters into early years settings and social media and press activity.

Outcome: Whilst we are still awaiting figures from the service as to final outcomes, early indications suggest that we had a higher level of on-line applications and that we were 1,000 applications ahead of previous year by the closure date – suggesting that late applications will be lower.

Winter

A campaign to promote the winter services by KCC Highways aimed to inform residents about how we deal with roads in winter and keep the roads clear of ice and snow. This was promoted by bus back ads, petrol nozzle ads, paper ads and air fresheners handed out at events. There was also a competition to name all of the 60 gritter vehicles. Over 90 names were sent in by school children under the age of 11. This got a large amount of press activity and included three visits to schools with the gritter trucks. Two outdoor events were held in Gravesend and Canterbury where people could find out more about the gritter trucks and get into them.

Outcome: Web visits were 3,943 from October to December. This was 2,720 down from the previous year due to the weather being much milder. The @GrittingKent Twitter and Facebook pages had 6,509 and 1,918 followers and likers. These have both more than doubled in followers since last year.

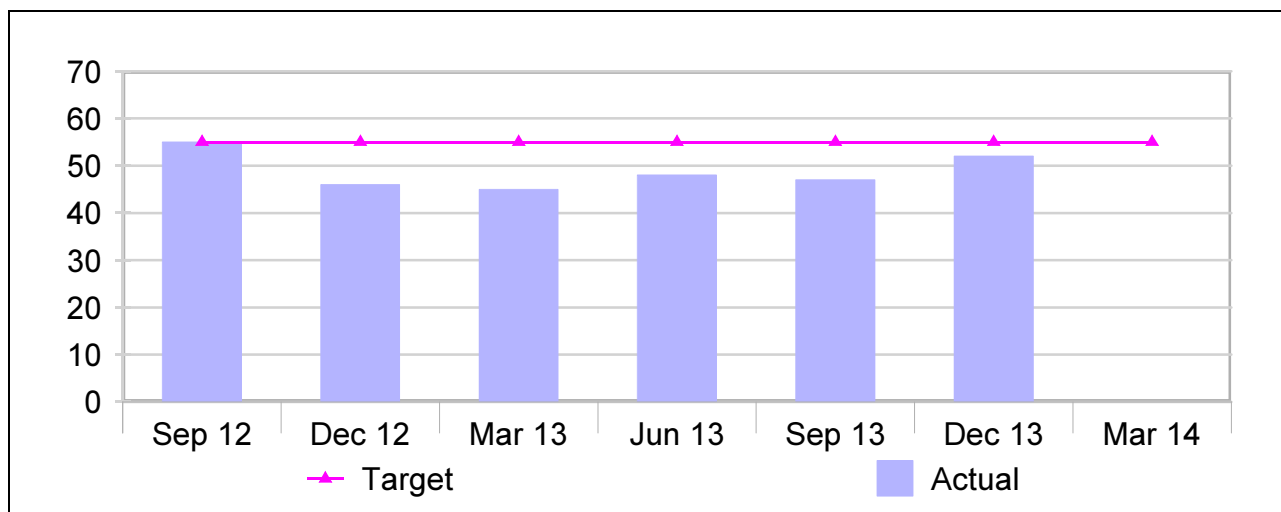
Two minutes, two questions budget consultation

The aim of the Two Minutes, Two Questions budget consultation was to raise awareness of the challenges faced by KCC, and to get a sense of whether residents were in favour of raising council tax as a means of making council services more sustainable. The methods used to achieve this included a radio campaign, press launch, targeted press adverts, regular Twitter interaction, direct emails and on-line advertising on news sites and Facebook. Communications supported face to face engagement with printed materials and comprehensive web content on kent.gov.uk provided detailed information and offered a variety of ways to participate including an on-line budgeting tool and live web chat.

Outcome: Following the communications and engagement work, over 4,000 respondents gave their views on-line alone – up 1000% on the previous year's figures. The awareness recall rate rose by 50% compared to that in 2012.

Percentage of Kent residents who feel informed about council services

AMBER



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	55%	46%	45%	48%	47%	52%	
Target	55%	55%	55%	55%	55%	55%	55%
RAG Rating	Green	Amber	Amber	Amber	Amber	Amber	

Commentary

The percentage of residents feeling informed about council services improved in the quarter to December 2013. Other resident perception indicators (trust and overall resident satisfaction) have also risen with overall satisfaction increasing by 5% points to 64% and value for money up 6% points at 51%.

This rise is possibly linked to a continued effort to corporately brand all materials –and therefore help understanding of the services that the council provides. It may also have been impacted by the successful budget consultation campaign, helping to explain how tax payer’s money is spent.

The national resident survey conducted by the Local Government Association shows that 65% of residents feel informed by their council. However benchmarking work with other county councils shows that Kent’s current results are typical for a county council.

Data is collected from a survey and results come with a confidence interval (at the 95% level) of plus or minus 4%.

Data Notes

Tolerance: Higher values are better.

Data Source: Mori – Kent County Council tracker survey (by telephone). Data is reported as the percentage of residents reporting that they feel very or fairly informed. The sample size is 600 residents each quarter, with the tracker survey including 16 questions. Data is weighted by demographic information.

Specialist Children's 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 (SCS)
Director	Mairead MacNeil
Division	Specialist Children's Service (SCS)

Performance Indicator Summary

	Previous RAG	Current RAG	Direction of Travel
Initial assessments completed within 10 days	AMBER	AMBER	↓
Case holding posts filled by permanent qualified social workers	RED	RED	↑
Children subject to a child protection plan for the second or subsequent time	GREEN	GREEN	↑
Children subject to a child protection plan for two or more years at the point of de-registration	GREEN	GREEN	↓
Percentage of children leaving care who are adopted	GREEN	GREEN	↓
Children in Care with 3 or more placements in the last 12 months	AMBER	AMBER	↑

Specialist Children's Services implemented a replacement IT system on the 9th December 2013, moving from the Capita ONE ICS system, to Liquid Logic's system which Kent have named Liberi. As this implementation occurred during the Quarter 3 reporting period the data contained within this report uses the latest information available. This will vary across the performance measures but the source of the data, and the applicable timescale is clearly indicated in the updates provided within this Report.

As part of the change of IT system Specialist Children's Services moved away from using separate Initial and Core Assessments and commenced the use of a Single Assessment. The last available performance figure for the measure of **initial assessments completed within timescales** is for the 15th November 2013, when performance for the year to date was 83.3%. Although this was below the internal target of 90% Kent's performance compares favourably to national and statistical neighbour averages.

The percentage of **case holding social worker posts held by qualified social workers** increased slightly in the quarter to December 2013 to 76.2%. The majority of vacancies for social workers are currently being filled by agency staff. Achieving the target of 90% continues to be challenging.

The performance measure for the percentage of children **becoming subject to a child protection plan for the second time** has been updated in line with national changes and

now only includes new plans that are within 24 months of a previous plan. Performance for the year to date to November 2013 was 8.2%, which is within the banding set for optimum performance.

The percentage of **children subject to a child protection plan lasting two or more years** has reduced from 8.0% in the year to March 2013 to 5.4% in the year to date (April – November 2013) which is ahead of the target set of 6%.

The percentage of **looked after children who are adopted** in the first eight months of the reporting year (April - November 2013) was 15.3%. This is an improvement in performance against previous years and the target for 2013/14 continues to be exceeded.

The percentage of **children in care with 3 or more placements** within twelve months has reduced in the third quarter (to November 2013) to 10.5%. This is better than the latest published rates for Statistical Neighbours, which for March 2013 was 11.0%.

Children's (Social Care) Transformation Update

The Children's (Social Care) Transformation Programme brings together efforts that build on the three phases of the Children's Services Improvement Programme (which began in February 2011), and strategies to improve efficiency within the services.

In line with 'Facing the Challenge' the efficiency side of the Transformation Programme will ensure that we deliver maximum value for money and the best possible service within available resources. By combining the two disciplines of continued service improvement, and efforts to deliver efficiency savings, we will build a sustainable children's social care service with a clear vision, that is effectively led, and that maintains a focus on the needs of the most vulnerable children at its core.

Progress of the Transformation Programme is overseen by the Children's Transformation Board, which meets monthly. The Board is chaired by Andrew Ireland, Corporate Director for Families and Social Care. The Children's Transformation Board feeds into an overarching 0-25 Portfolio Board which oversees cross-directorate transformation for the full provision of services, from Specialist Children's Services, Disabled Children's Services, Adolescent support and Youth Offending, to education, skills and employability.

As a combination of the improvements recognised by Ofsted, evidence submitted by the Council, and by recommendation of the Independent Chair of the Safeguarding and Looked After Children Improvement Board, the DfE lifted the Improvement Notice from Kent County Council in December 2013. It is an encouraging step towards Kent achieving its' aim of being "outstanding", providing the very best possible service for children most in need in Kent.

Children's (Social Care) Transformation's focus on continued service improvement (Phase Four of the Improvement Programme) necessarily lacks some of the earlier, more prescriptive elements of previous plans and is focussed more on the delivery of quality and

Specialist Children's Services

effective interventions. The work is now increasingly about improving the levels of consistency, quality and effectiveness of social work provision across the county. Measures continue to be employed to improve the quality of practice, including via the County Audit Programme.

Phase 4 of the Improvement work has been agreed, built around the Social Work Contract. It pulls together a number of key work-streams (quality of supervision, ICT replacement, learning and development, and recruitment and retention). The Social Work Contract is a set of practice standards that covers the core social work activities. It sets out against each activity the standards that are required and that our best practitioners are routinely attaining.

This contract sets out both what is expected of our practitioners and what support and provision the organisation will put in place to support them. It builds on the outcome of Munro's review into child protection and in particular echoes the central importance of building relationships as the key vehicle to helping families change.

Views and feedback of looked after children

The Council has a number of ways of collecting feedback from young people in the care of the council. This information is used to improve the services we provide.

Feedback is collected both formally and informally. Formal mechanisms include surveys run by the Independent Review Officer service and also the Virtual School (e-PEP Survey). More informal feedback mechanisms include the opportunity to provide feedback at activity days and through Kent's Children in Care Council, as well as discussions with their social worker.

Work is underway to develop new and better ways of gathering feedback from children in care to ensure the information collected provides maximum value in helping to drive improvements in the services provided.

The Young Lives Foundation was commissioned to work with young people to explore their experiences of being in care which has led to the development of three age appropriate questionnaires. The Business Intelligence team have been working with the Children in Care Council and other young people to pilot and develop the best solutions for the delivery of these surveys, which will go live in March. Findings will be reported soon after the survey closes in April.

Independent Review Officer (IRO) survey

This survey has now been in place for two years. Last year 102 children and young people provided feedback through the IRO survey. As well as collecting useful information to understand how best to communicate with young people to ensure full engagement with the review process, the survey collects some important satisfaction measures. 90% of young people responding to the survey said they felt they were listened to at the review meeting with 88% agreeing with what was said at the review meeting. The previous year, a slightly different question was used and at that time 88% respondents said they felt the review took account of their wishes and feelings.

e-PEP Survey

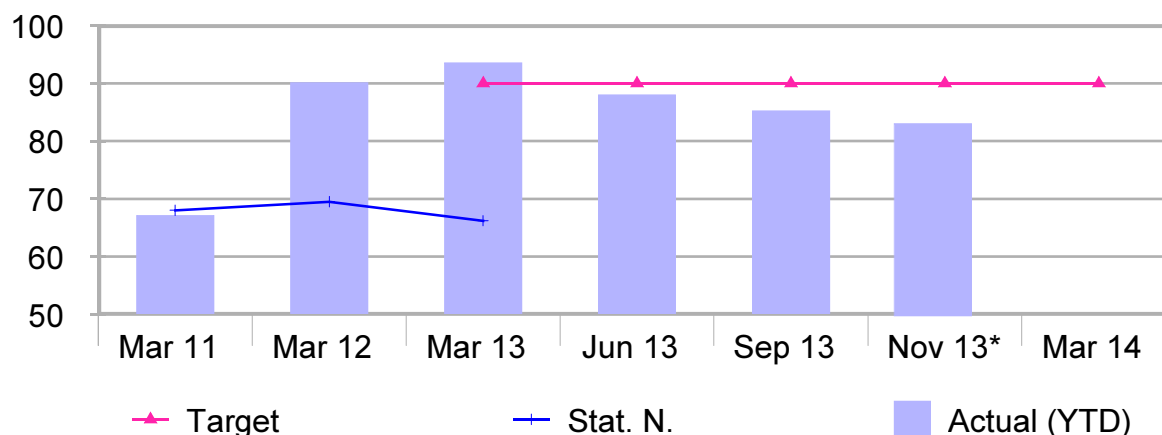
The e-PEP survey was put in place in September 2012 and collects feedback in relation to education. For the first six months of the survey, most respondents felt they are treated the same as other children (64%) and expected to achieve the same as everyone else (69%). This shows that about 1 in 3 children felt they were treated differently, although the fuller analysis shows this is something that happens sometimes rather than always. The majority of respondents (91%) felt that there was a teacher or member of staff they found it easy to talk to if they had problems. Improvements are now being made to the e-PEP survey questions to make it more useful for the future.

Activity Days

Informal feedback from children in care through activity days in the last year revealed that although children found the experience of entering care to be frightening, they frequently felt settled and safe in a short space of time and had a positive view of their experience in care. However, they identified the need for better communication with them about what was happening.

Percentage of initial assessments completed within 10 days

AMBER



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Nov 13	Mar 14
Actual	67.1%	90.1%	93.5%	88.0%	85.2%	83.3%*	
Target			90%	90%	90%	90%	90%
RAG Rating			Green	Amber	Amber	Amber	
Stat. N.	68%	69.5%	66.2%				

Commentary

Although performance has decreased during the year, Kent's performance remains above the England rate (75.5%), and that of Statistical Neighbours (66.2%). Kent was ranked 13 out of 152 Local Authorities in the latest published statistics (2012/13).

With the implementation of a new IT system, Specialist Children's Services have moved away from using Initial and Core Assessments and from the 15th November, 2013 commenced the use of a single assessment process.

Data Notes

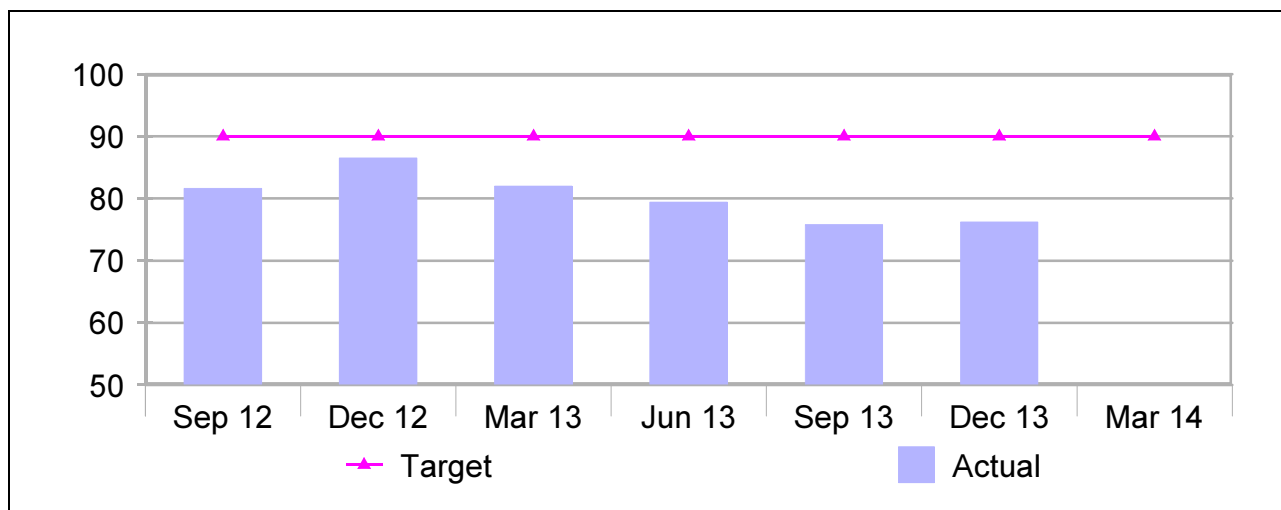
Tolerance: Higher values are better.

Results are reported as year to date. * Please note the November 2013 figure has been provided against unvalidated data due to the diversion of resources to the implementation of Liberi. The last validated data for this measure is as at September 2013.

Data Source: ICS.

Percentage of caseholding posts filled by permanent qualified social workers

RED
↑



Trend Data – quarter end	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	81.6%	86.5%	82.0%	79.4%	75.8%	76.2%	
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Amber	Amber	Amber	Red	Red	Red	
Agency	12.9%	13.9%	15.0%	17.2%	19.7%	20.6%	

Commentary

Please note change in RAG Levels – see data notes below.

Newly qualified social workers have taken up posts between September and January and will in due course become full case holding members of staff. In their first year they have a protected case load and increased supervision. Agency staff continue to be used to ensure average caseloads per social worker remain at comfortable levels.

Continuing efforts to attract staff include a refreshed branding and recruitment campaign, access to additional incentives for accommodation and a focus on the professional development and practice improvement that social workers value. Specific districts have greater difficulty in attracting staff for reasons connected to location, cost of housing and travel time/costs. Additional market premium payments have been introduced for newly recruited Team Managers. Recruitment of social workers from overseas continues to be actively pursued.

Data Notes

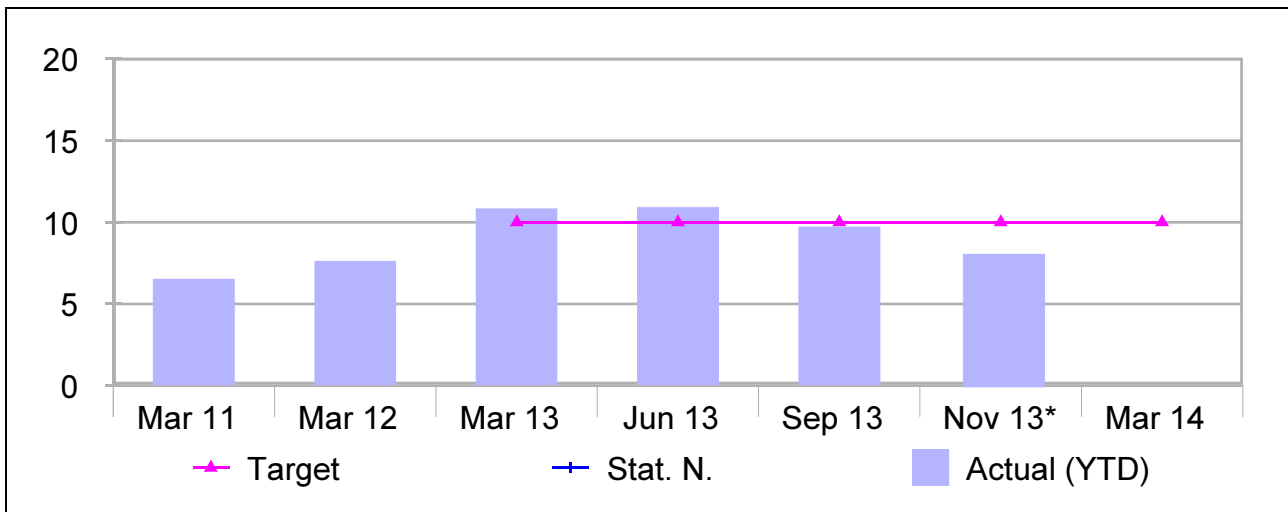
Change to the RAG rating: For 2013/14 the Amber RAG rating has been removed, a Green Rating will only be achieved once the 90% target is achieved or exceeded.

Tolerance: Higher values are better. Data is reported as the position at quarter end. Posts held by agency staff are not included within this measure.

Data Source: SCS Weekly Performance Report.

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

GREEN
↑



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Nov 13	Mar 14
Actual	6.5%	7.6%	10.8%	10.9%	9.7%	8.2%*	
Target			10%	10%	10%	10%	10%
RAG Rating			Amber	Amber	Green	Green	
Stat. N.							

Commentary

Please note change of definition – see data notes below.

Performance for the year-to-date remains ahead of the target. During this period 1,522 children became subject to a Child Protection Plan and 125 had been subject to a previous plan within 24 months.

Cases where children become subject to a Child Protection Plan for a second or subsequent time are reviewed carefully by District Management Teams and the Safeguarding Unit.

The definition for this performance measure has changed nationally for 2013/14 and national comparative data is not yet available. All performance figures provided above for previous years are reflective of the change in definition.

Data Notes

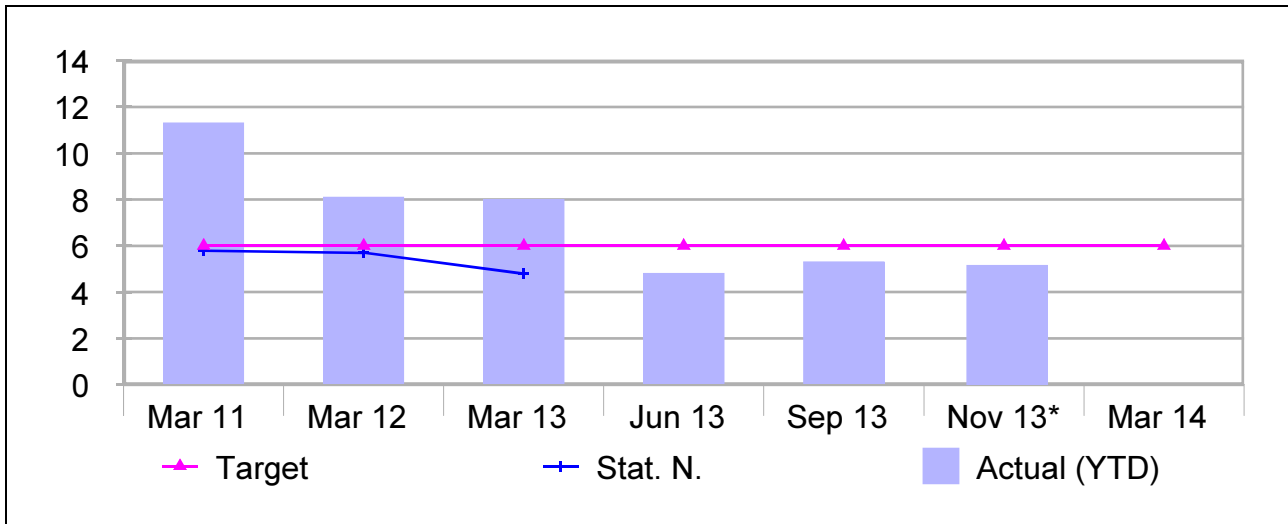
Change in definition: For 2013/14 this indicator now only measures children being subject to a second plan within 24 months of a previous plan.

Tolerance: As close to target as possible. Should not be too low or too high.

Data Source: ICS. * Please note the November 2013 figure has been provided against unvalidated data due to the diversion of resources to the implementation of Liberi. The last validated data for this measure is as at September 2013.

Percentage of children subject to a child protection plan for two or more years at the point of de-registration

GREEN



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Nov 13	Mar 14
Actual	11.3%	8.1%	8.0%	4.8%	5.3%	5.4%*	
Target	6%	6%	6%	6%	6%	6%	6%
RAG Rating	Red	Red	Amber	Green	Green	Green	
Stat. N.	5.8%	5.7%	4.8%				

Commentary

Performance against this measure this year has exceeded the target set and shown a significant improvement on previous year results.

This improvement has been achieved by a focus on improvements in chairing and decision-making at Child Protection conferences, on more focussed child protection plans and interventions and more consistent use of step-down to children in need and step-up to children in care, alongside regular and consistent management attention.

There has also been a focus of attention for children whose Plans reach the 18 months point with clear planning put in place at this point.

Data Notes

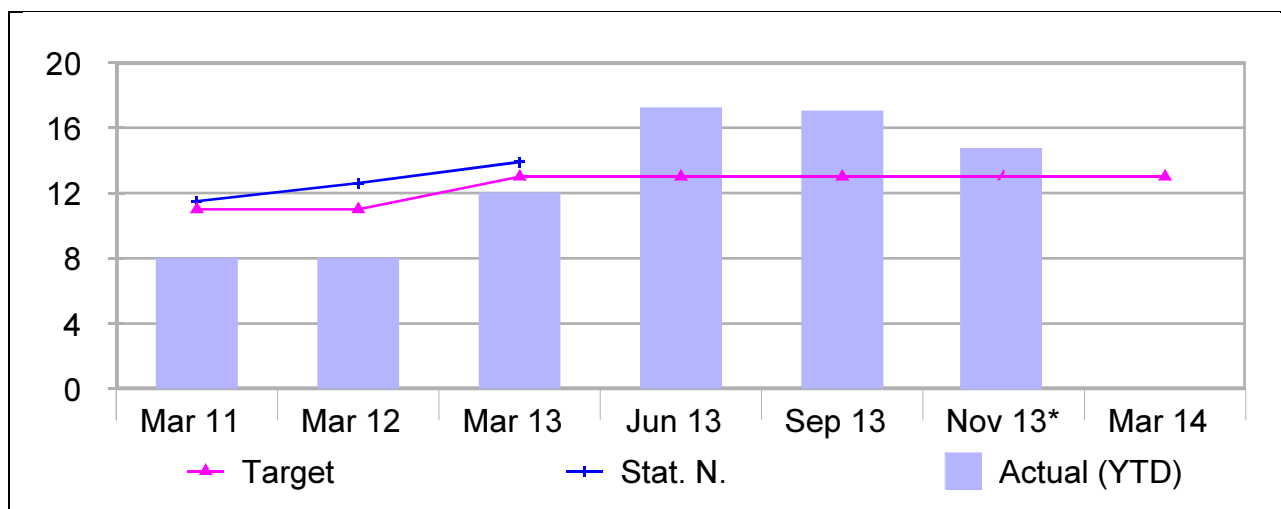
Tolerance: Lower values are better.

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. * Please note the November 2013 figure has been provided against unvalidated data due to the diversion of resources to the implementation of Liberi. The last validated data for this measure is as at September 2013.

Percentage of children leaving care who are adopted

GREEN



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Nov 13	Mar 14
Actual	8.0%	8.0%	12.0%	17.2%	17.0%	15.3%*	
Target	11%	11%	13%	13%	13%	13%	13%
RAG Rating	Red	Red	Amber	Green	Green	Green	
Stat. N.	11.5%	12.6%	13.9%				

Commentary

Significant progress has been made with regard to Adoptions and this is reflected in the year-to-date performance figures for this measure. From April – November 2013 there were 93 adoptions, compared with 69 for the same period in the previous year.

The improvements in the number of adoptions have been achieved by more focused work with prospective adopters, close working with the judiciary to reduce delays, robust case work management focused on reducing planning drift, and timely decision making in relation to planning for permanence.

It is unlikely that performance levels from the early part of the year would be sustained but on average over the year the Target level should be achieved.

Data Notes

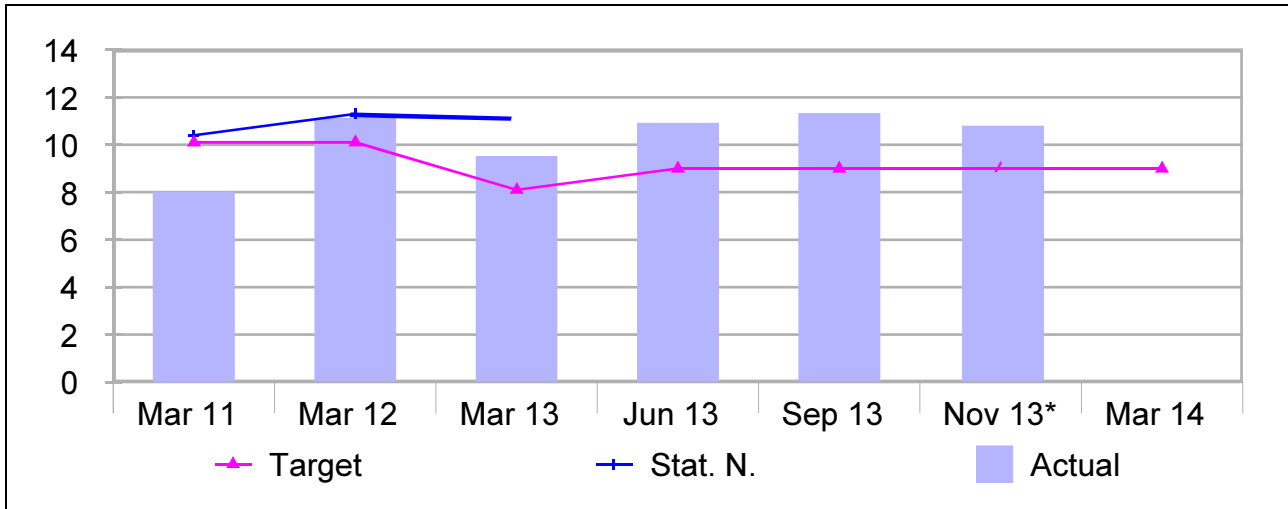
Tolerance: Higher values are better.

Data is reported as financial year to date.

Data Source: ICS. * Please note the November 2013 figure has been provided against unvalidated data due to the diversion of resources to the implementation of Liberi. The last validated data for this measure is as at September 2013.

Children in Care with 3 or more placements in the last 12 months

AMBER



Trend Data – quarter end	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Nov 13	Mar 14
Actual	8.0%	11.1%	9.5%	10.9%	11.3%	10.5%*	
Target	10.1%	10.1%	8.1%	9%	9%	9%	9%
RAG Rating	Green	Amber	Amber	Amber	Amber	Amber	
Stat. N.	10.4%	11.3%	11.0%				

Commentary

As at November 2013, 196 children had had three or more placement moves in the previous 12 months.

From April 2011 episodes where children in care go missing have been included within the published figures for placement stability. This information is included at the end of the reporting year but due to issues with the previous IT system could not be included in the year to date performance figures. The figures for June and November 2013 therefore relate to changes in actual placements and do not include breaks in placements when a child is missing.

Data Notes

Tolerance: Lower values are better.

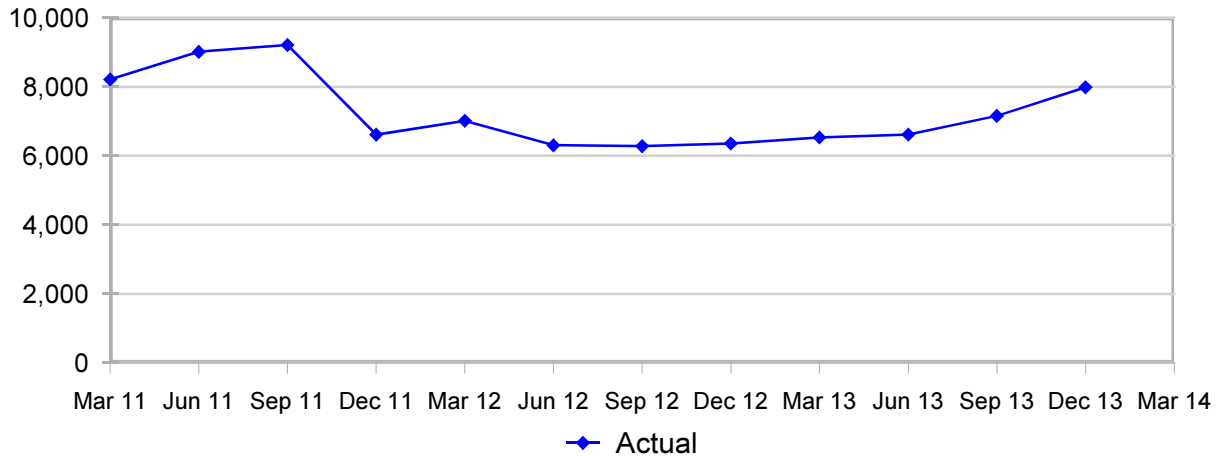
Data is reported as a snapshot at each quarter end.

Data Source: ICS. * Please note the November 2013 figure has been provided against unvalidated data due to the diversion of resources to the implementation of Liberi. The last validated data for this measure is as at September 2013.

Specialist Children's Services - Lead indicators

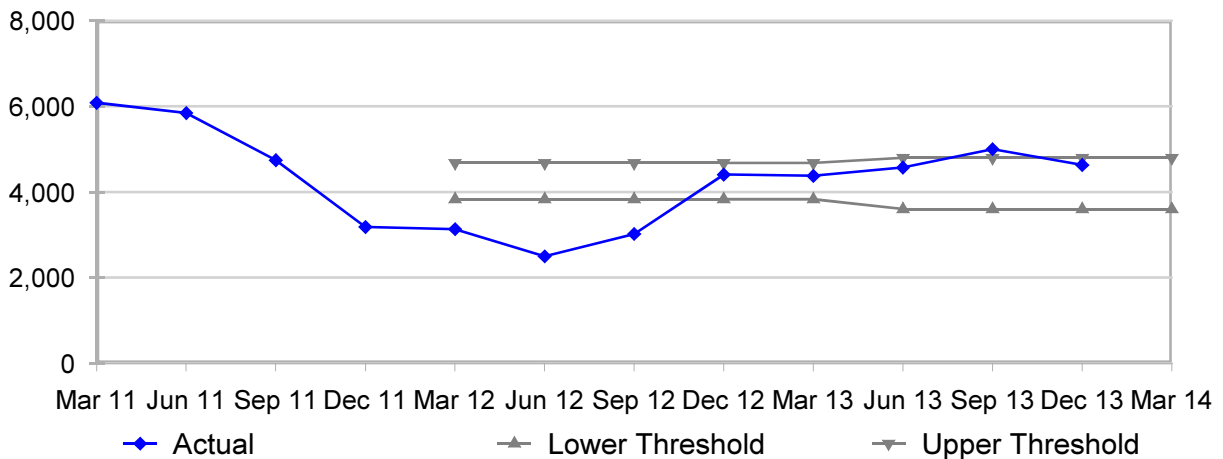
The **number of contacts** to the service has seen an increase since June 2013.

Quarterly number of contacts received



The **number of referrals** has reduced in the quarter and is now within the expected range. The reduction in referral numbers in 2011 can be attributed to the introduction of the Central Duty Team. This resulted in a high level of work being conducted at the initial contact stage, without being recorded as a referral. A revised process was introduced in August 2012 to ensure such contacts were recorded as referrals. Following the introduction of the new arrangements, the recorded referral rate increased to within the expected range.

Quarterly number of referrals



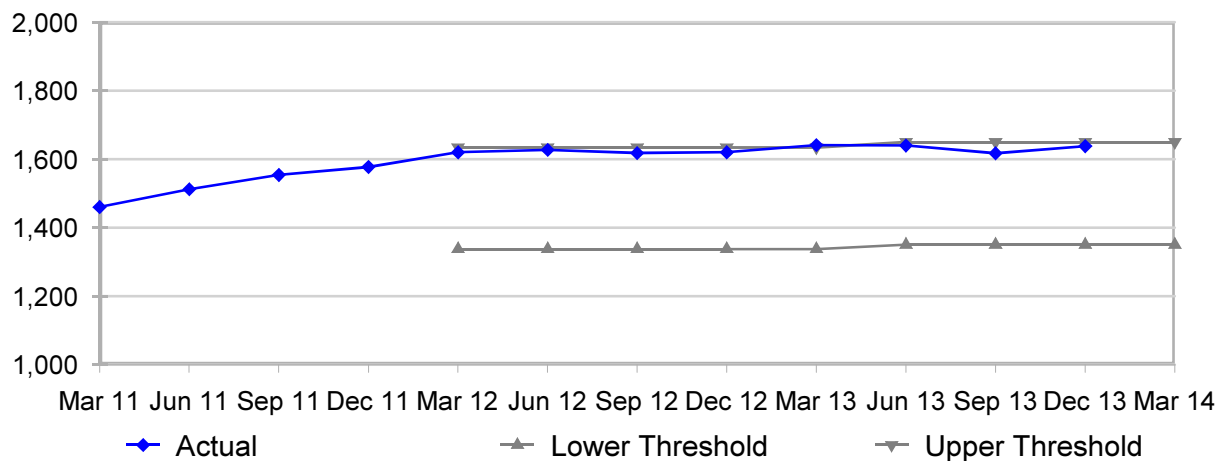
Specialist Children's Services - Lead indicators

The **number of indigenous Children in Care** has remained fairly static over the last year. and at the end of November 2013 was 1,638, which is at the upper end of the expected range.

Actions being taken which will impact on the number of Children in Care include:

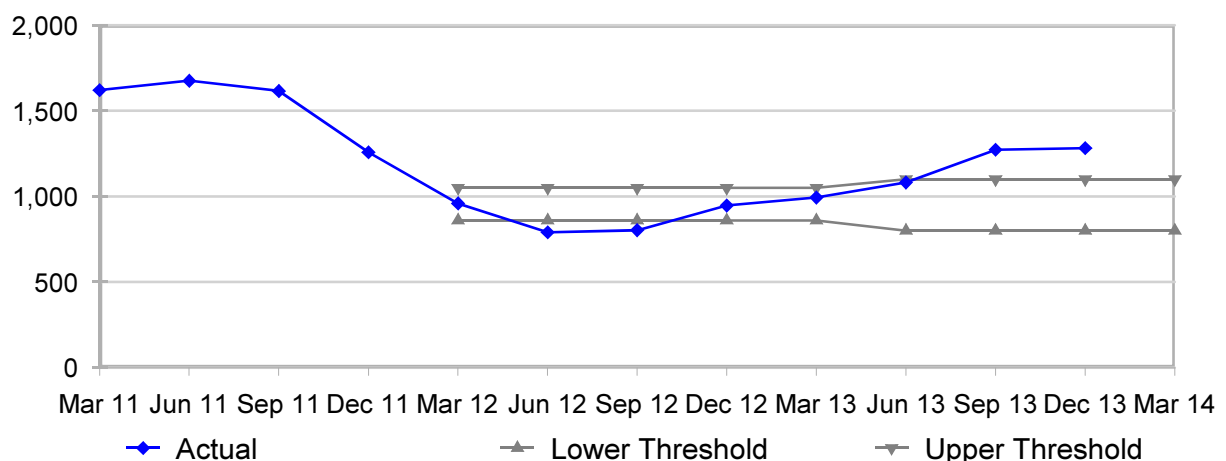
- Improving the percentage of children who are adopted.
- Robust gate-keeping of decisions to take Children in Care.
- Robust tracking of permanency planning including tackling drift and delay.
- Increased investment in prevention and early intervention services.
- Developing speedier and integrated responses to vulnerable adolescents.

Number of indigenous Children in Care (quarter-end count)



The number of **children with Child Protection Plans** at the end of November 2013 was 1,282. The indicative target, based on a comparable level with statistical neighbours, is a rate of 34.9 per 10,000 children aged 0 - 17 years. Kent's rate at the end of November 2013 was 39.4.

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

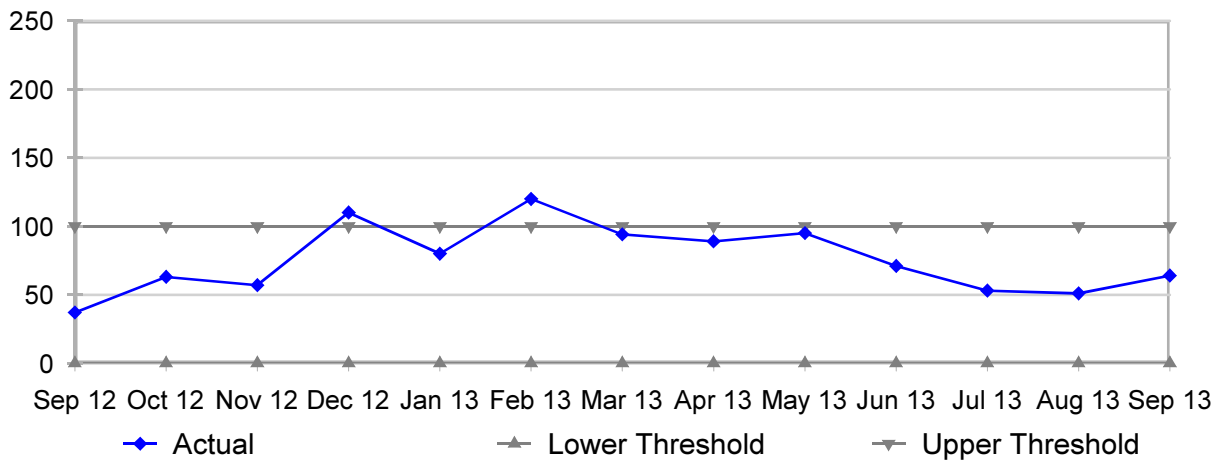


Specialist Children's Services - Lead indicators

Data for the measures of timeliness of Initial and Core Assessments is not available for the third quarter. The figures provided below are therefore for September 2013. For future reporting these two measures will be replaced with one measure to cover the new single assessment which was implemented from 15th November, 2013

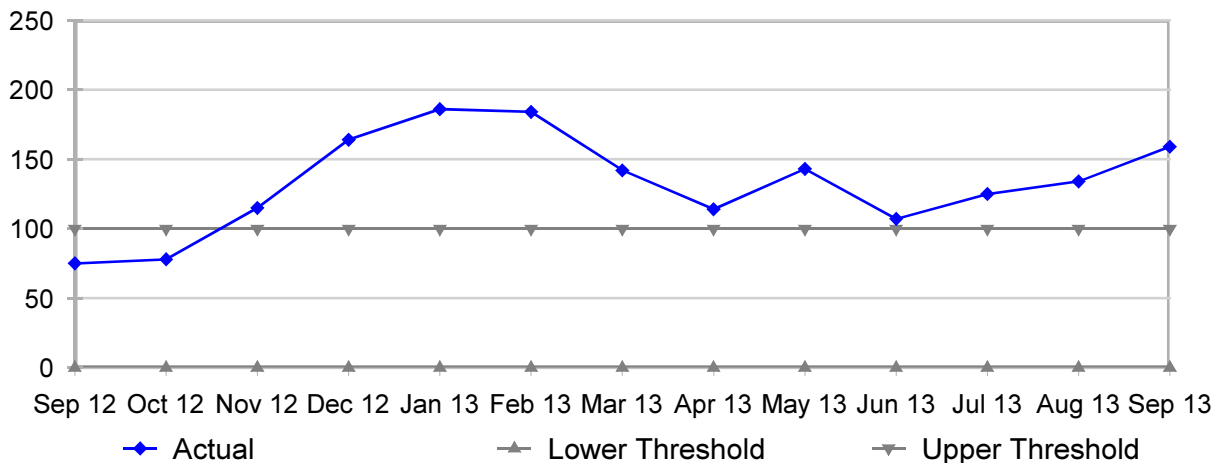
For September 2013 **the number of Initial assessments in progress and out of timescale** was within the expected range.

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



The number of **core assessments in progress and out of timescale** was slightly above the Upper Threshold level of 100 at the end of September 2013 with many of these cases being in East Kent. Swale in particular was experiencing issues in meeting this timeliness measure due to staffing pressures combined with high volumes of work as a result of an increased rate of referrals. Ensuring that the quality of assessments is maintained also resulted in some delays which impacted on the timeliness of core assessments.

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



Troubled Families Programme

Bold Steps Priority/Core Service Area	Continue to support vulnerable families & tackle high-cost disruptive families
Cabinet Member	Mike Hill
Portfolio	Community Services
Director	Angela Slaven
Division	Service Improvement

The **Troubled Families Programme** aims to transform the lives of families with complex needs. Families are nominated to the programme where they meet the following characteristics: no adult in the family working, children not being in school or family members being involved in crime and anti-social behaviour.

The Kent Troubled Families Programme was launched in March 2012. KCC is committed to achieving the outcomes needed to turn around the lives of troubled families. To achieve this all public service agencies need to transform the way they engage and work with families. This is a significant challenge that requires services to be able to respond quickly to emerging need, challenge and redesign existing provision and influence how families make the changes required of them.

The Kent Troubled Families Programme has a target of working with 2,560 families over 3 years (2012 – 2015) with 1,082 families in year 1 of the programme and 1,094 families in year 2. To date, 615 new families have been identified for year 2 of the Programme.

As at the end of October s Kent had achieved successful outcomes claims for for 200 families (15%) with improvement in school attendance and reduced offending for these families.

Local Delivery

Good progress is being made through local projects delivered in partnership with district councils and other agencies. Local Operational Groups agree the families to be worked with and monitor and assess progress against the Programme requirements.

Four JobCentre Plus staff are now working within the Programme to initiate engagement and work with families to access employment and training opportunities.

The Kent offer sets out four key elements that are critical to ensure troubled families are turned around. These are:

- A dedicated worker for every family
- An offer of an apprenticeship or training opportunity for all 16 – 24 year olds
- Employment support for adults
- Innovative suite of activities for troubled families.

Troubled Families Programme

Dedicated Workers

To help turn around the lives of the families who the Programme works with, it is essential that the way services for families in Kent are delivered is transformed. One of the key ways to achieve this is the provision of a Dedicated Worker for each family, to work with the whole family on all of its issues, including helping to ensure that the children attend school, that appointments are met and that appropriate support services for the family are accessed. The Dedicated Worker also ensures that all public services involved with members of the family are properly coordinated, reducing the demand on services.

There are four different types of Dedicated Workers:

1. Family Intervention Project (FIP) Workers
2. Family Intervention Project (FIP) Light Workers – contracts are in place for FIP Light Workers who will work with an average of 15 families at any time for an average of 6 months.
3. Lead Workers are an existing public sector staff resource and will work with each family for an average of 12 months.
4. Family Support Workers – these workers initiate contact with identified troubled families and where appropriate go on to provide longer term support. The current contracts expire on 31st March and the TF team is currently setting up transitional working arrangements.

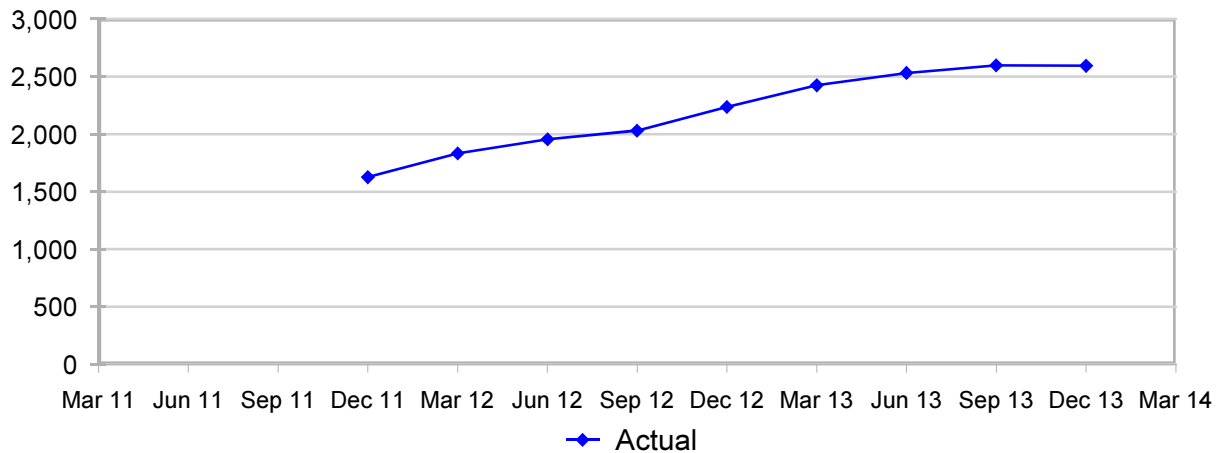
Issues to date:

- The programme is now actively engaged with 780 families of the overall cohort for year 1 and 2. For year 2 and 3 the programme is promoting a nomination process with multiagency partners in order to identify families within the scope of the programme. To support this work a nomination acceleration plan has been developed (NAP). This is to ensure a buy in from key partners and that right families are being targeted and interventions are offered as early as possible. This process has yielded the vast majority of the 648 of the 1,094 families in the year 2 cohort.
- The programme has developed a trajectory model which sets out the number of families to be worked with. These families will require a dedicated resource to be allocated in order to achieve the outcomes identified as part of their assessment/action plan. Extensive work is needed to identify additional lead workers attached to each family to ensure that the required throughput is met.

Early intervention and prevention – Activity indicators

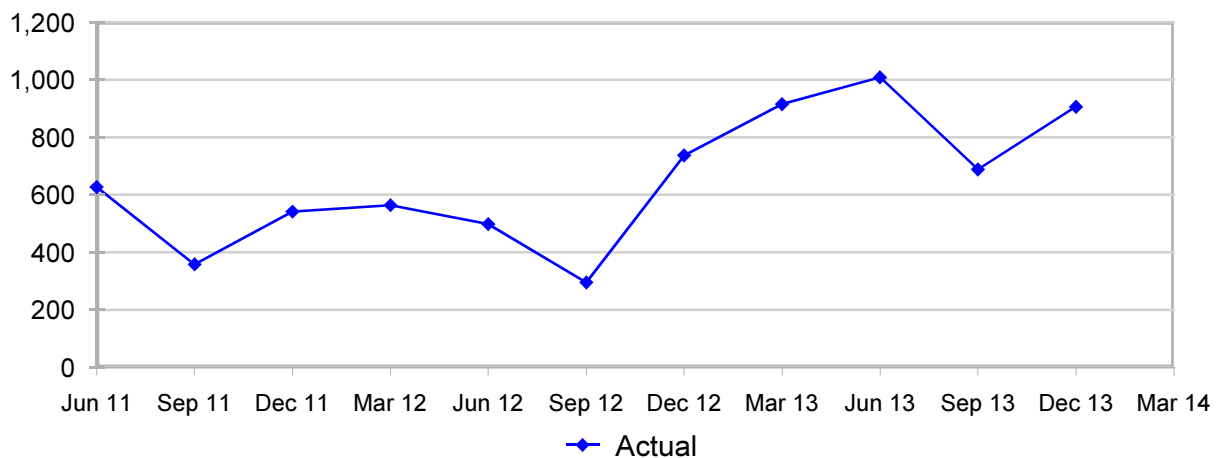
In line with the Troubled Families Programme activity there are more children being supported with a multi-agency Team Around the Family approach.

Number of children supported by a multi-agency Team Around the Family



The number of **Common Assessment Frameworks (CAF)** completed showed an increase this quarter following a reduction during the summer months, with schools continuing to be the main agency initiating a new CAF process. Numbers of assessments continue to be higher than in previous years. The CAF is a multi-agency approach to assessing service need for young people who are experiencing problems including school exclusion, offending behaviour, and health issues. The CAF process helps ensure that appropriate and co-ordinated family support is provided where required, which may involve a Team Around the Family approach and/or a referral into the Troubled Families Programme.

Number of Common Assessment Frameworks (CAF) completed



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	Community Services
Director	Angela Slaven
Division	Service Improvement

The numbers of **first time youth offenders** in Kent continues to reduce although there are variances in direction when considering the Quarter on Quarter figures.

In recent years what has in essence been a downward shift has been both a local and a national trend.

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

Key to success in this area are the Youth Inclusion Support Panel (YISP) staff, who are integrated into the four locality based teams of the Youth Offending Service. These teams work with siblings of known offenders who are therefore at higher risk of offending.

The YISP teams work closely with Kent Police to support Restorative Justice initiatives, which are available countywide and help divert children and young people from the youth justice system. The restorative justice clinics provide a process for holding children and young people accountable for their behaviour, while enabling them not to acquire a criminal record and to move on in a positive way from the experience.

Kent Police are committed to the diversion of children and young people where appropriate from the youth justice system. Their implementation of restorative processes is now countywide with Community Resolutions used, in the main, at the time the offending behaviour occurred. The Community Resolution is not a formal disposal in that it does not result in a criminal record so those receiving this outcome are not first time entrants.

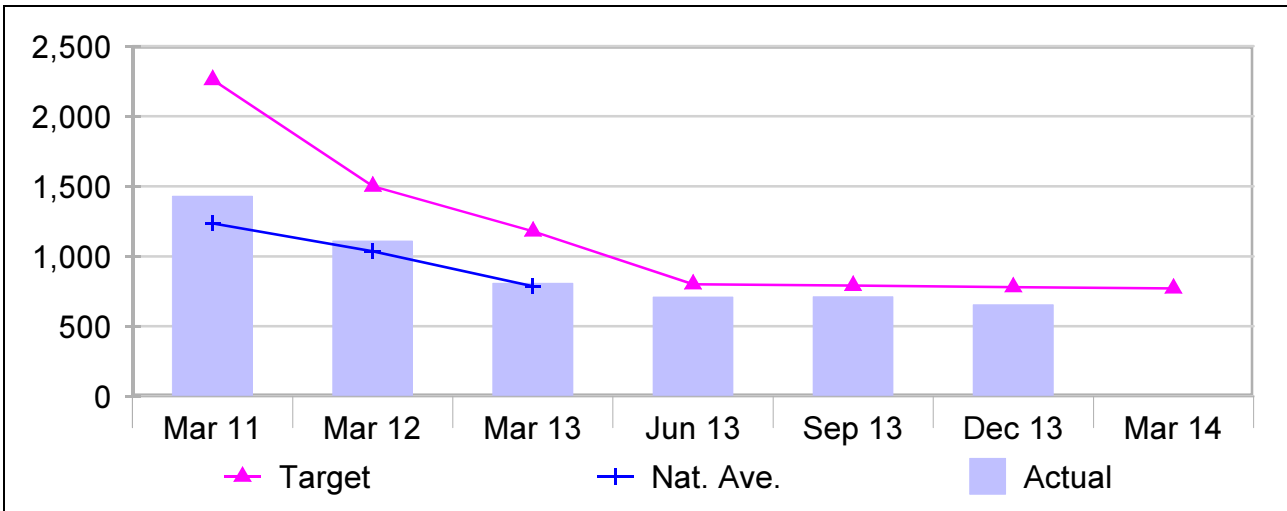
Kent Youth Drug Intervention Scheme provides a diversionary programme for those young people with first time offences which are minor drugs related.

The new Kent Integrated Adolescent Support Service (KIASS) is working closely with the Integrated Young Service on the target to reduce the numbers entering the youth justice system for the first time, to help ensure that services are being accurately matched to the needs of children and young people at risk of offending.

A priority for 2013/14 is the development of closer working of Youth Workers, KIASS and YISP teams to increase the co-ordination of the available resources. Further planning is being done with the Early Intervention and Prevention and Adolescent Teams within Specialist Children's Services to support a preventative strategy in preparation for the countywide arrangements for KIASS as from April 2014.

Number of first time entrants to the youth justice system – rolling 12 month totals

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	1,428	1,108	807	708	712	654	
Target	2,260	1,500	1,178	800	790	780	770
RAG Rating	Green	Green	Green	Green	Green	Green	
Nat. Ave.	1,235	1,036	787				

Commentary

The number of children and young people entering the youth justice system has reduced again this quarter and performance remains ahead of target.

Data Notes

Tolerance: Lower values are better.

Data is reported as a 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.

Kent Support and Assistance Service

Bold Steps Priority/Core Service Area	Tackling Disadvantage
Cabinet Member	Mike Hill
Portfolio	Community Services
Director	Angela Slaven
Division	Service Improvement

Background

KCC set up the **Kent Support and Assistance Service (KSAS)** pilot on 1 April 2013, with the purpose of supporting people in Kent suffering a crisis or in exceptional need. This service was previously provided by the Department of Work and Pensions through Community Care Grants and Crisis Loans, but responsibility for delivery has now been transferred to local authorities.

Local Delivery

Furniture and white goods awards are provided by the reuse sector through more than thirty one outlets across Kent using a voucher system with delivery direct to their homes. All goods are 'gifted' to the customer to prevent legacy issues for the council but are guaranteed for six months if refurbished, or twelve months if new.

KSAS awards seven day food parcels (with fourteen days awards provided over the Christmas break) from ASDA supermarket, which include personal and household hygiene items. Energy awards are provided with an energy top up service using PayPoint outlets.

Demand to date

During the first nine months, April – December 2013, 22,401 telephone enquiries were received, assessed for need and offered signposting advice and guidance. A total of 6,702 on-line and telephone applications were received.

Since April 4,028 awards of support have been given to households in need with the highest demand being for food and energy and with furniture and equipment incurring the greatest spend. The total of individual awards given out in the nine month period, April – December 2013, is 7,415.

	Qtr 1	Qtr 2	Qtr 3	Total (YTD)
Calls Received	6,142	7,644	8,615	22,401
Applications Received	2,032	2,288	2,382	6,702
Unique Awards Made	875	1,530	1,623	4,028

Kent Support and Assistance Service

Call volumes and awards show an increasing trend quarter on quarter, which is to be expected with a new scheme.

A significant number of calls (70%) were dealt with by advice or signpost to more appropriate services than KSAS. There was a reduction in the percentage of on-line applications in the third quarter, as the on-line access route was temporarily closed from Friday 13 December 2013 onwards. This contrasts with the second quarter (where 50% of the total were on-line applications) and the first quarter (where 68% of the total were on-line applications).

Profile of applicants

In the third quarter, 75% of all applications occur for households of 3 or less people and overall it is 80% for the year to date. Applications where there is a child (aged 16 and under) present in the household account for 41% of the total.

Budget

The budget for the third quarter was £693,900 with the actual spend being £387,469 (56%). Expenditure shows a quarterly trend significant increases, with a 45% budgetary spend recorded in the second quarter and 25% budgetary spend in the first quarter. This level of spend is consistent with other councils, both regionally and nationally, who have adopted a cash-less service.

Future challenges

On 15 July 2013, the housing benefit cap came into effect across Kent, resulting in families having up to £200 per week cut from their benefits. KSAS is continually monitoring the impact of this, along with district council housing and benefit managers. Throughout the year, there have been incremental changes to a number of both universal and means-tested benefits and from December 2013, the Job Seekers Agreement was replaced with the Claimant Commitment to introduce more onerous requirements upon those claiming Job Seekers Allowance (JSA). The sanctioning regime, whereby applicants are sanctioned from the benefits for not fulfilling a stipulated requirement from the JobCentre+, will also be monitored for the potential impact on KSAS.

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	Roger Gough
Portfolio	Education and Health Reform
Corporate Director	Patrick Leeson
Directorate	Education, Learning and Skills

Performance Indicator Summary

Indicator Description	Previous Status	Current 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 Reading, Writing and Maths at KS 2	GREEN	GREEN	↑
Attainment gap for children with Free School Meals at Key Stage 4	AMBER	RED	↓
Attainment gap for children with Free School Meals at Key Stage 2	AMBER	AMBER	↔
Percentage of primary schools with Good or Outstanding Ofsted inspection judgements	GREEN	GREEN	↑
Number of schools in category (special measures or with notice to improve)	RED	RED	↓
Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	GREEN	GREEN	↑
Percentage of pupils permanently excluded from school	GREEN	GREEN	↑
Young people aged 16 to 18 who are NEET	RED	AMBER	↑
Apprenticeship starts for 16-18 year olds	GREEN	AMBER	↓

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.

Final results for 2013 show a positive increase of 1.8% to 63.1% for the **percentage of pupils achieving 5 or more A* to C GCSEs, including English and maths**. This is the same level increase seen nationally in state schools, although the overall national average dropped by 0.2% to 59.2%. Kent saw a significant reduction in schools below floor standard in 2013 down from 15.3% to 6.3%.

Key Stage 2 pupil attainment for 2013 has a new indicator, which reports on 'level 4 and above in Reading, Writing and Maths'. The final figure of 74% compares to an equivalent figure for last year of 72%. Previously published targets have been revised to reflect the change to a new indicator. The national figure for 2013 was 75%

The **achievement gap for children with Free School Meals at Key Stage 4** has not improved on 2012 figures, with the final 2013 figure of 34.5% showing an increase on last year's gap of 33.4%

The **achievement gap for children with Free School Meals at Key Stage 2** is now 25% based on the new indicator definition which is unchanged from 2012 counted on the same basis. There was no improvement nationally where the gap is 19%.

There is a positive upward trend for the percentage of special, secondary and primary schools with Good or Outstanding **Ofsted inspection judgements** for overall effectiveness, with performance ahead of the target trajectory for the year.

The number of **schools in an Ofsted category of concern** continues to be higher than target and increased in the quarter. We work closely with all schools in category who are working to a Local Authority Statement of Action which has been approved by Ofsted. It is anticipated that there will be 14 schools in category by August 2014.

Performance has improved in the quarter for the percentage of **SEN statements issued within 26 weeks** and has risen to 94%. Recent single month figures show even more substantial improvement that indicates a significant upward shift in performance.

The number of **permanent pupil exclusions** continues to reduce and in line with the target levels set. Work continues with all schools to look at ways of further reducing exclusions as part of the development of a new Inclusion Strategy.

Kent's **take-up of apprenticeships** has shown more growth in the last few years than seen nationally, and the latest data, whilst showing a decline, has not declined as much as national levels.

Standards & School Improvement Update

The final pupil attainment results at Key Stage 2 and GCSE for 2013 show positive improvement.

Our school improvement strategy supports and challenges schools and settings to build on the success of the latest results to ensure that 2014 sees further improvement in standards overall, with even fewer schools below the floor standard. The improvement strategy shows the level of support schools can expect to receive. Support ranges from 'Intensive' for schools in an Ofsted category to 'Low' for good and outstanding schools.

There is currently a key focus for schools in the 'High Support' category. We have made good progress in reducing the number of schools in this category from 177 in September 2012 to 129 in September 2013, of which 114 are within the primary sector. These schools are ones with attainment below the National Floor Standard and/or those with a Satisfactory or a Requiring Improvement judgement from Ofsted at their two last inspections (Satisfactory was replaced with Requiring Improvement from September 2012).

Education, Learning and Skills

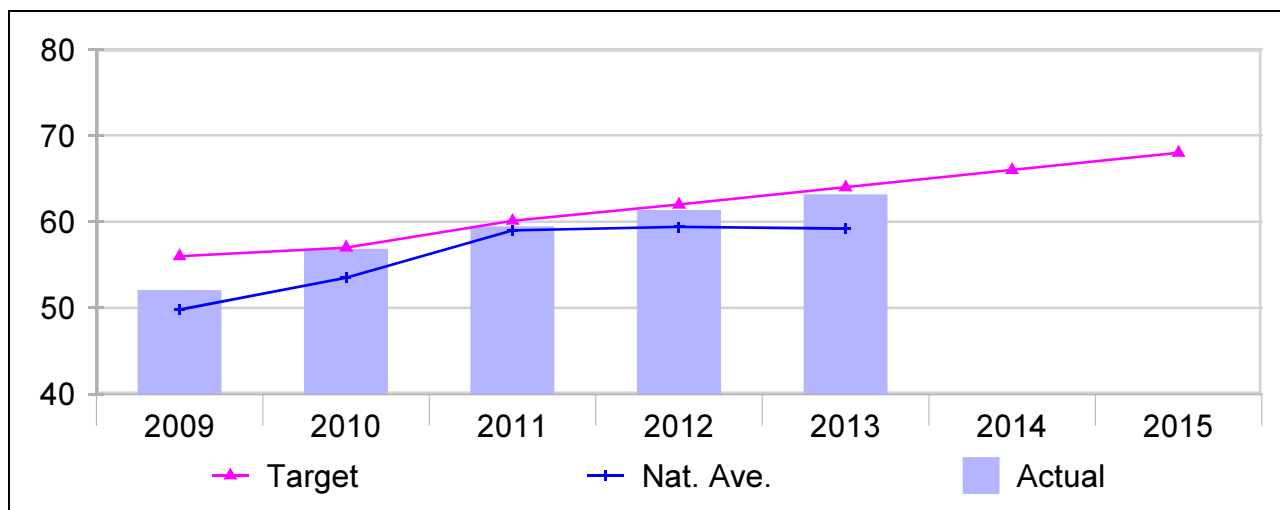
Rigorous action is being taken in the schools within the 'High Support' category and those in an Ofsted category of concern, to reduce the legacy of underperformance and to strengthen or replace leadership. All these schools have a detailed improvement plan and 6-weekly review meetings take place. These meetings ensure that a faster pace of improvement is maintained and that activity is re-focused when required. We are also supplying both financial and personnel support to assist rapid improvement in these schools.

A key issue is to improve the effectiveness of scrutiny and challenge by Governing Bodies, particularly in holding school leadership to account and in being prepared to take the necessary action when there is poor leadership. Many Governing Bodies have responded well to the challenge and are focusing more effectively on the quality of education, the progress of pupils and the necessary actions to secure improvement.

In July 2013 there were 141 schools requiring improvement, which has now reduced to 119 schools requiring improvement, and we expect this trend to continue. This is positive news for the school improvement service.

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

AMBER



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	52%	57%	59%	61%	63%		
Target	56%	57%	60%	62%	64%	66%	68%
RAG Rating	Amber	Green	Amber	Amber	Amber		
Nat. Ave.	50%	54%	59%	59%	59%		

Commentary

Final GCSE results for 2013 show a continued rise in performance in the percentage of pupils achieving 5+ GCSEs including English and maths. Kent's performance is 4% above the national average of 59.2% and 2.5% above the state school average, and this is the 17th consecutive year that we have seen this indicator exceed national statistics.

There was a significant reduction in the number of schools below the national floor standard of 40% and with less than median level pupil progress, down from 15.3% of schools to 6.3% which compares to the national average which improved from 6.6% to 5.3%.

Schools not achieving the expected levels receive an intensive programme of support, which uses all available resources in order to effect improvement in a cost effective and sustainable framework. There is a clear understanding that if schools do not make the expected progress the following actions are considered: the serving of a Warning Notice; introducing an Interim Executive Board; changes to the leadership structure; federation or amalgamation; or conversion to a sponsored academy arrangement.

Data Notes

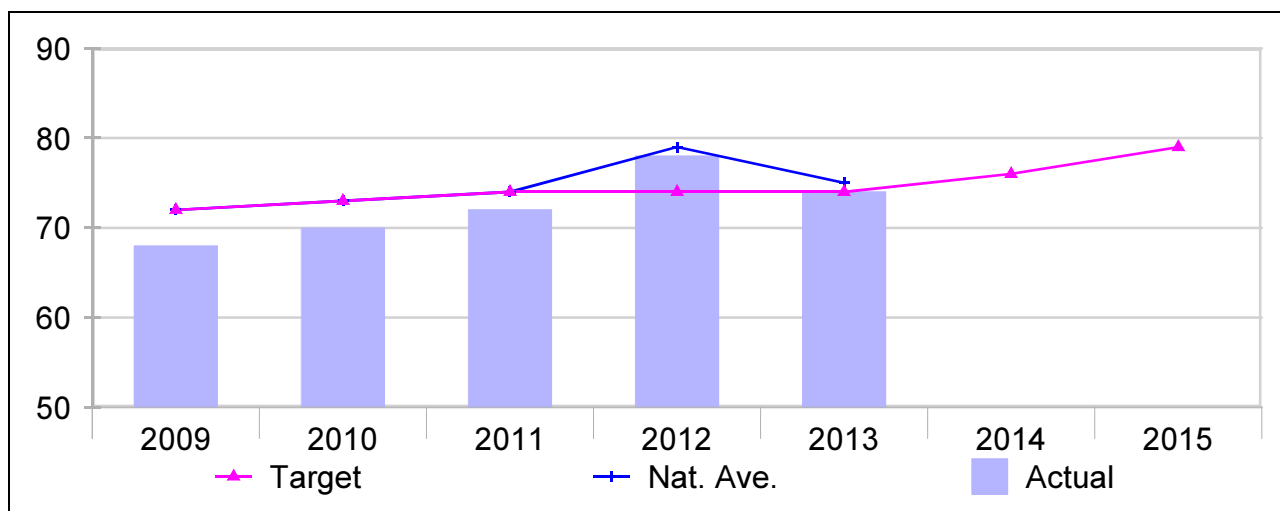
Tolerance: Higher values are better.

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 Reading, Writing and Maths at Key Stage 2 (from 2013)

GREEN
↑



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	68%	70%	72%	78%	74%		
Target	72%	73%	74%	74%	74%	76%	79%
RAG Rating	Red	Red	Amber	Green	Green		
Nat. Ave.	72%	73%	74%	79%	75%		

Commentary

Note – change in definition for the indicator – most recent data not comparable with previous year

This indicator was previously reported as “English and Maths combined”, but now the indicator reports “Reading, Writing and Maths”. The new definition is a higher standard and results are lower for this new indicator.

The final 2013 result compares to an equivalent result for 2012 of 72%. National and statistical neighbour figures have been used to revise Kent’s targets to reflect the new definition of the indicator. Kent has reduced the gap to statistical neighbours and with the national average which is at 75%.

Under the new definition for the indicator there has been an increase in the number of schools below the 60% floor standard for Level 4 attainment and making less than median pupil progress. There are now 38 schools below the floor standard in 2013 up from 30 in 2012.

Data Notes

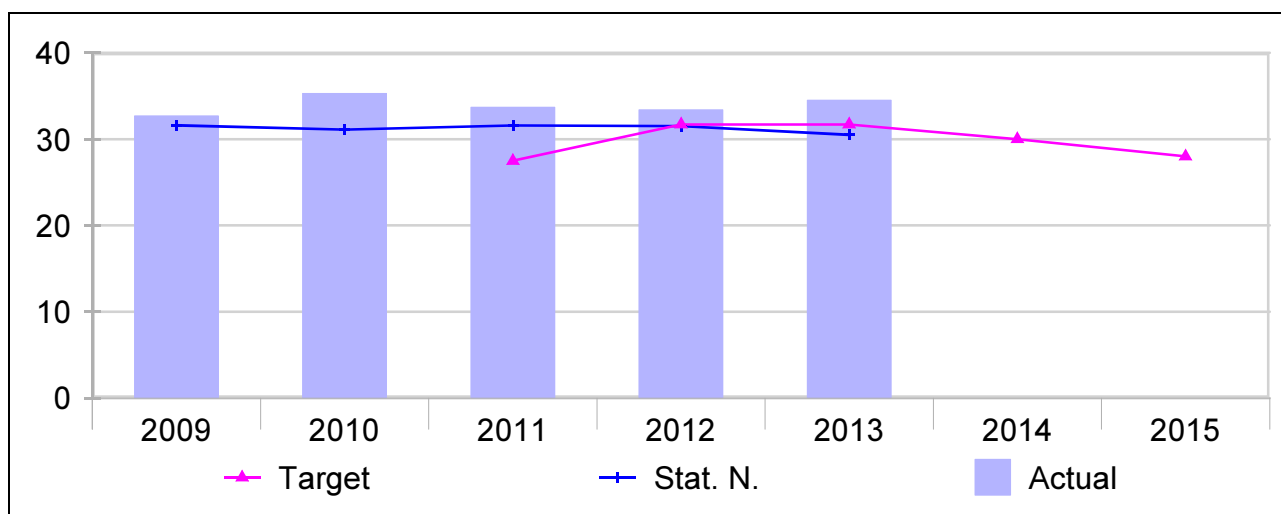
Tolerance: Higher values are better

Data includes all pupils at state funded schools, including academies.

Data Source: Department for Education (DfE).

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

RED
↓



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	32.7%	35.3%	33.7%	33.4%	34.5%		
Target			27.5%	31.7%	31.7%	30%	28%
RAG Rating			Red	Amber	Red		
Stat. N.	31.6%	31.1%	31.6%	31.5%	30.5%		

Commentary

The attainment gap at GCSE for children with free schools meals increased in Kent for 2013 by 1.1%. The gap also increased slightly nationally up from 26.3% to 26.7%, although further analysis has shown that excluding London, gaps increased across most of the rest of the country. The 2013 figures have been produced using the revised 'Ever-6' Free School Meal definition, in line with Pupil Premium funding and DfE reporting, which includes pupils that are currently known to be eligible, or have been known to be eligible at any point in the last six years.

We have placed significant focus on narrowing this gap in 2014. This has included a 'Narrowing the Gap' conference, a strategy handbook and the development of operational guidance for schools to use to ensure this gap diminishes.

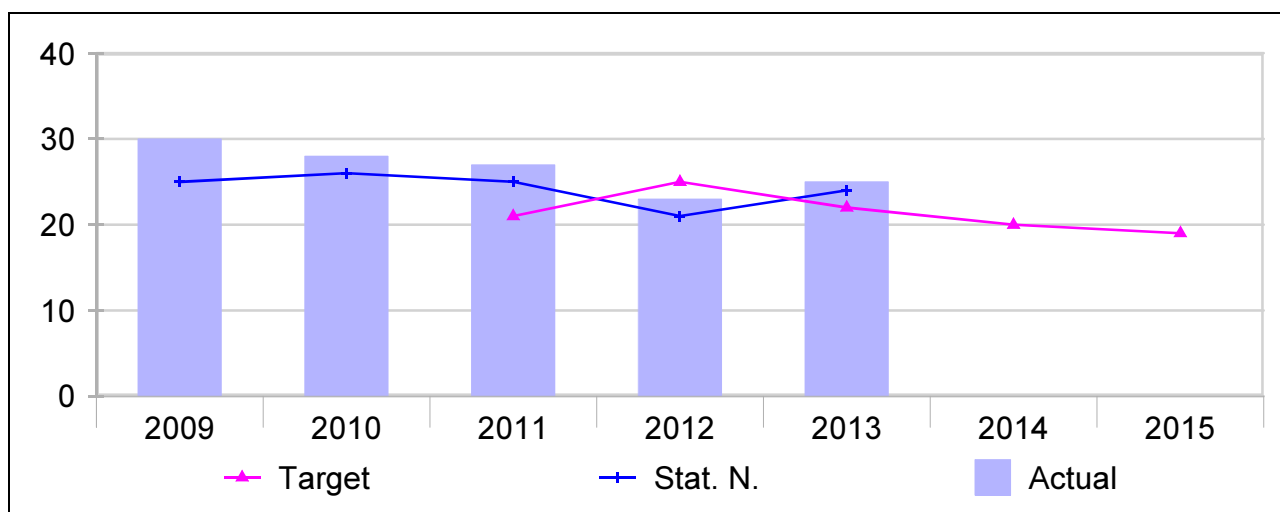
Rigorous conversations are held by the School Improvement Advisers with all schools where the achievement gap is significant. Schools are being ambitious with their targets in closing the gap and the School Improvement team is supporting school actions using the Pupil Premium. We are also being proactive in developing integrated services such as KIAS (Kent Integrated Adolescent Support Service) and in ensuring education teams work closely with social care and support teams to support the most vulnerable young people to make better progress in learning.

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 School Meals (FSM) and other children at Key Stage 2

AMBER



Trend Data – annual	Annual trend						
	2009	2010	2011	2012	2013	2014	2015
Actual	30%	28%	27%	23%	25%		
Target			21%	25%	22%	20%	19%
RAG Rating			Red	Green	Amber		
Stat. N.	25%	26%	25%	21%	24%		

Commentary

Note – change in definition for the indicator – most recent data not comparable with previous year

The figures for 2013 although shown as higher than the previous year in the above table and graph, were actually the same as 2012 on a like for like basis using the new indicator definition. Kent's performance is below the national gap of 19% which also remains unchanged based on the new indicator definition.

2013 figures have been produced using the revised 'Ever-6' Free School Meal definition, in line with Pupil Premium funding and DfE reporting, which includes pupils that are currently known to be eligible, or have been known to be eligible at any point in the last six years.

We have placed significant focus on narrowing this gap in 2014. This has included a 'Narrowing the Gap' conference, a strategy handbook and the development of operational guidance for schools to ensure this gap diminishes.

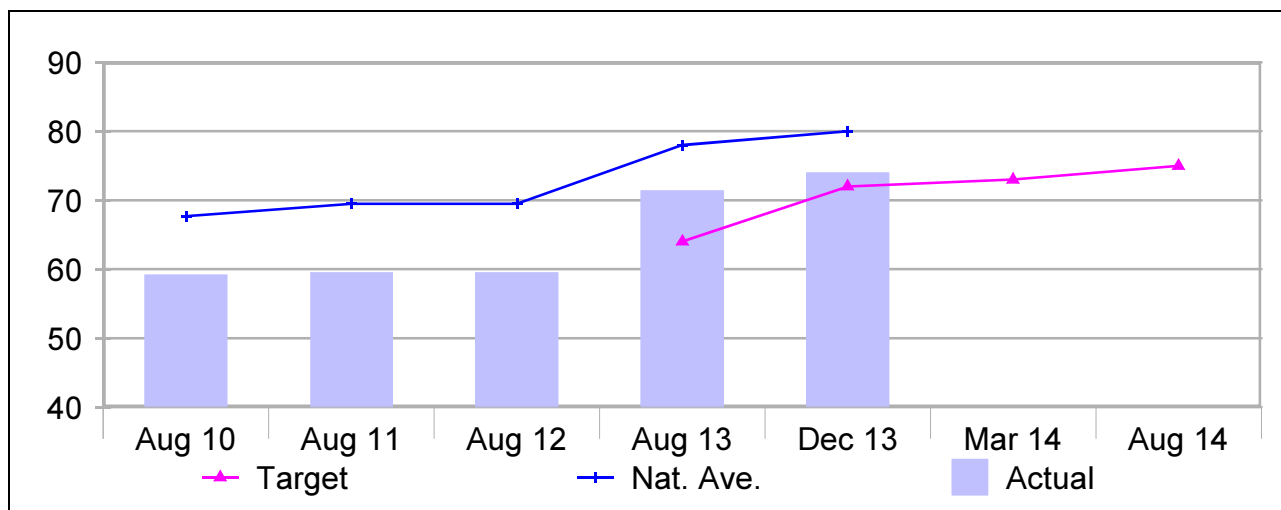
Data Notes

Tolerance: Lower values are better

Data includes results for all pupils including academies. Data Source: DfE.

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

GREEN
↑



Trend Data – quarter end	Previous Years				Current Year		
	Aug 10	Aug 11	Aug 12	Aug 13	Dec 13	Mar 13	Aug 14
Actual	59%	60%	60%	71%	74%		
Target				64%	72%	73%	75%
RAG Rating				Green	Green		
Nat. Ave.	68%	70%	70%	78%	80%		

Commentary

Performance in this area continues to improve at an excellent rate ahead of target.

At the start of February there are 445 (75.2%) Good or Outstanding schools in Kent, so improvement is continuing into the next quarter.

The number of schools Requiring Improvement continues to reduce and we now have 119 schools Requiring Improvement.

There are also 8 schools that are not reported in these figures as their reports are not published. Of these, 5 have achieved Good and 3 have achieved Outstanding. Once published these results will clearly raise our figures of good and outstanding even further.

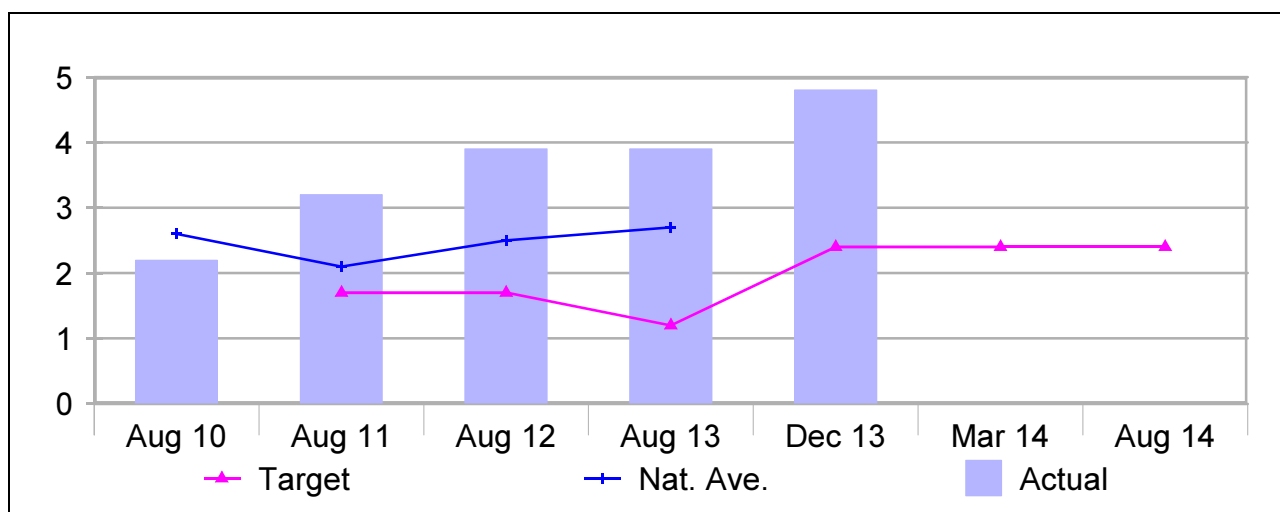
Data Notes

Tolerance: Higher values are better

Results are reported as a snapshot at each quarter-end of the most recent inspection judgement. The most recent quarter's result is taken from provisional statistics on Ofsted's website, pending final publication of some inspection reports. Data Source: Ofsted

Percentage of schools in Ofsted category (special measures or with serious weakness)

RED
↓



Trend Data – quarter-end	Previous Years				Current Year		
	Aug 10	Aug 11	Aug 12	Aug 13	Dec 13	Mar 13	Aug 14
Actual	2.2%	3.2%	3.9%	3.9%	4.8%		
Target		1.7%	1.7%	1.2%	2.4%	2.4%	2.4%
RAG Rating	Red	Red	Red	Red	Red		
Nat. Ave.	2.6%	2.1%	2.5%	2.7%			

Commentary

There was an increase in the percentage of schools in category during the Autumn term, and this was exceptional due to changes in the OFSTED framework and schedule of inspections. However, the target for the year of no more than 14 (2.4%) schools in category should still be achieved.

We work closely with all schools in category who are working to a Local Authority Statement of Action which has been approved by Ofsted. The leadership of the school, including the Governing Body is held to account for progress against this plan every six weeks.

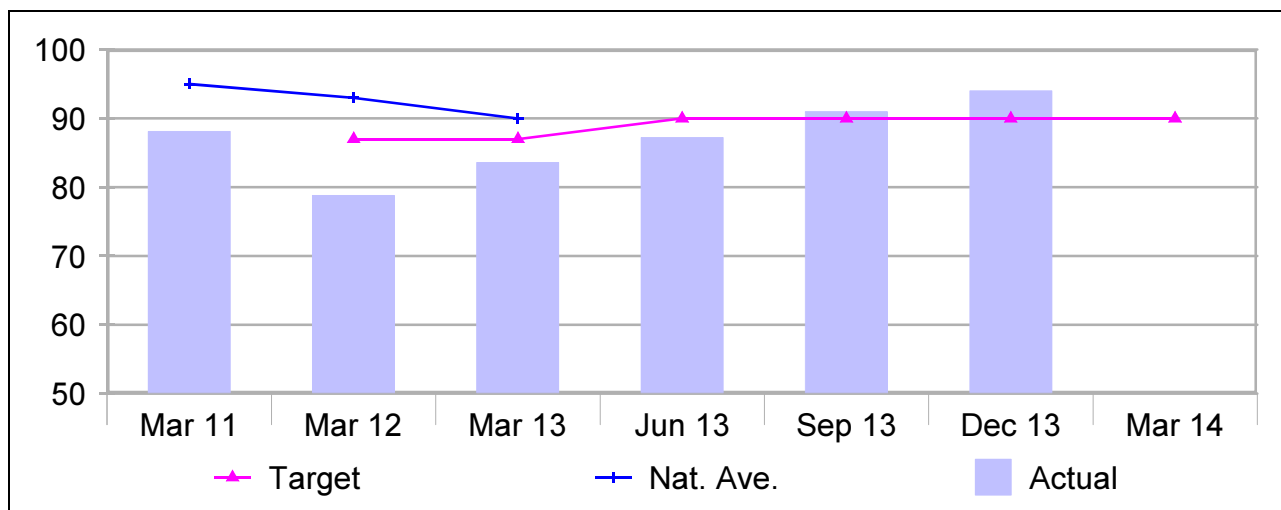
Of the 28 schools in category at the end of December, four were academies. Fifteen of these schools have had a monitoring inspection since entering category and twelve are making reasonable progress. We continue to maintain a risk register of all schools in Kent and we are working with those schools that remain at risk of a category judgement. The strengthening collaborations between schools, together with support from the Local Authority School Improvement service will ensure that by 2016/17 no schools will be in an Ofsted category.

Data Notes

Tolerance: Lower values are better. Data is reported as a snapshot position at each quarter-end and is based in date of inspection. Data includes all state-funded schools. Data Source: Ofsted

Percentage of SEN statements issued within 26 weeks
(excluding exceptions to the rule)

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	88%	79%	84%	87%	91%	94%	
Target		87%	87%	90%	90%	90%	90%
RAG Rating	Green	Red	Amber	Amber	Green	Green	
Nat. Ave.	95%	93%					

Commentary

Performance has improved significantly during the year and the results are now well-above target.

A full review of systems, staff deployment and training was completed in the previous year and robust actions to address the findings and to deliver improvement were contained within the Business Plan for 2013/14 and are now being delivered.

We are moving forward with plans through the SEND strategy to increase the capacity of our mainstream and special schools to reduce delays arising from placement pressure. Delays can also be due to late receipt of medical advice and this has been discussed with the Health and Well Being Board to obtain their support in ensuring this work is appropriately resourced.

Data Notes

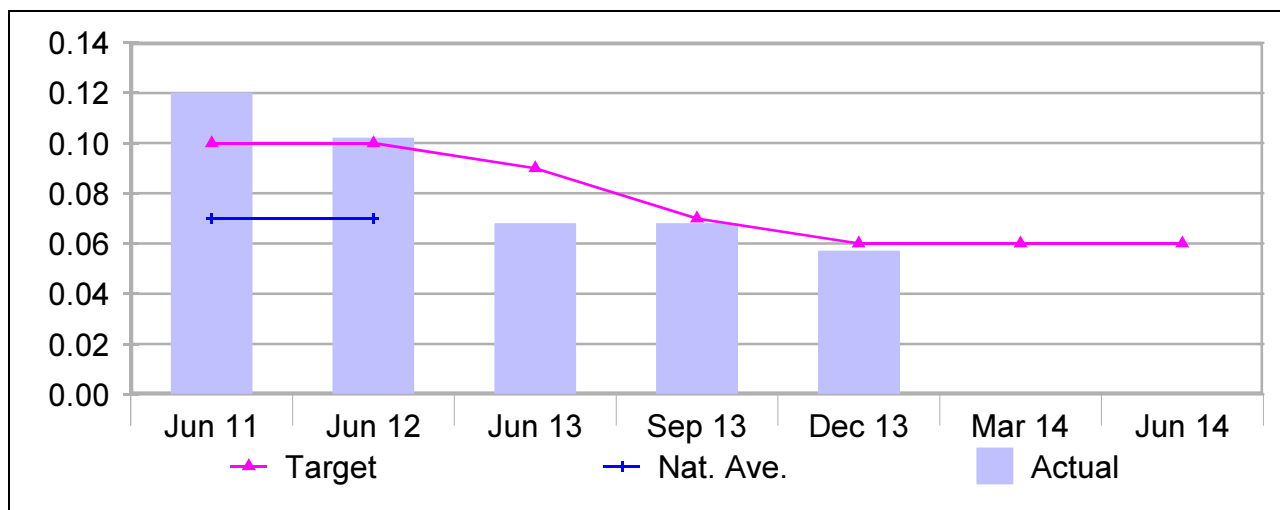
Tolerance: Higher values are better

Exceptions to the rules are circumstances set out in the appropriate legislation where specific timescales within the SEN assessment process need not be followed.

Data Source: KCC Impulse database.

Percentage of pupils permanently excluded from maintained schools and academies

GREEN



Trend Data – rolling 12 month	Previous Years			Current Year			
	Jun 11	Jun 12	Jun 13	Sep 13	Dec 13	Mar 14	Jun14
Actual %	0.12%	0.10%	0.07%	0.07%	0.06%		
Actual no.	248	219	150	143	123		
Target	0.10%	0.10%	0.09%	0.07%	0.06%	0.06%	0.06%
RAG Rating	Amber	Green	Green	Green	Green		
Nat. Ave.	0.07%	0.07%					

Commentary

There were 123 permanent exclusions in the last 12 months which is a significant improvement on the academic year 2011/12 when there were 210 permanent exclusions. Of these 123 exclusions, 32 were in primary schools and 91 were in secondary schools. There is now a focus on reducing numbers of primary school exclusions as they are not reducing at the same rate as secondary schools. The establishment of Primary In Year Access Forums is one way of addressing this, as are the development of nurture groups to address the needs of young people with very challenging behaviour.

In the quarter Swale was the highest overall excluding district. Thanet had the highest level of primary school exclusions. Primary exclusions range from 16 in Thanet to none in Dover, Dartford, Gravesend and Tonbridge. Secondary exclusions range from 24 in Swale to none in Ashford and 1 in Tonbridge.

The national data for exclusions is collected in January following an academic year and published in July. Data for academic year 2012/13 will be available in July 2014.

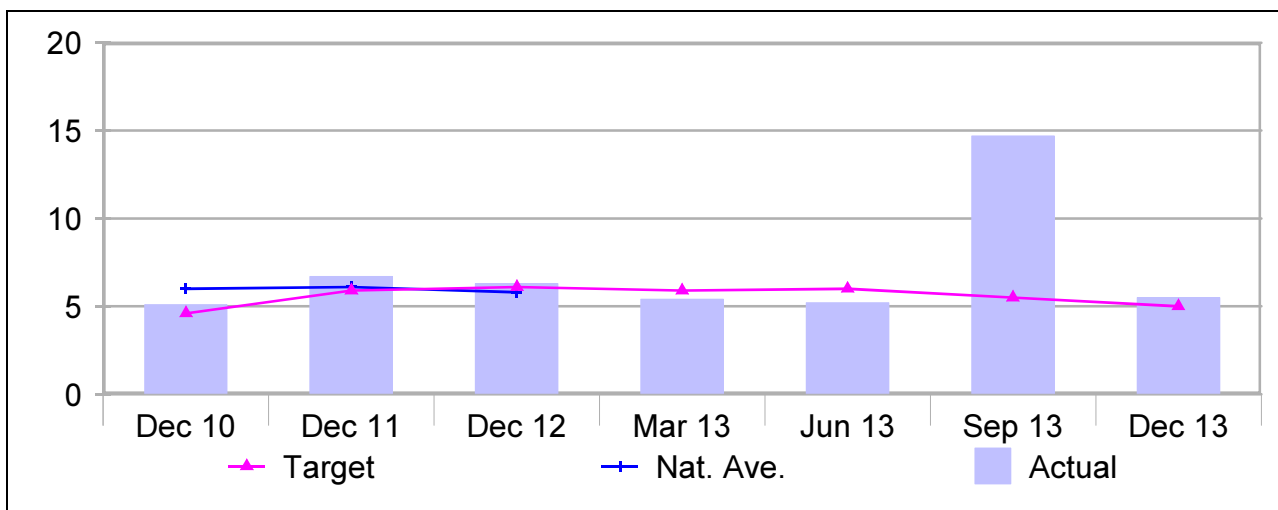
Data Notes

Tolerance: Lower values are better

Data is reported as rolling 12 month total. Data includes pupils in maintained schools and academies. National averages are based on full academic year result and not financial year. Data Source: Impulse database.

Percentage of young people aged 16 to 18 not in education, employment or training (NEETs)

AMBER



Trend Data – snapshot	Previous Years			Current Year			
	Dec 10	Dec 11	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13
Actual	5.1%	6.7%	6.3%	5.4%	5.2%	14.7%	5.5%
Target			6.1%	5.9%	6.0%	5.5%	5.0%
RAG Rating			Amber	Green	Green	Red	Amber
Nat. Ave.	6.0%	6.1%	5.8%				

Commentary

The NEETs figures at the end of December were slightly higher than the target level.

The high September figures were a result of new data capture methods which showed young people as NEET until there was confirmation of taking up an educational place in the new academic year. It is usual for September figures to show a higher value for this reason.

From September 2013 all 16 year olds will be required to Participate to the end of the academic Year in which they turn 17. From September 2014 16 year olds will be required to participate until their 18th birthday. The Local Authority has the duty to track all young people to Age 19 and to identify those young people not participating. We will be using the DfE Participation Data Set to be published in June of each year.

The first actual data set for “Participation” is the Activity survey for November 2013. The Year 12 figure is 92.5% and the Year 13 figure is 82.6%. The main group not participating are those in Employment without Training, 406 learners in Year 12 and 1,346 learners in Year 13.

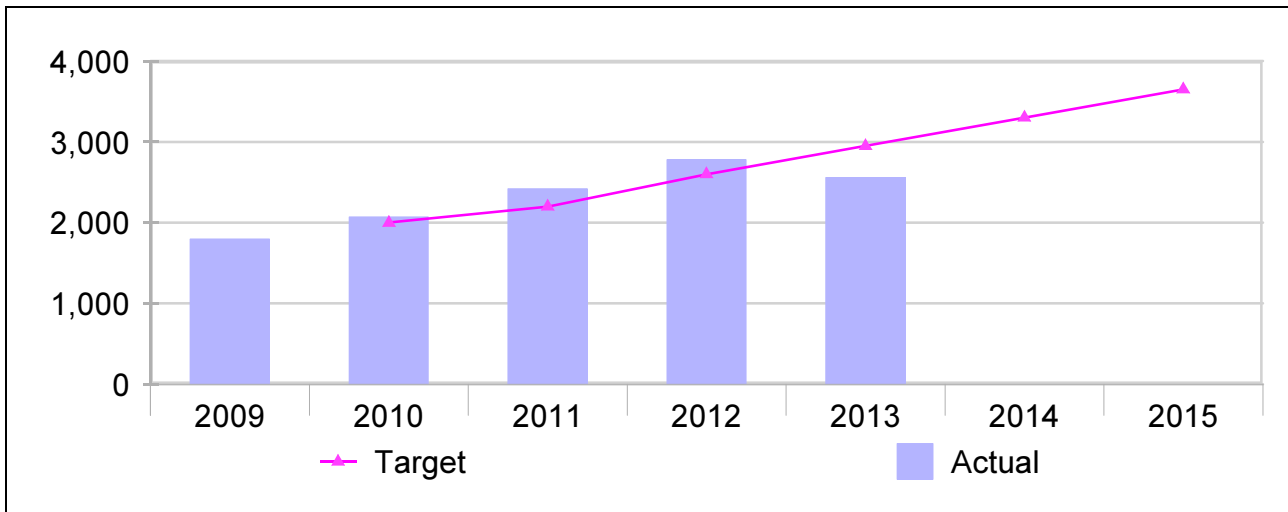
Data Notes

Tolerance: Lower values are better

Data is reported as month end snapshots. Data Source: CXK

Apprenticeship starts for 16-18 year olds

AMBER



Trend Data – annual	Annual trend – academic year						
	2009	2010	2011	2012	2013	2014	2015
Actual	1,800	2,070	2,420	2,780	2,560		
Target		2,000	2,200	2,600	2,950	3,300	3,650
RAG Rating		Green	Green	Green	Amber		
Kent Growth			15.6%	15.7%	-6.5%		
Nat. Growth			12.5%	4.3%	-12.1%		

Commentary

There was a decrease in the number of starts for last academic year, both locally and nationally. The decrease seen in Kent was considerably less than the national average. Funding has been provided by the National Apprenticeship Scheme to address this fall in apprenticeships.

The following activities will help us achieve our target for 2013/14 - events have been held in Swale, Shepway, Thanet and Tunbridge Wells and in Tunbridge Wells a forum has been set up with the District Council, schools, training providers and employers to promote apprenticeships. We have registered with BIS to be a trailblazer in developing the new style apprenticeships. A pilot is in place with Grammar schools to offer apprenticeship provision for those who drop out at 17 to include Advanced and Higher apprenticeships and an active recruitment campaign with all schools for Year 11s will be in place from April onwards.

The Kent Employment Programme has now recruited 552 apprentices and will create an additional 300 apprenticeships starts in the current year.

Data Notes

Tolerance: Higher values are better. Data is by academic year.

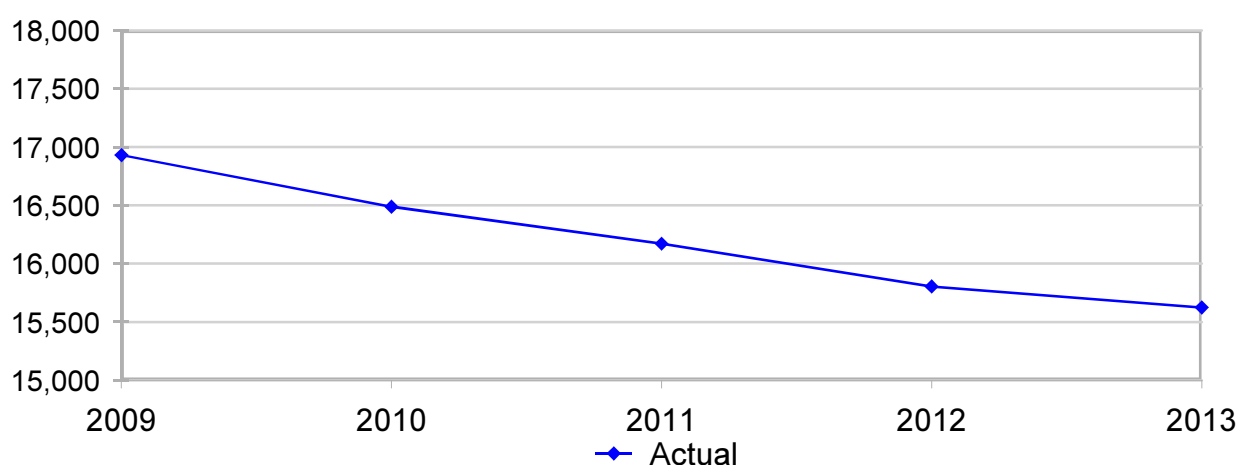
Data Source: National Apprenticeship Service.

Education, Learning and Skills - Lead indicators

The **number of Year 7 pupils** starting their secondary education within Kent schools has been showing a steady decrease over the last few years, with the January 2013 pupil census count being 15,623, which is a 5.5% decrease on the count of 3 years ago. Overall secondary school pupil numbers have decreased by 2.3% over the same time period.

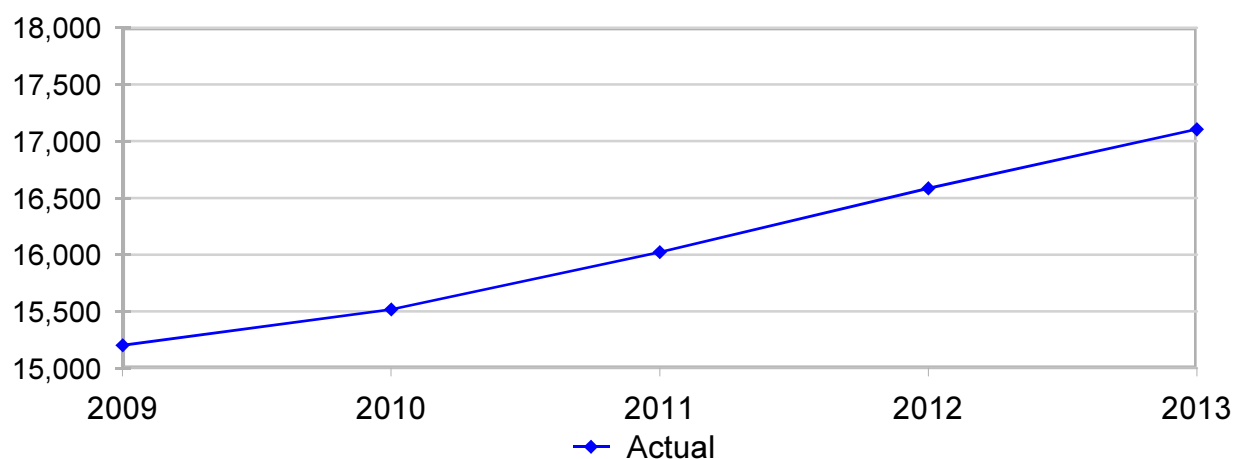
The trend for decreasing numbers entering secondary education is likely to come to a halt after next year, as the Year 6 year-group is currently the smallest cohort at a count of 15,131. After next year the trend in pupil numbers entering secondary education will follow the increasing trend currently being seen in Reception year.

Number of pupils in Year 7 (Kent state funded schools)



The **number of Reception Year pupils** starting their primary education within Kent schools has been on a steady increase over the last five years, with the January 2013 pupil census count being 17,105, which is a 9.3% increase on the count of 3 years ago. Overall primary school pupil numbers have increased 4.5% over the same time period.

Number of pupils in Reception year (Kent state funded schools)

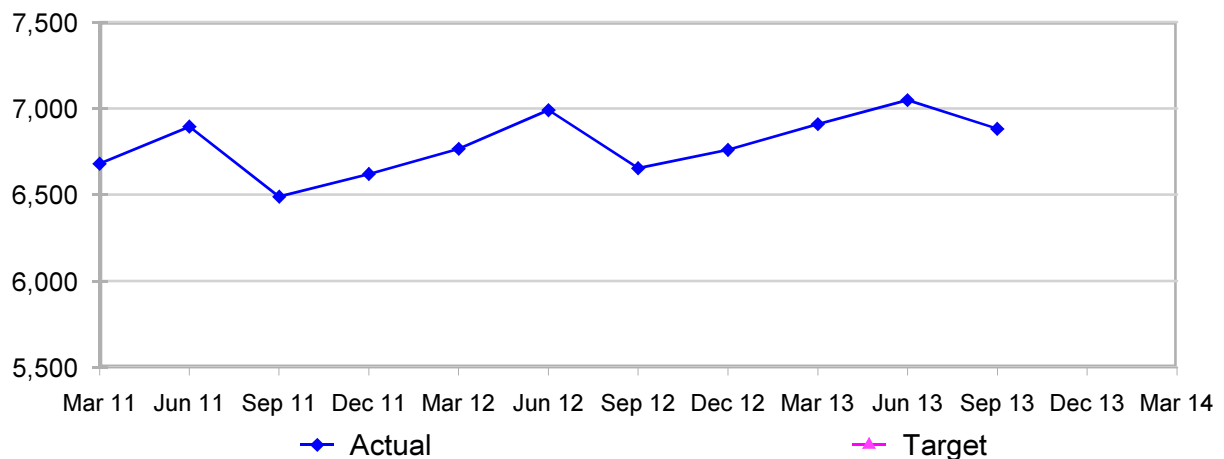


Education, Learning and Skills - Lead indicators

The number of children with **statements of SEN** in Kent (including placed in Kent by other local authorities) shows a seasonal pattern over the academic year. At the end of December there were 6,944 pupils with statements, which is an increase on the same time last year.

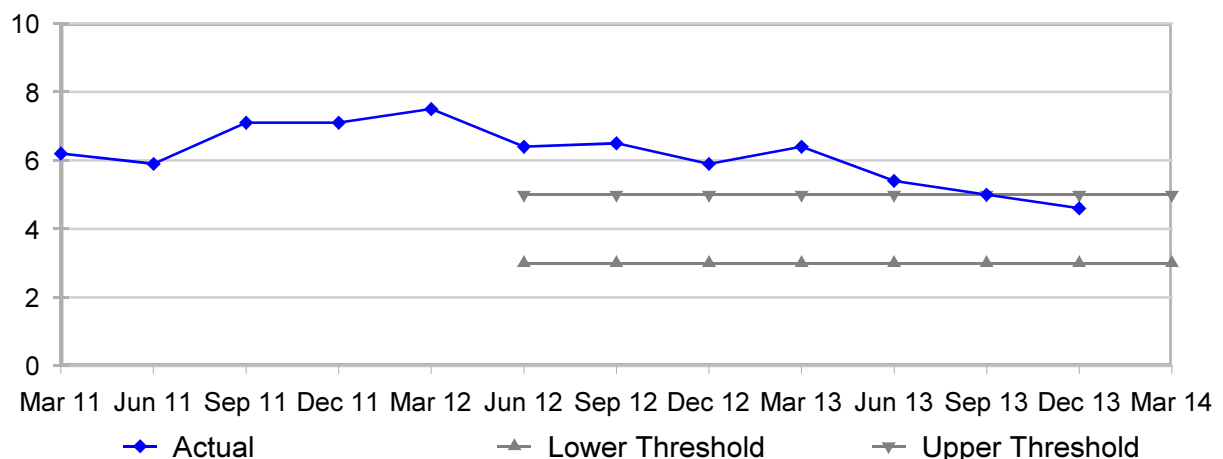
There are currently 154 children from other local authorities placed in Kent special schools, down from 160 at March.

Number of children in Kent with SEN Statements



The percentage of young people aged 18 to 24 claiming **Job Seekers Allowance** was much reduced at November 2013 down to 4.6%, which is a significant reduction on the peak of 7.5% seen in March 2012. Youth unemployment is now much closer to the range we wish to see, which is based around the pre-recession level of 4%.

Percentage of young people aged 18 to 24 claiming JSA



Adult Social Care

Bold Steps Priority/Core Service Area	Work to join up and integrate health and social care service provision.
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	Previous Status	Current Status	Direction of Travel
Percentage of clients who receive a personal budget and/or a direct payment	AMBER	RED	↓
Percentage of new clients with short term intervention only (no on-going service)	GREEN	GREEN	↔
Percentage of contacts resolved at point of contact	GREEN	GREEN	↑
Percentage of clients satisfied that desired outcomes have been achieved	AMBER	AMBER	↑
Number of clients receiving a telecare service	GREEN	GREEN	↑

The percentage of clients with a **personal budget and/or a direct payment** reduced this quarter, as anticipated, primarily due to more clients receiving short term support packages, and the temporary impact of implementing the transformation programme.

The percentage of **new clients with a short term intervention** is ahead of target.

The percentage of **contacts resolved at point of contact** has increased this quarter and performance continues to be ahead of target.

The percentage of **clients satisfied that desired outcomes have been achieved** has improved this quarter.

The number of **clients with telecare** continues to increase and is ahead of target. We continue to monitor the types of equipment being provided to ensure that people are benefiting from the more sophisticated equipment, as well as the basic types, such as smoke alarms.

Adults Transformation Portfolio Update

Integration of Health and Social Care Programme

Kent is one of fourteen national Integrated Care and Support Pioneers, tasked with delivering integrated health and social care at pace and scale. The aim of Kent's Pioneer programme is to improve outcomes for people by developing integrated commissioning of integrated provision, with the citizen at the centre.

The Integration Pioneer Steering Group, an informal working group of the Kent Health and Well Being Board will oversee direction of the Pioneer Programme and inform and advise on local delivery, which is taking place via the Health and Social Care Integration Programme.

A pooled fund to deliver integrated care and support called the Better Care Fund has been put in place for 2014/15 and 2015/16 to further enable integration. A first draft of the Better Care Fund plan was presented to the Kent Health and Well Being Board on 12 February for initial sign off, with a final plan to be ratified on 26 March. This plan has been co-produced by clinical commissioning groups and adult social care, with engagement from health and social care providers and the public.

Care Pathways Programme

Results of partnership work between KCC and Newton Europe are now beginning to show exciting results:

- In Dover, 75 people every month, who would previously have been through the assessment process, are now receiving a direct intervention or information, advice and guidance. This means their needs are met far faster than previously. This will be implemented across the county and we expect numbers benefiting from this to increase over the next 5 months.
- Following the roll out of the new enablement model across the county, an extra 216 people are now receiving enablement every month. This means that a lot more people have been helped to become more independent.
- Following the roll out of the new telecare model across the county, an extra 130 people are receiving telecare every month. This equipment provides confidence and reassurance to individuals (and their families) and supports people to live in their own homes for as long as possible. We are also using more complex equipment to allow people to manage more complex conditions/situations.
- An extra 471 reviews have been completed. In 40% of cases we have found that peoples' situations have improved and less care is needed than when originally assessed. As this project is not fully implemented across the county, we expect these benefits to increase within the next few months.

Optimisation Programme

Newton Europe has been working closely with KCC staff across Kent to develop new processes and systems. These new ways of working have been trialled in Dover and have led to the following outcomes:

- 64% reduction in overdue reviews.
- 70% reduction in the time between an individual contacting social services and them being assessed.

As a consequence of these great results, these processes and tools are being rolled out to all other staff teams over the next 5 months.

Commissioning and Procurement Programme

KCC staff and Newton Europe have been working to analyse data and consider procurement options for future transformation. We have also been working with providers to agree a vision that will make the market fit for the future. This is likely to include:

- moving to an outcome focussed commissioning model, where providers are judged and paid on what they achieve with individual clients rather than just the time they are at the person's house,
- establishing a model where KCC can develop key strategic partnerships with providers who have the resources and desire to improve provision and work effectively with other providers (including the voluntary and community sector),
- getting to a position where KCC commissions integrated community based support services so that people can have varying needs addressed locally through a single route,
- a system that allows KCC better visibility and ability to manage provider performance and the quality of provision,
- commissioning integrated services with health and housing,
- driving a major shift from residential care to extra care housing,
- developing a model which builds and supports a sustainable workforce.

Adult Social Care

Service user feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance.

A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2012/13 had responses from over 1,200 service users. The 2013/14 survey is being conducted during January to March 2014 and results will be available later in the year.

The results of some of the key areas are found below. **National averages are shown in brackets.**

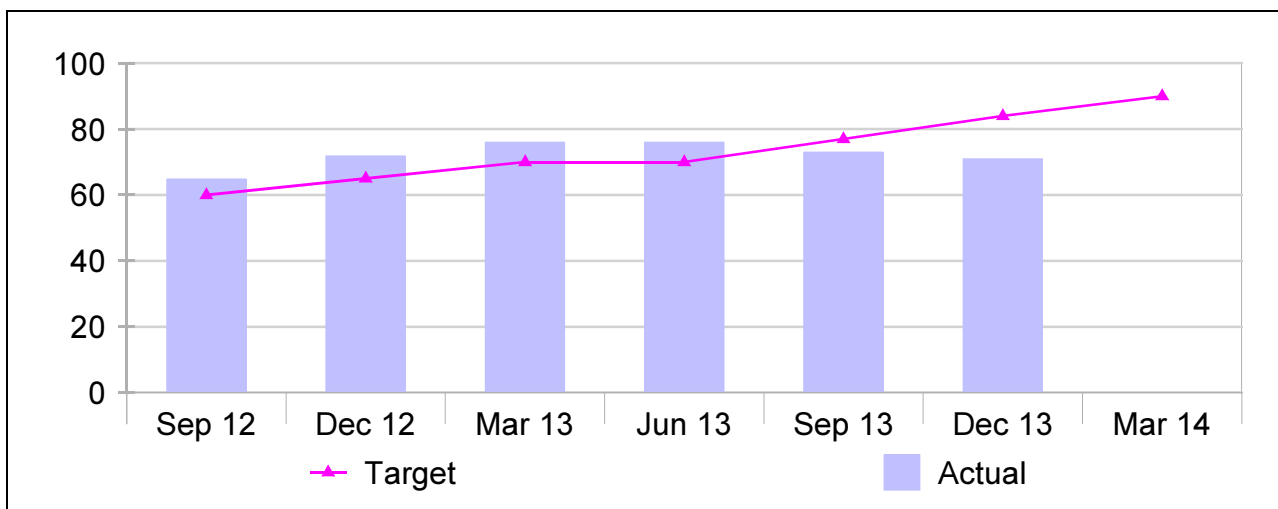
	2011/12	2012/13
Service users who are extremely or very satisfied with their care and support	58% (63%)	67% (64%)
Service users who have adequate or better control over their daily life	76% (75%)	79% (76%)
Service users who find it easy to find information about services	73% (74%)	76% (74%)
Service users who say they feel safe as they want	62% (64%)	65% (65%)
Service users who say that the services they receive help them feel safe and secure	75% (76%)	79% (78%)

The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

Between 2011/12 and 2012/13 Kent moved from a position of being behind national average for most of the indicators to above national average.

Percentage of clients with community based services who receive a personal budget and/or a direct payment

RED
↓



Trend Data – quarter end	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	65%	72%	76%	76%	73%	71%	
Target	60%	65%	70%	70%	77%	84%	90%
RAG Rating	Green	Green	Green	Green	Amber	Red	
Clients	10,612	11,732	12,225	12,205	12,402	12,185	

Commentary

The proportion of people who have a personal budget has declined this year because of the implementation of the transformation programme. While targets had originally been set for increases, the reduction was anticipated early in the financial year.

With the roll out of the efficiency programs in relation to the assessment process, outcome focussed reviews and a drive to increase enablement, there has inevitably been an impact on the sustainability of some performance areas. As cases are transferred and staff moved into different roles this period of transition means there will be a drop in performance before it is fully embedded. There isn't the same level of capacity to implement these changes and sustain performance levels. It is fully anticipated that in the coming months, these new ways of working will significantly improve efficiency and outcomes for our service users, and performance will improve.

In addition, with more clients now receiving enablement services and with a stronger focus on short term interventions to reduce the need to provide long term care packages there are more clients where a personal budget would not be suitable. For 2012/13 Kent was ahead of national average for delivery of Personal Budgets which was only at 56%.

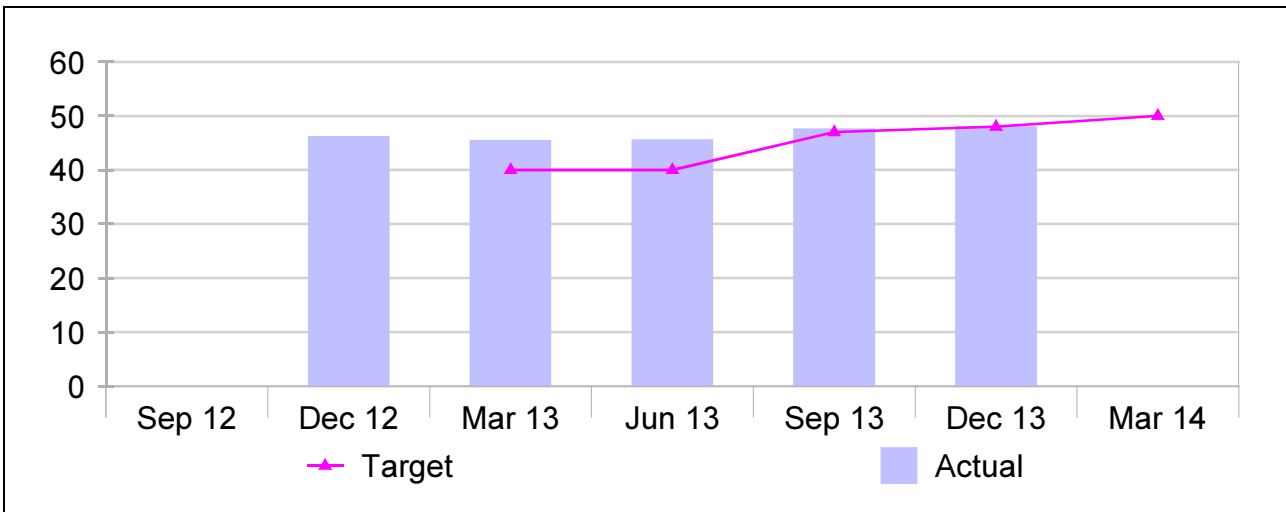
Data Notes

Tolerance: Higher values are better. Data is reported as the snapshot position of current clients at the quarter end.

Source: Adult Social Care Swift client system

**Percentage of new clients with short term intervention only
(no on-going service)**

GREEN



Trend Data – by quarter	Previous Year			Current Year			
	Sept 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual		46%	45%	46%	48%	48%	
Target			40%	40%	47%	48%	50%
RAG Rating			Green	Green	Green	Green	

Commentary

This is a new indicator, based on the new national data collection. It aims to measure the effectiveness of short term intervention, looking at the percentage of people who are successfully enabled to stay at home with no further support from Social Care. This supports one of the key preventative priorities for the Directorate.

Results are currently improving and ahead of target.

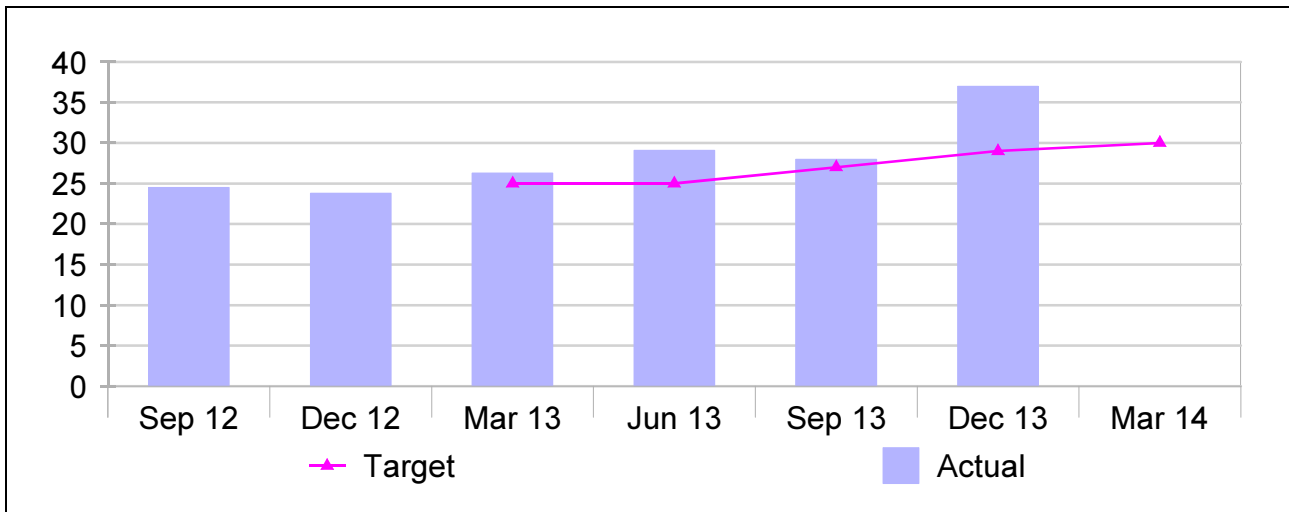
Note: Since the last report the target has been amended to 50% for this year as not all services are currently being captured in the monitoring.

Data Notes

Tolerance: Higher values are better.

Data Source: Adult Social Care Swift client system.

Percentage of contacts resolved at point of contact GREEN
↑



Trend Data – by quarter	Previous Year			Current Year			
	Sept 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	25%	24%	26%	29%	28%	37%	
Target			25%	25%	27%	29%	30%
RAG Rating			Green	Green	Green	Green	

Commentary

A key priority for Adult Social Care is to be able to respond to more people’s needs at the point of contact, through better information, advice and guidance, or provision of equipment where appropriate.

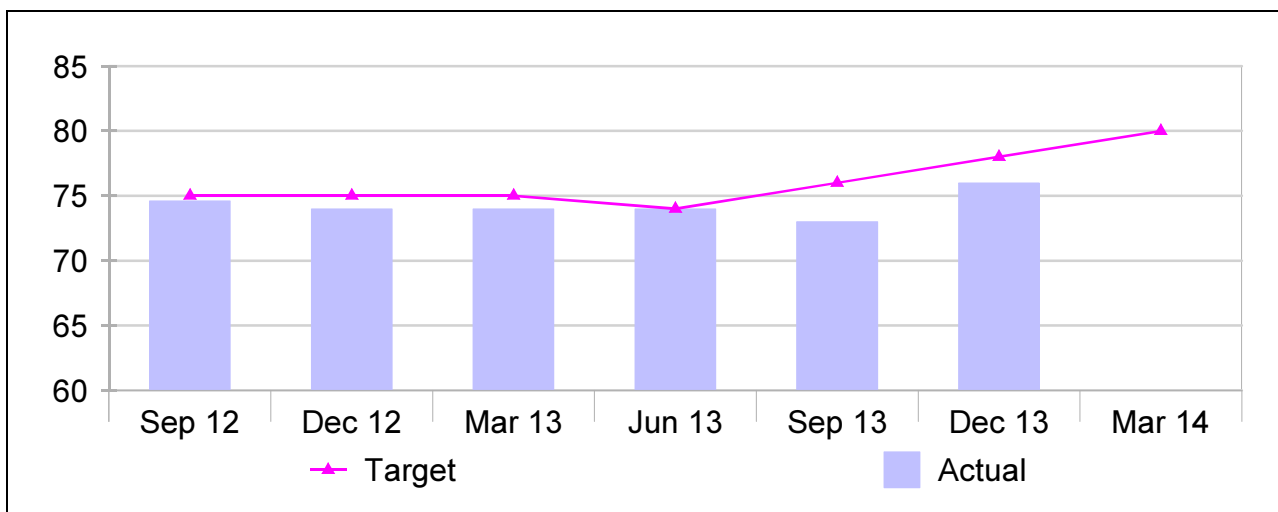
Performance in this areas has seen a significant step change and improvement in the last quarter.

Data Notes

Tolerance: Higher values are better.
 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 Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	75%	74%	74%	74%	73%	76%	
Target	75%	75%	75%	74%	76%	78%	80%
RAG Rating	Green	Amber	Amber	Green	Amber	Amber	

Commentary

Performance for the indicator for the most recent quarter was slightly behind target, but an improvement on September. The targets for this year become more challenging each quarter.

People’s needs and outcomes are identified at assessment and then updated when their service is reviewed, in terms of achievement and satisfaction.

The information collected through this indicator is being used to support the development and commissioning of services to ensure they meet the needs of individuals.

In order to improve performance, there will be a series of intensive workshops undertaken in June and July for all staff to ensure that they continue to understand the concept of personal outcomes and are confident in recording this information on the system.

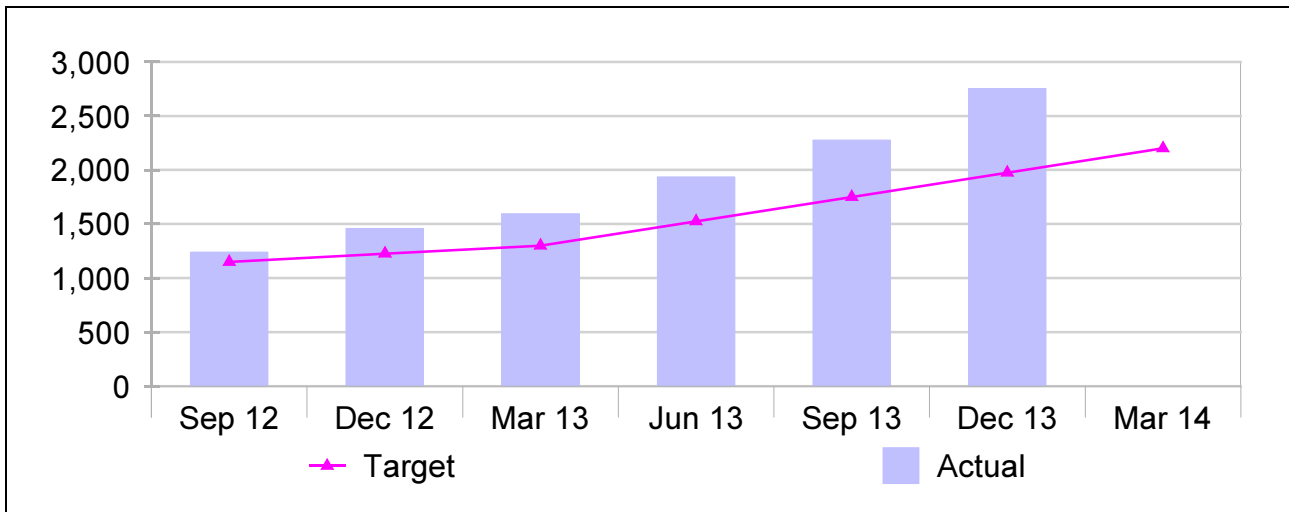
Data Notes

Tolerance: Higher values are better.

Data is reported as the percentage achieved for each quarter.

Data Source: Adult Social Care Swift client system.

Number of clients receiving a telecare service **GREEN**
↑



Trend Data – quarter end	Previous Year			Current Year			
	Sep 11	Dec12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	1,240	1,460	1,596	1,937	2,276	2,754	
Target	1,150	1,225	1,300	1,525	1,750	1,975	2,200
RAG Rating	Green	Green	Green	Green	Green	Green	

Commentary

The number of people in receipt of a telecare service continues to exceed the target and results are above original expectations, due to the success of the transformation programme.

Telecare is now a mainstream service and is being promoted as a key mechanism for supporting people to live independently at home. This includes promoting telecare through hospitals and also to support people after a period of enablement.

The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of telecare. In addition, the provision of telecare can now be included within Personal Budgets, where appropriate.

It is critical that awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling teletechnology solutions.

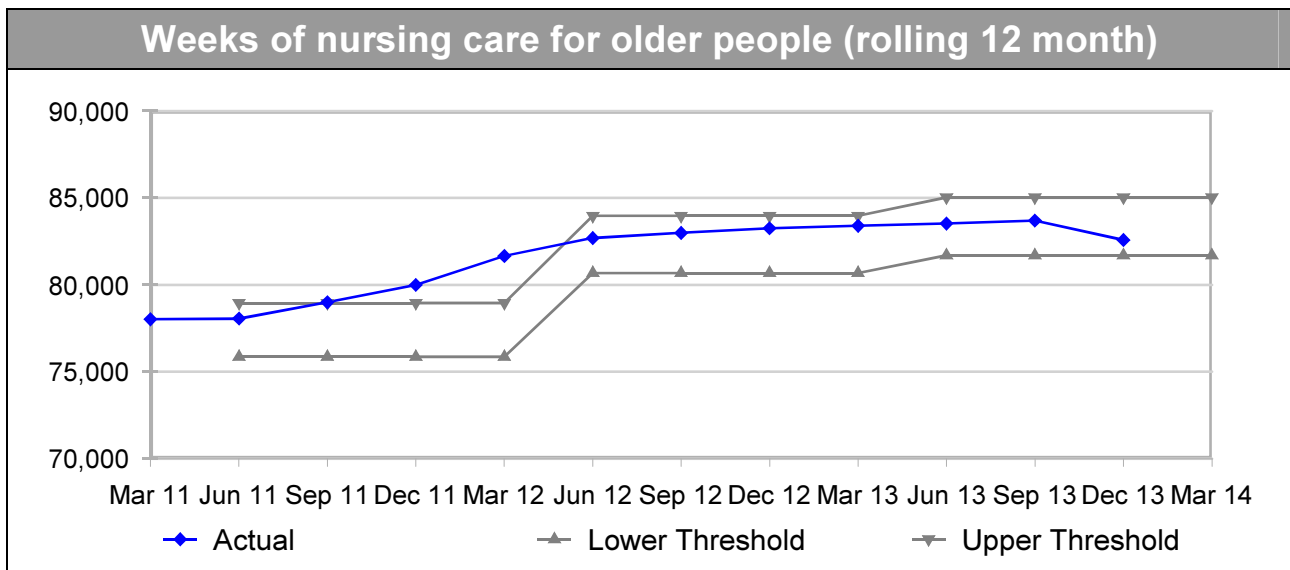
Data Notes

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.

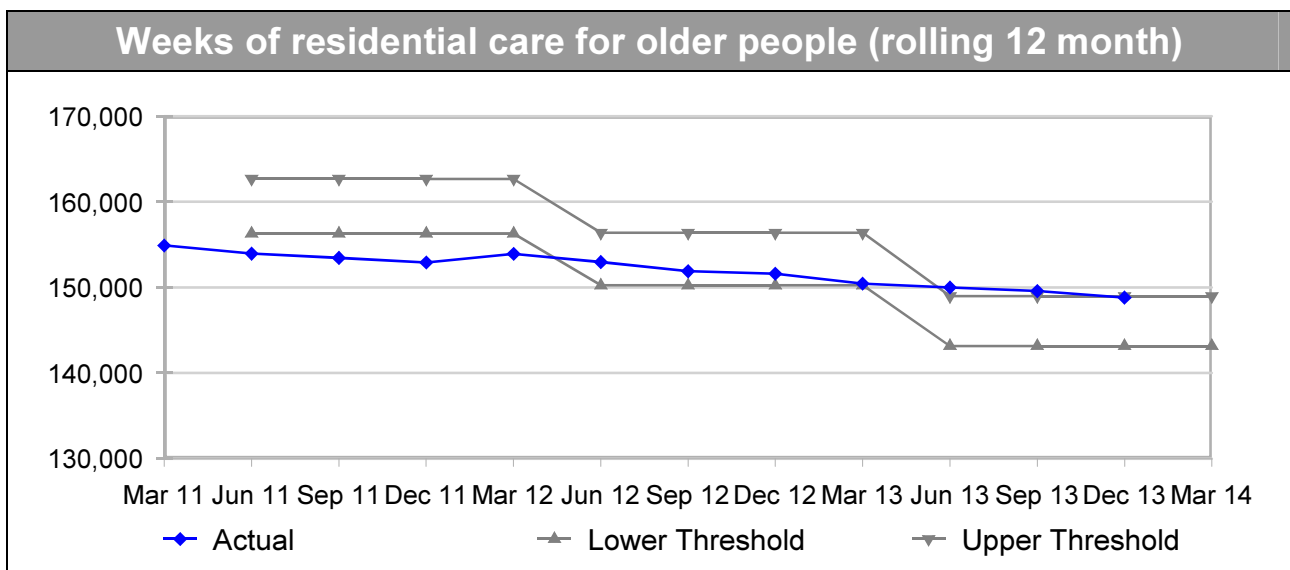
Adult Social Care – Lead Indicators

The expected range for these indicators 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** provided has reduced in the quarter. In the 12 months to December 2013 a total of 82,600 weeks of care had been provided. The forecast is to see a further reduction to 80,700 weeks for the year to March 2014.



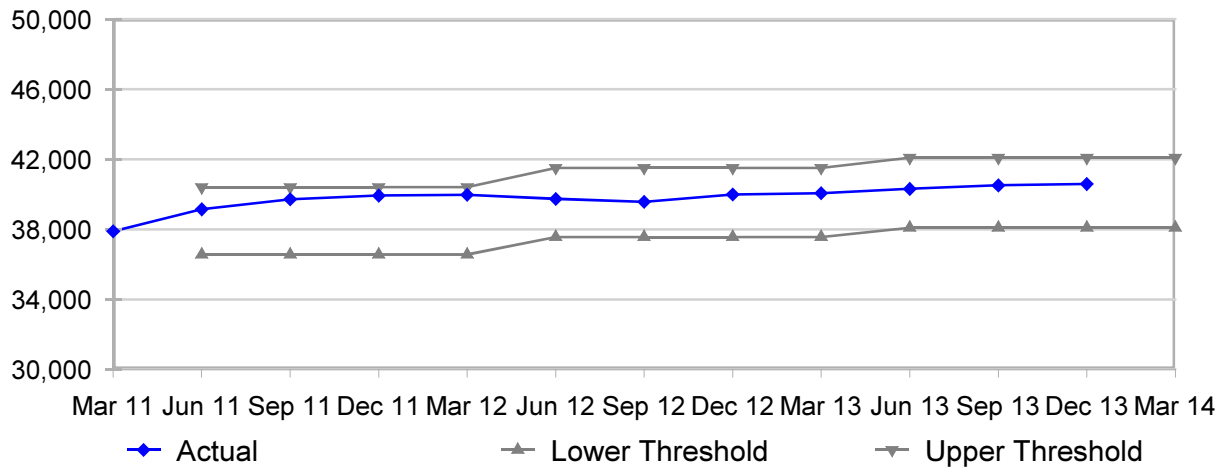
The number of **weeks of residential care for older people** purchased externally has been reducing over time and was 148,800 in the 12 months to December 2013. The current forecast is for 148,100 weeks to be provided for the year to March 2014.



Adult Social Care – Lead Indicators

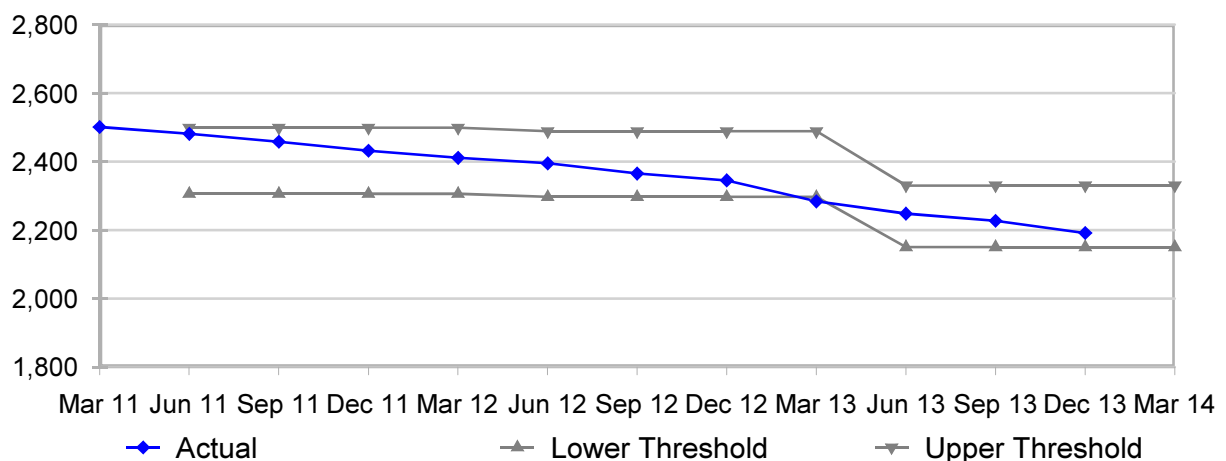
The number of weeks of **residential care for clients with learning disability** has remained relatively stable since 2011. In the year to December 2013 a total of 40,600 weeks had been provided, although the current forecast is that this will increase to 41,300 weeks for the year to March 2014. This increase primarily reflects the provision of temporary residential care as permanent residential care numbers continue to decrease.

Weeks of residential care for learning disability (rolling 12 month)



The number of **hours of domiciliary care** provided for older people continues to reduce as more clients transfer to receiving a Direct Payment. In the 12 months to December 2013, the number of hours provided was 2.19 million and the forecast is that this will not significantly reduce for the 12 months to March 2014.

Hours domiciliary care for older people (rolling 12 month, thousands)



Public Health

Bold Steps Priority/Core Service Area	Focus on a preventative approach to health and social care
Cabinet Member	Graham Gibbens
Portfolio	Adult Social Care and Public Health
Director	Meradin Peachey
Division	Public Health

Performance Indicator Summary

Indicator Description	Previous Status	Current Status	Direction of Travel
Percentage completion of NHS health checks for target population aged 40 to 74	RED	RED	↓
Participation in the National Child Measurement Programme	GREEN	GREEN	↓

The Health and Social Care Act 2012 transferred responsibility for Public Health from the NHS to Local Authorities. From 1st April 2013 Kent County Council became responsible for promoting and protecting the health of the population of Kent and for reducing health inequalities within and between communities. There are 23 Public Health programmes and these include drug and alcohol services, obesity and weight management services, breastfeeding, health checks, public mental wellbeing for children and adults, accidents and injury prevention, sexual health services and physical activity.

Public health services previously commissioned through the NHS were subject to NHS commissioning and performance management arrangements. In line with the transferred responsibility the services will now be commissioned within KCC commissioning and performance management frameworks. There will be significant changes in the way that services are monitored.

Prescribed services

Within the transferred responsibilities data returns are required for three prescribed public health functions and one non-prescribed function. These are:

- NHS Public Health Check Programme (prescribed, quarterly reported)
- National Child Measurement Programme (prescribed, annual reporting)
- Community Contraceptive Services (prescribed, quarterly reported)
- Stop Smoking services (non-prescribed, quarterly reported)

NHS Health Checks Programme

The Public Health Check Programme is a Department of Health 5-year rolling project where the adult population aged 40 -74 is invited to receive a health check once every 5 years (there are certain groups excluded). The first year of the current programme was 2012/13 and the programme transferred to KCC in April 2013.

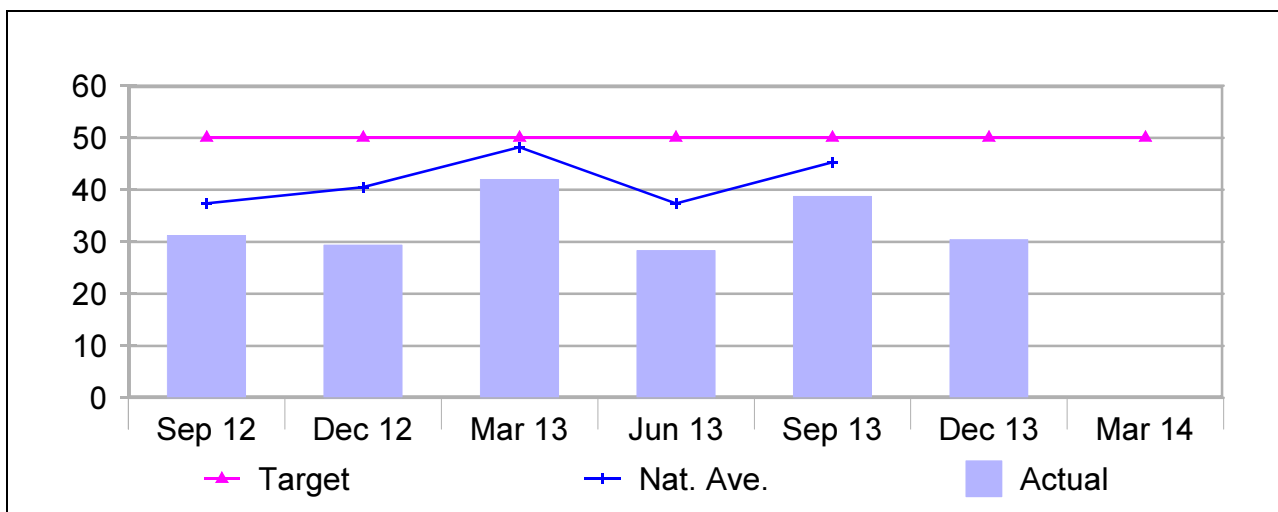
The NHS Health Checks programme aims to identify people with increased risk of heart disease, stroke, diabetes, kidney disease and certain types of dementia. People between the ages of 40 to 74 years old who are not already diagnosed with one of these existing conditions are invited for a NHS Health Check once every five years. Those people identified as being greater risk will then be offered treatments appropriate to their risks through their GP.

National Child Measurement Programme

The National Child Measurement Programme (NCMP) measures and records both the weight and height of children across the Country from Reception class and Year 6. This information is used to support local public health initiatives, local planning and delivery of children's services. It is an annual programme with the target to measure a minimum of 85% of eligible children. A Briefing Paper for Members detailing the NCMP results in December 2012 is available.

Percentage completion of NHS Health checks for target population aged 40 to 74

RED
↓



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	31.2%	29.4%	42.0%	28.3%	38.7%	30.4%	
Target	50%	50%	50%	50%	50%	50%	50%
RAG Rating	Red	Red	Amber	Red	Red	Red	
Nat. Ave.	37.4%	40.5%	48.2%	37.4%	45.3%	n/a	
Invites	91.9%	52.8%	84.6%	86.6%	83.3%	121%	

Commentary

The numbers of Health Checks completed remains below the target with 22,215 NHS checks completed in the first three quarters of the year.

However, performance on issuing NHS Health Check invites improved in significantly during the quarter.

Public Health is actively managing the performance of the provider in relation to the target through regular contract monitoring arrangements. Contract management action has resulted in payment deductions to reflect the underperformance of the service to date.

The provider has submitted a trajectory for the remaining months of the year based on their planned actions, additional clinics and staffing provision to maximise the number of NHS Health Checks provided. Public Health will continue to monitor delivery of this improvement plan.

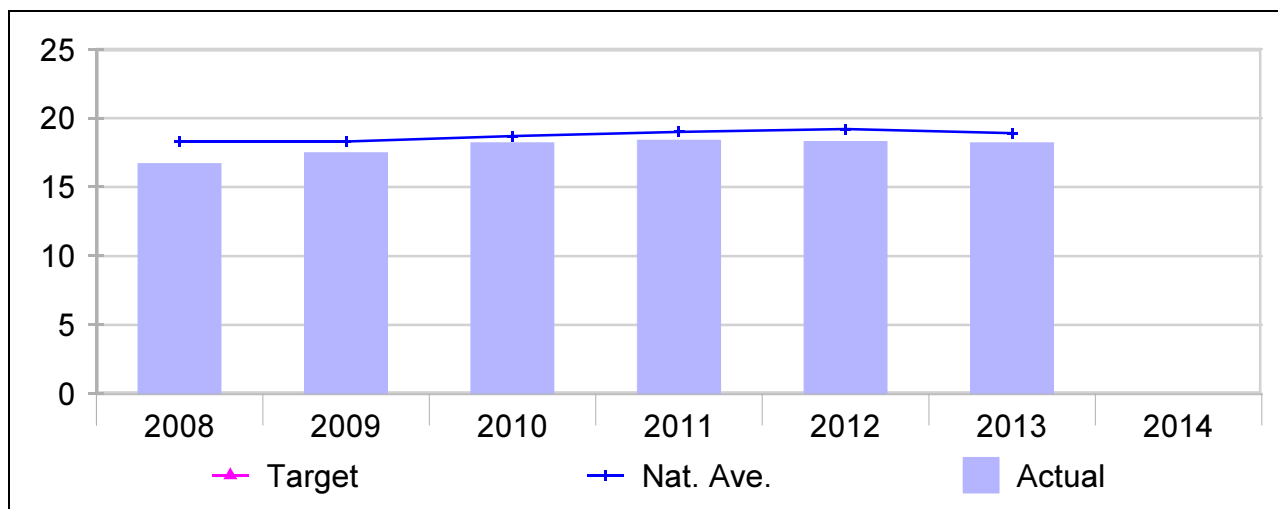
Data Notes

Tolerance: Higher values and percentages are better.

Data Source: KCHT (Commissioned Provider)

Percentage of year 6 pupils recorded as being obese

GREEN



Trend Data – annual	Annual trend						
	2008	2009	2010	2011	2012	2013	2014
Actual	16.7%	17.5%	18.2%	18.4%	18.3%	18.2%	
Participation	90%	88%	93%	93%	95%	95%	
RAG Rating	Green	Green	Green	Green	Green	Green	
Nat. Ave.	18.3%	18.3%	18.7%	19.0%	19.2%	18.9%	

Commentary

The target for progress is assessed against the participation in the Programme and not the actual weights recorded. The target is to achieve 95% participation.

Taking statistical confidence intervals into account there is no district or borough locality of Kent that is higher than the England average.

Further work is needed to reduce levels of childhood obesity, as obesity rates have fallen in England and remained the same in Kent and rates of obesity more than double between Year R and Year 6.

Data Notes

Tolerance: Performance assessment for this indicator is based on the participation rate. Obesity for children is defined as being above the 95th percentile on the Body Mass Index, based on weight distributions recorded between 1963 and 1994. Data includes state maintained schools only and is based on school location, not pupil address.

Data Source: The Annual National Child Measurement Programme.

Highways and Transportation

Bold Steps Priority/Core Service Area	Highways
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	John Burr
Division	Highways & Transportation

Performance Indicator Summary

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

Performance for completing **routine highway repairs within 28 days** at 93% year to date continues to be ahead of target.

The average number of **days to complete a pothole repair** improved to 14 days and remains well within our published customer standard of 28 days.

Customer satisfaction measured through our monthly 100 call back survey at 85% year to date also continues to above the target of 75%.

Due to the very wet and windy weather there has been a significant demand on services especially over the Christmas period and this has placed considerable strain on our resources. Our staff and contractor colleagues are working hard to keep up with this demand, manage customer expectations and deliver the best service possible.

Business Plan progress

The division has made good progress against the 12 projects due in this third quarter period and this has included:

- Developing an Inclement Weather Drainage Plan.
- Delivering improvements to the fault reporting tool on our website to allow customers to more easily report faults through this channel thus helping to reduce telephone demand on Contact Point.
- Managed the changes to the Insurance Claims process as a result of new legalisation.
- Commencing a review of the capital programme to identify new local priorities and sources of funding.

Customer Experience

Highways and Transportation have a range of methods of gathering feedback from customers, including the annual Highway Tracker Survey and a monthly 100 call back survey to capture resident's views and feedback on service requests they have made. This information is used to identify improvements in the services we deliver.

Annual Highway Tracker Survey

The annual survey of resident perception, conducted by an independent market research company, has been carried out most years since 1987. The survey is conducted using face to face interviews on a representative sample of Kent residents giving a statistical accuracy of $+ / - 2.8\%$ for County level results. The 2013 survey was completed in November/ December and results will be published in the next quarterly monitoring report.

The survey seeks views from residents, County Members and Parish/Town Councils and is used to help understand customer perception of the service and shape future delivery. The full results of the survey are published on the KCC Website with a summary presented to Cabinet Committee and Joint Transportation Boards.

100 call back survey

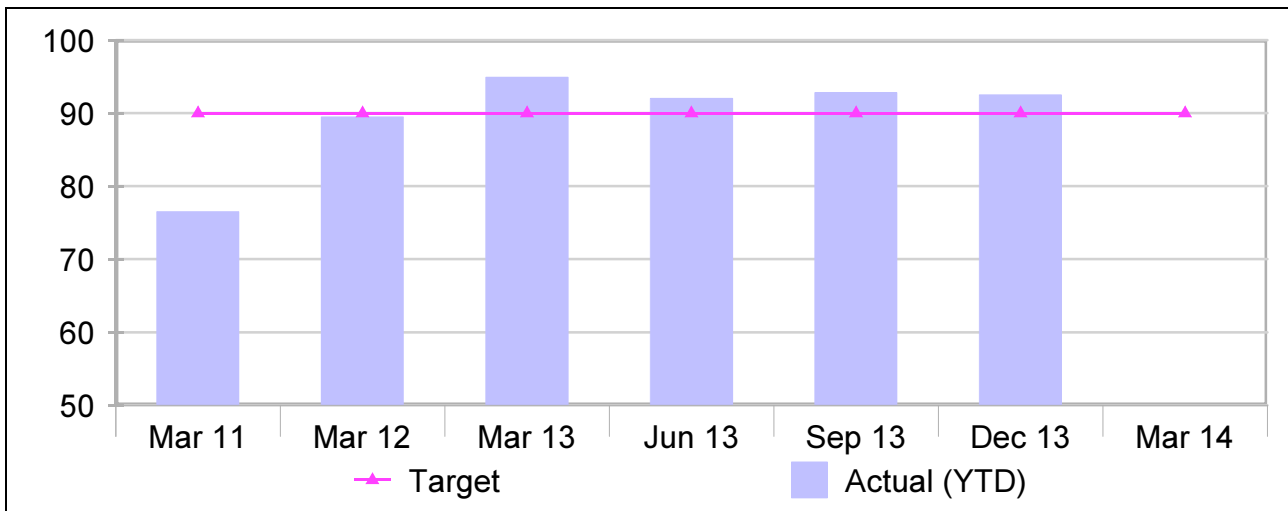
Every month we survey around 100 customers who contact Highway & Transportation to log a fault or to ask for information to find out how well we are responding to their requests. The feedback provided is carefully reviewed and used to improve our services. Results are reported every quarter in this report.

Customer surveys of completed schemes

Once repair schemes have been completed, such as resurfacing a road or footway, a sample of sites are surveyed to seek residents view on the information we provided before works started, the speed of the work and the completed repairs. This is an on-going process with results published each month and is a key performance measure of our contractors. We are seeking to ensure customers are provided with the right information informing them of what we plan to do, why and when, that they feel the works are completed at the right pace and that our investment in the road or pavement asset has been successful and they appreciate the end result. Results are used to help improve the planning and service delivery of future schemes. We are consistently achieving results in excess of 75% of customers satisfied with our completed schemes and this is in line with the standard set for our 100 call back where we access customer views on our routine fault service.

Percentage of routine highway repairs reported by customers completed within 28 days

GREEN



Trend Data – year to date	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	77%	89%	95%	92%	93%	93%	
Target	90%	90%	90%	90%	90%	90%	90%
RAG Rating	Red	Amber	Green	Green	Green	Green	
Jobs	67,000	61,200	40,400	8,900	22,800	39,000	

Commentary

Performance continues to be ahead of target and has remained at consistent level over recent quarters.

Performance has been maintained at a good level despite a substantial increase in demand for highway repairs. Demand is not only attributed to the usual increase experienced during winter but also the extreme storm event during October. The full effects of the exceptional high winds and rainfall of late December will no doubt continue producing high demand in the next quarter's figures.

Safety critical defect repairs continue to be prioritised and due to budget pressures other works may not be addressed quickly. Customer expectations for this level of service are being managed accordingly.

Data Notes

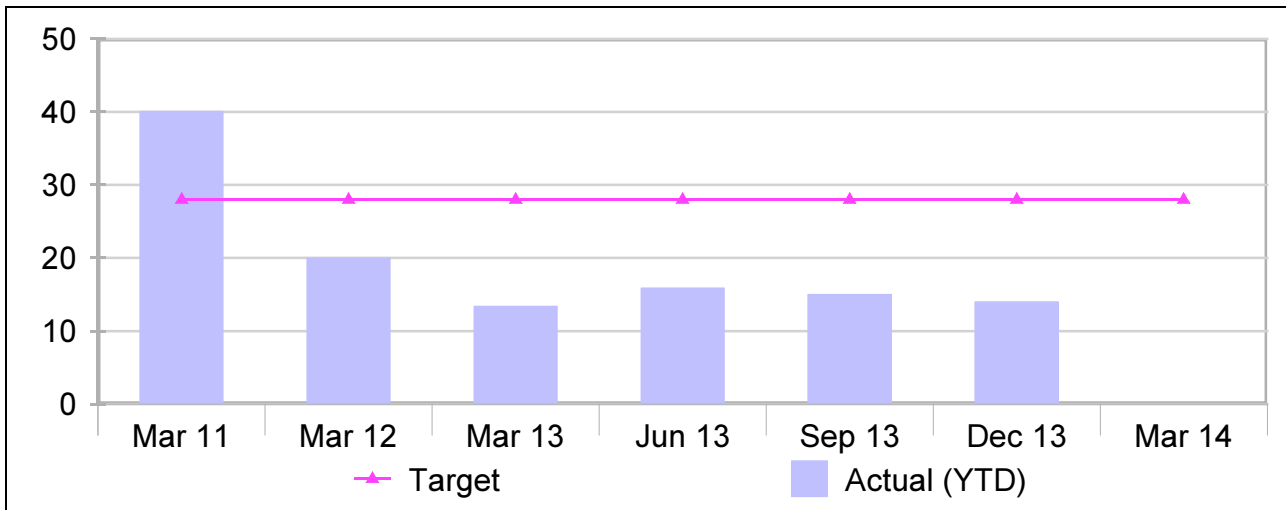
Tolerance: Higher values are better.

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 Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	40	20	13	16	15	14	
Target	28	28	28	28	28	28	28
RAG Rating	Red	Green	Green	Green	Green	Green	
Jobs	25,500	11,600	14,000	5,000	7,500	10,600	

Commentary

The average number of days to repair potholes continues to be well within the service standard of 28 days. Prioritisation of safety critical defects has continued through the quarter.

Whilst the weather has been milder than expected particularly through December it has seen exceptionally high rainfall coupled with storm events. The rainfall has caused substantial flooding events with roads being closed and water and fallen tree damage to the highway network. Much of the damage has been caused at the latter end of December with works to address this to continue into the next quarter.

Additional funding of £2.5 million has been identified due to the damage caused by the severe weather and flooding and we are preparing to deliver this additional repair work. We will be commencing with these repairs during the next quarter and identifying additional resource requirements in order to maintain service standards.

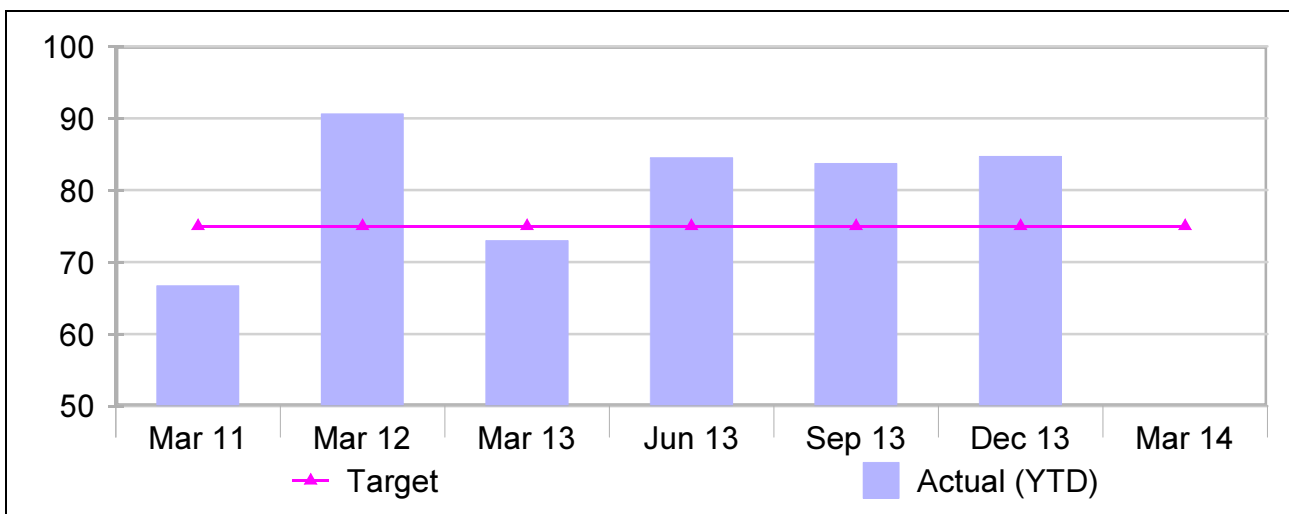
Data Notes

Tolerance: Lower values are better.

Data is reported as year to date figures. The indicator includes both requests for pothole repairs made by the public and those identified by highway stewards and inspectors.

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 Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	67%	91%	73%	84%	84%	85%	
Target	75%	75%	75%	75%	75%	75%	75%
RAG Rating	Amber	Green	Amber	Green	Green	Green	

Commentary

Satisfaction from residents who have logged a fault or enquiry with us has remained above target for the third quarter of this year despite an increase in customer demand.

The winter weather of rain and wind has created an unprecedented demand on our services and we are working hard to keep up with repairs, tree clearance and drainage issues as well as managing customer expectation.

Improvements have been made to the fault reporting tool on our website and we have received some positive comments via online surveys from customers who have used it. We continue to listen to customer feedback and will be making further improvements to improve the customer experience and support channel shift from telephone contact to webform whenever possible.

Data Notes

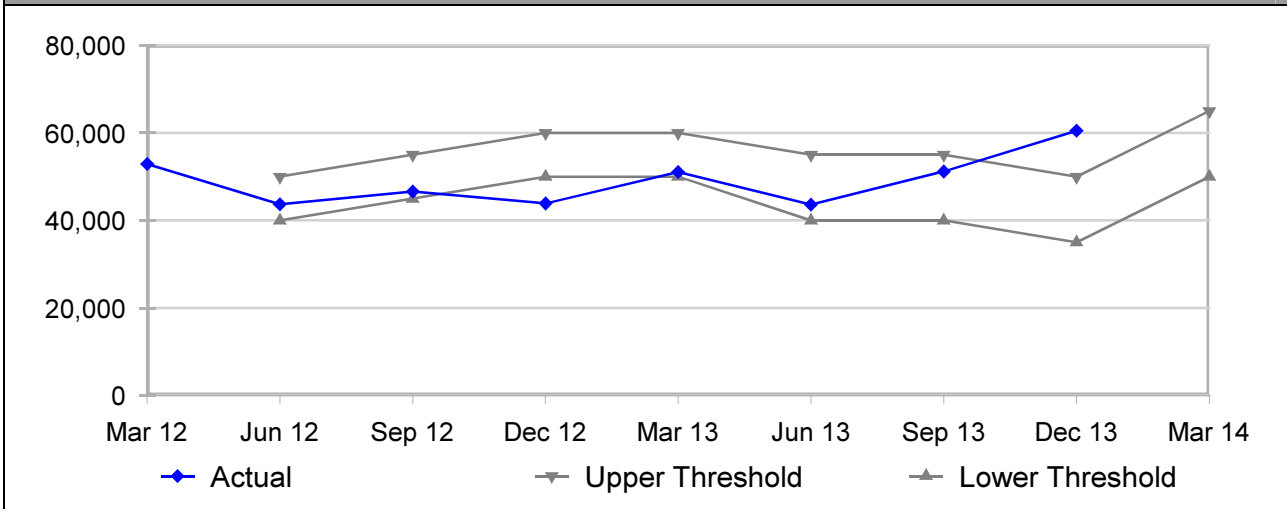
Tolerance: High values are better.

Data is reported as year to date figures. Results are based on a sample of 100 each month. Data for the Year Mar 11 only includes data from July 10 and not April 10.

Data Source: Contact Point telephone survey.

Highways & Transportation - Lead indicators

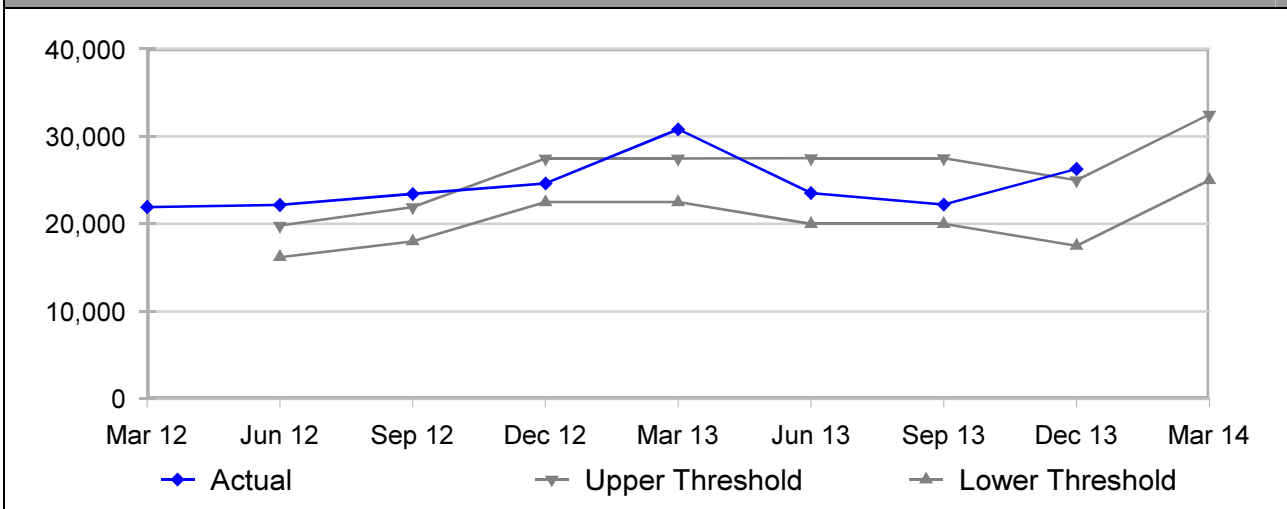
Number of contacts received (by quarter)



Contact volumes for the third quarter of the year at 60,511, were much higher than the same time last year (43,872) and above expectations. The extreme weather in December created a significant increase in drainage, pothole and tree clearance demand. Contacts are received by phone call, e-mail and the online fault reporting tool.

So far this year 54% of contacts received were resolved with customers at first point of contact by the Contact Centre, up from 48% last year.

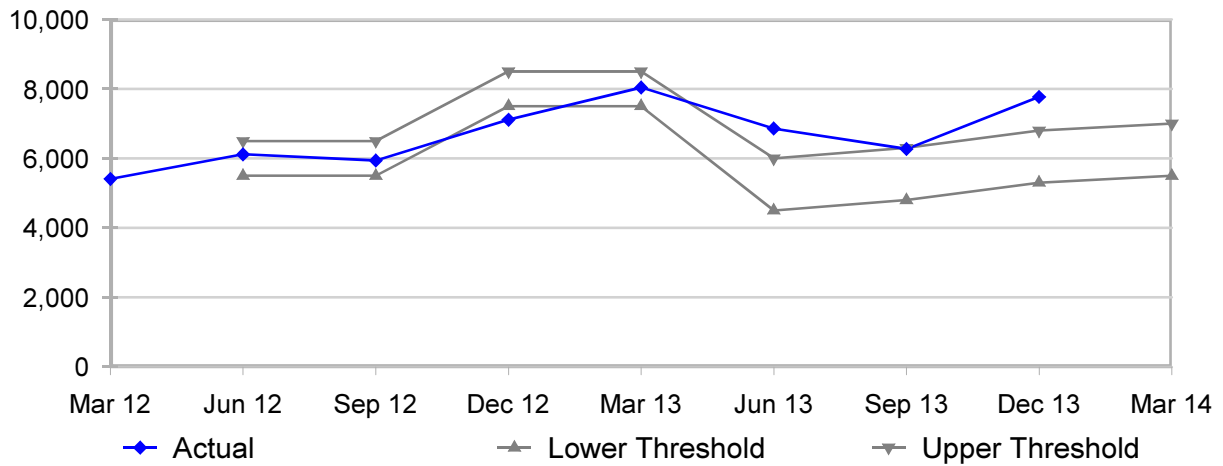
Number of enquiries raised (by quarter)



The number of **enquiries** requiring further action by H&T staff in the quarter was 26,280, which was higher than the same period last year (24,630). The demand in this quarter was driven by the very bad weather and comprised pothole faults, drainage issues, streetlight repairs and soft landscaping enquiries.

Highways & Transportation - Lead indicators

Work in progress (Routine and Programmed customer enquiries)



Total **work in progress** from customer enquiries open at the end of December was 7,771 an increase from the end of September and higher than the same time last year (7,109). This level is higher than expected due to the adverse weather in December. The services with the higher volume of open enquiries are the normal seasonal demand areas of road and carriageway repairs, street lighting and drainage with all these areas having been impacted by the very poor weather.

Waste Management

Bold Steps Priority/Core Service Area	Waste Management
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Head of Service	Roger Wilkin
Division	Waste Management

Performance Indicator Summary

Indicator Description	Previous Status	Current 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	AMBER	AMBER	↔

The percentage of **municipal waste not taken to landfill** continues to increase and is ahead of target.

The percentage of **waste recycled and composted at Household Waste Recycling Centres** has remained static when compared with last period and remains very slightly behind target.

Business Plan progress

Household Waste Recycling Centre (HWRC)

Following the decision to change operating policies at the HWRC's from October 2012, overall waste volumes managed at the HWRC's show a sustained decrease compared to past years, particularly in relation to construction waste (one of the major forms of illicit trade waste). For the period April to December of this financial year we have experienced a decrease of nearly 15,000 tonnes when compared with the same period for last financial year. Performance in terms of percentage of waste recycled and composted at the HWRC's has also decreased slightly from previous results and is currently behind target. A year one evaluation of policies to assess impact and effectiveness will be undertaken and reported in February.

New contracts for the operation of 14 of the 18 HWRC's in the county are being developed which places a greater emphasis on the reduction of waste sent to landfill, customer care, and value for money in the face of rapidly changing materials markets. These new contracts will commence in 2014/15.

Improving the HWRC Network

The redevelopment of the Ashford HWRC was completed in May 2013, and provides a new waste transfer station which serves Ashford Borough Council, and provides their residents with a new Household Waste Recycling Centre. The new facility opened in July and is already showing very high levels of customer satisfaction.

Improvement works to the Tovil HWRC was completed in early December 2013, and works at the Canterbury HWRC are planned to commence in February 2014.

East Kent Joint Waste Contract

Overall delivery on Phase 2 of the project remains on track with Canterbury City Council expected to complete their roll-out by February 2014. Thanet District Council have successfully completed the majority of their borough wide roll-out of new recycling services during the last quarter. Overall recycling and diversion from landfill performance is increasing as planned.

Mid Kent Joint Waste Project

There has been a successful roll-out of new recycling services in Ashford (in August) and Maidstone (in September).

The new recycling services for Ashford have seen its recycling rates treble over the last three months. Previously the borough was known for the worst recycling rate in DEFRA's league table, with a rate of only 14%, however interim results for the last quarter show a rate of over 50%.

Swale have commenced the roll-out of new recycling services commenced in December, with the introduction of separate food waste collections commencing from April 2014. Modifications at the Swale Transfer Station have been completed as planned to facilitate the roll-out of the new services.

West Kent Waste Project

KCC officers worked with Gravesham Borough Council on the authoring of a report setting out recommendations for improving waste diversion through an amended collection scheme, including separate collections of food waste. That report was subsequently approved in October 2013, and roll out of the scheme is anticipated to commence in summer 2014. A draft inter-authority agreement concerning sharing of savings is being prepared for approval by both councils. Dartford Borough Council is currently undertaking an internal review and intending to report back to the West Kent Group during quarter four.

South East 7 (SE7)

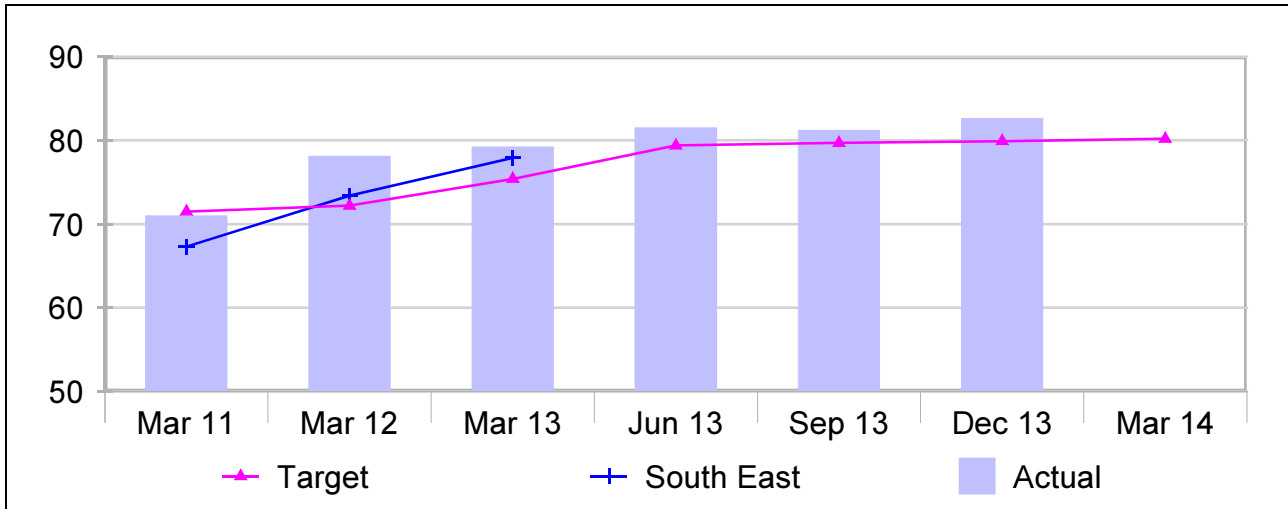
Delivery Plan recommendations were presented to the SE7 Leaders in September 2013. These were approved, and now a programme of engagement with waste collections authorities in Kent, through the Kent Resource Partnership, has commenced with a view to pursuing the opportunities identified by SE7 with vigour.

Waste transformation project

A review of the Waste Management service has taken place, and this is culminating in a restructure process commencing November 2014. The key drivers are to create an "intelligent client" model, improve customer focus, and to drive innovation and ambition. Some disruption may result during the process, but this will be minimised through the use of seconded resources from other services to ensure key projects are delivered.

Percentage of municipal waste recycled or converted to energy and not taken to landfill

GREEN
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	71.0%	78.1%	79.2%	81.5%	81.2%	82.6%	
Target	71.5%	72.2%	75.4%	79.4%	79.7%	79.9%	80.2%
RAG Rating	Amber	Green	Green	Green	Green	Green	
South East	67.3%	73.4%	77.9%				

Commentary

The percentage of municipal waste not taken to landfill continues to be ahead of target.

Performance has improved, as planned, over the results reported last quarter following the completion of new recycling services by Kent’s Waste Collection Authorities.

The introduction of new recycling services in Ashford has resulted in a marked change in recycling in that borough. Since July Canterbury City Council has also diverted more waste away from landfill to the Allington Waste to Energy Plant.

Further improvements in recycling performance will be delivered during 2014/15 following the full year impact of new recycling services in East Kent, Mid Kent and the introduction of new services being adopted by Gravesham Borough Council in Summer 2014.

Data Notes

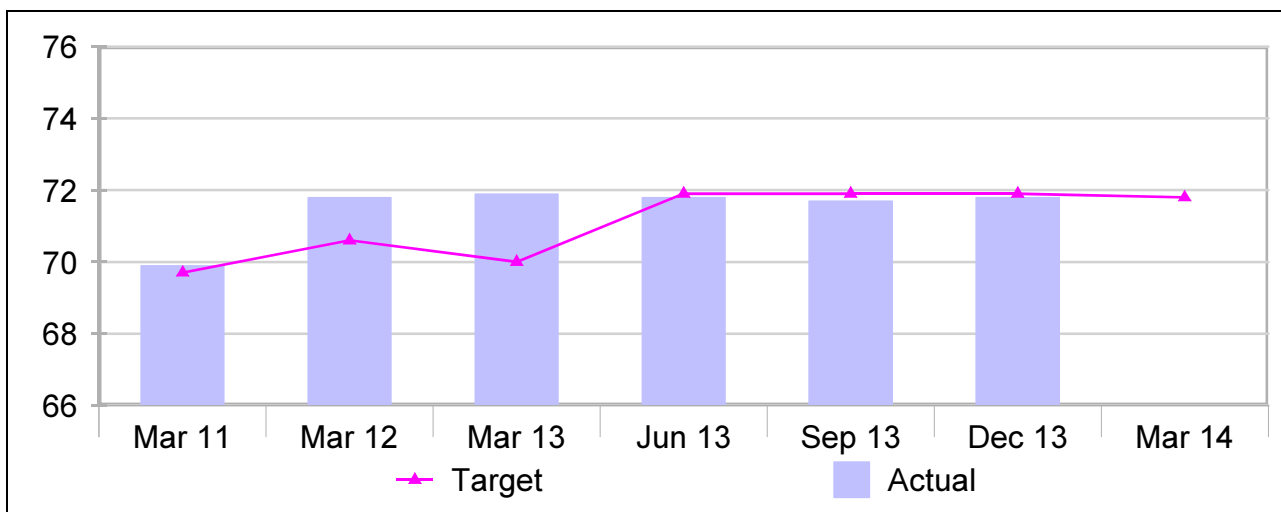
Tolerance: Higher values are better.

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)

AMBER
↑



Trend Data – rolling 12 month	Previous Years			Current Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	69.9%	71.8%	71.9%	71.8%	71.7%	71.8%	
Target	69.7%	70.6%	70.0%	71.9%	71.9%	71.9%	71.8%
RAG Rating	Green	Green	Green	Amber	Amber	Amber	

Commentary

The percentage of waste recycled and composted at the HWRC's has remained static and very slightly behind the target for the period ending December 2013.

The services provided by the network of household waste recycling centres have been subject to an extensive review, including the adoption of revised policies from October 2012. The changes implemented have included the exclusion of commercial vehicles entering the sites and limiting the amount of soil, rubble and hardcore that can be deposited at every HWRC to 90kg per visit.

An impact review of these policy changes, along with customer focus groups, was carried out during the third quarter and will be reported in February 2014.

The forthcoming procurement of new contracts for the management and operation of HWRCs will include measures to further incentivise diversion of waste from landfill through higher levels of recycling, and a strong focus on delivering high levels of customer service.

Data Notes

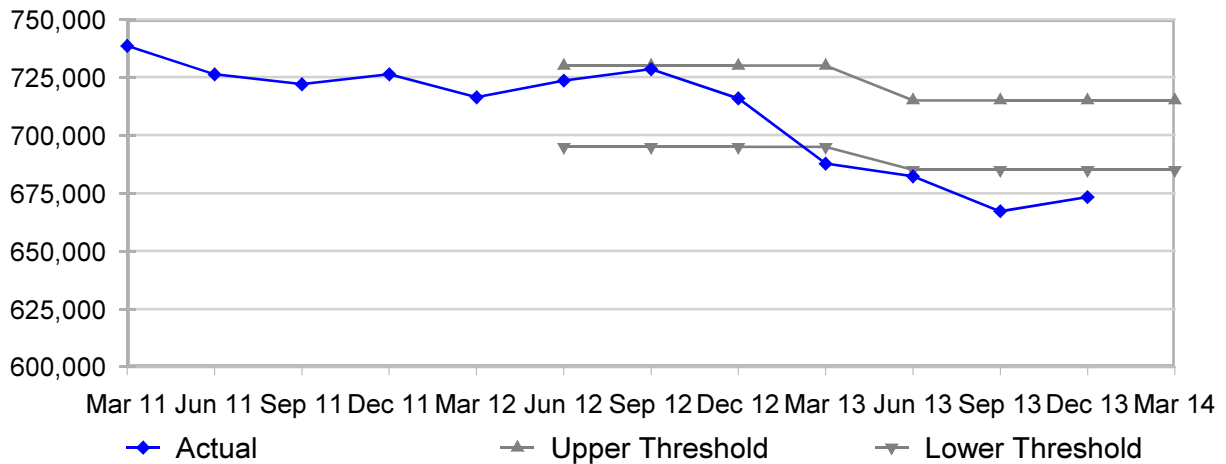
Tolerance: Higher values are better.

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

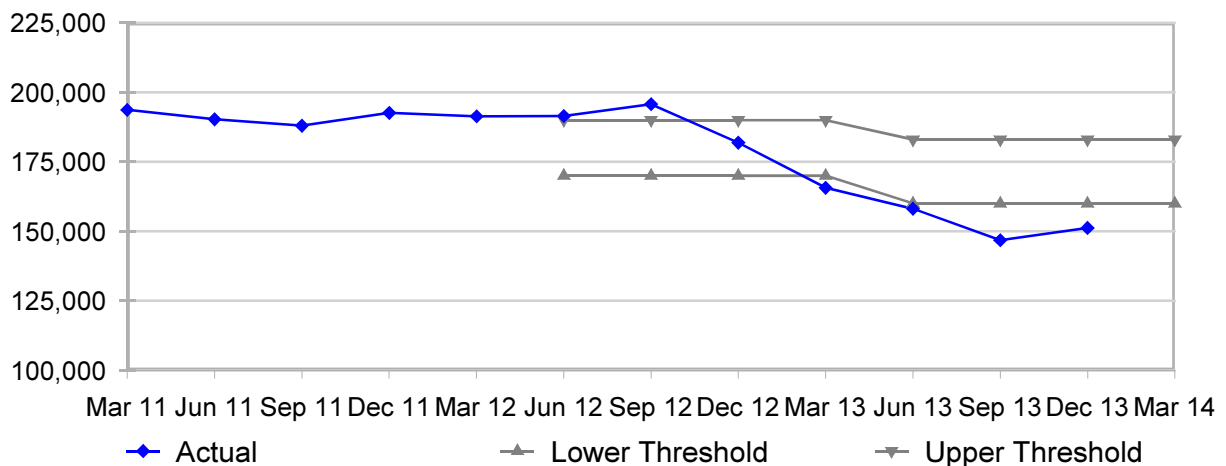
Total Municipal Tonnage (rolling 12 month)



Municipal waste tonnage collected continues to be below the expected level, although an increase was seen in the most recent quarter. The total waste collected for the 12 months to December 2013 was 673,300 tonnes which was approx. 43,000 tonnes less than the previous year ending December 2012. The majority of this reduction can be attributed to the policy changes implemented at the household waste recycling centres in October 2012.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent trends will continue during the coming years.

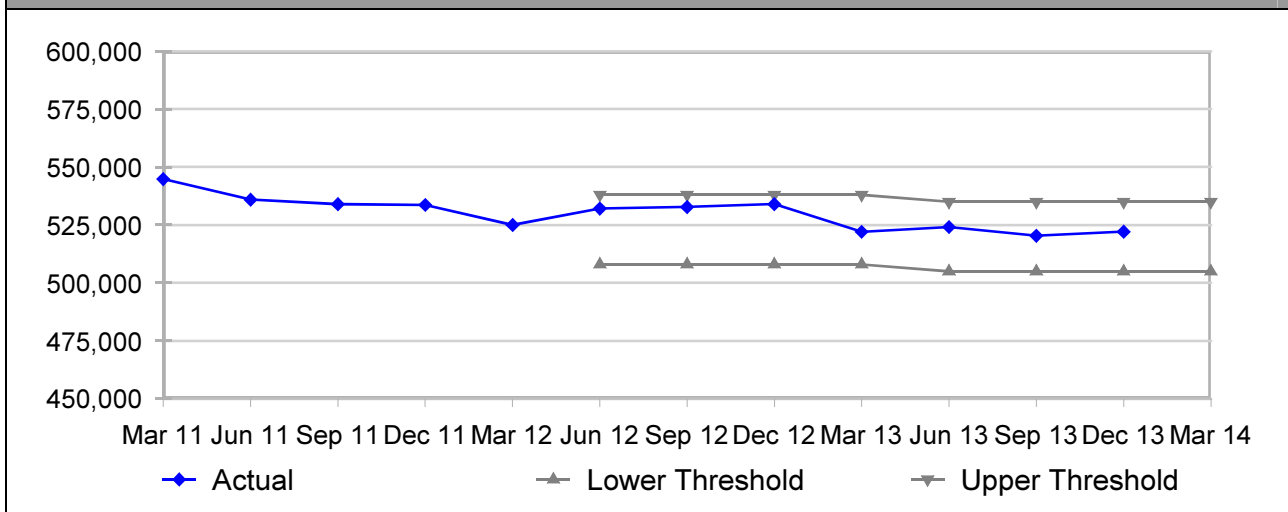
Tonnage managed through HWRC (rolling 12 month)



The amount of **waste collected at household waste recycling centres** has also shown a decrease during previous quarters, with an increase in latest quarter. The total tonnage managed through the HWRC's was 151,000 tonnes for 12 months ending December 2013, which was a reduction of approx. 31,000 tonnes when compared to the previous year ending December 2012. This reduction was a result of implementing the policy changes to the household waste recycling centres starting in October 2012.

Waste Management - Lead indicators

Tonnage collected by districts (rolling 12 month)



The annual amount of **waste collected by district councils** continues to be in line with expectations, which is for a similar amount to be collected compared to last financial year. The final figure for 2012/13 was 522,000 tonnes.

The trends for waste tonnage will continue to be closely monitored in future periods as it is unknown whether the recent trend in total household waste managed will continue during the coming year.

Environment – Climate Change

Bold Steps Priority/Core Service Area	Deliver the Kent Environment Strategy
Cabinet Member	David Brazier
Portfolio	Transport and Environment
Director	Paul Crick
Division	Planning and Environment

Business mileage continues to reduce ahead of target helping contribute to the overall Carbon Emissions target for the council.

Indicator Description	Previous Status	Current Status	Direction of Travel
KCC staff business mileage.	GREEN	GREEN	↑

Overall Emissions update

The latest data for Carbon Emissions for 2013/14 shows an increase compared to the previous year, with a reduction of 1.9% compared to 2010/11 baseline year, which is further behind target. Emissions for buildings have been affected in the last year by increased winter fuel use coupled with high temperatures in the summer, with an increase in energy use. This is the one reason why performance on overall emissions is currently behind target, although there is an indication energy use is increasing overall.

The council's target for overall carbon emissions is for annual reductions of 2.6% from the current baseline year of 2010/11. Our Carbon Management Plan is due its mid-term review and this report will give more detail on why we are behind target and what needs to be done to accelerate reductions to ensure the 2015 carbon emissions target is achieved.

Energy efficiency and renewable energy investments continue albeit at a slower rate than 2012/13 using our energy efficiency loan fund. Further investments including boiler replacements are being made using the modernisation of assets budget, with costly oil fired systems being removed in favour of gas.

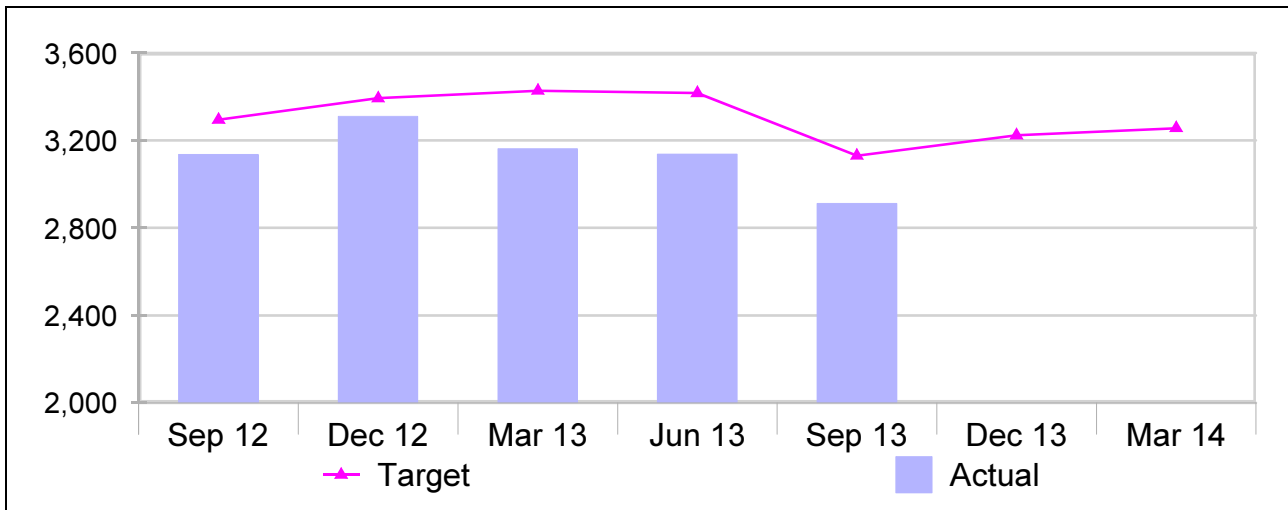
Street lighting electricity consumption is the most significant contributor to the estate carbon footprint. In 2013/14, £118,500 is being invested in low energy lamp upgrades with expected lifetime savings of £622,000. Delivery of further lamp upgrades coupled with part night lighting will achieve more significant reductions over the next 3 years.

The long term strategy for council buildings is being delivered and plans are already underway to achieve fewer but more energy and water efficient core offices. We continue to engage all staff to conserve energy and adopt smarter working practices and despite staff reductions the number of staff volunteering to be a Green Guardian is over 300.

A significant number of fleet vehicle leases have been renewed achieving lower emissions levels from improved fuel efficiency.

Staff business mileage (1,000's of miles)

GREEN



Trend Data – by quarter	Previous Year			Current Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	3,136	3,310	3,162	3,138	2,912		
Target	3,295	3,393	3,427	3,416	3,130	3,223	3,255
RAG Rating	Green	Green	Green	Green	Green		

Commentary

Performance continues to be ahead of target for this indicator.

The Target for Business Mileage is a 5% year on year decrease compared to the baseline year of 2010/11.

With Unified Communications now being rolled out, further reductions are expected to be realised through the increased use of tele/video-conferencing technology and flexible and mobile working models increase as New Ways of Working strategy is realised .

Data is subject to a time delay, to ensure all claims for mileage have been submitted from staff and so is presented a quarter in arrears.

Data Notes

Tolerance: Lower values are better.

Includes council owned transport and business travel using staff's own vehicles.

Data Source: KCC Sustainability & Climate Change team.

Economic Development

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
Division	Economic Development

Jobs created through regional growth fund and other KCC funding continues to be ahead of target for the year.

Indicator Description	Previous Status	Current Status	Direction of Travel
Number of jobs to be created based on committed funding	GREEN	GREEN	↑

A soft launch event for the **Escalate** project to businesses in West Kent and Maidstone was held on 6th December 2013. The programme is now open to applicants and has attracted 33 pre-applications, 26 of which have been put forward to full application stage.

The **Marsh Million** fund for small business on Romney Marsh, supported by Magnox and the district councils in Ashford and Shepway is now open to applicants and has attracted 20 pre-applications, of which 18 have been put forward to full application stage. Two loans to the value of £17.5K have been approved as at 24th January 2014.

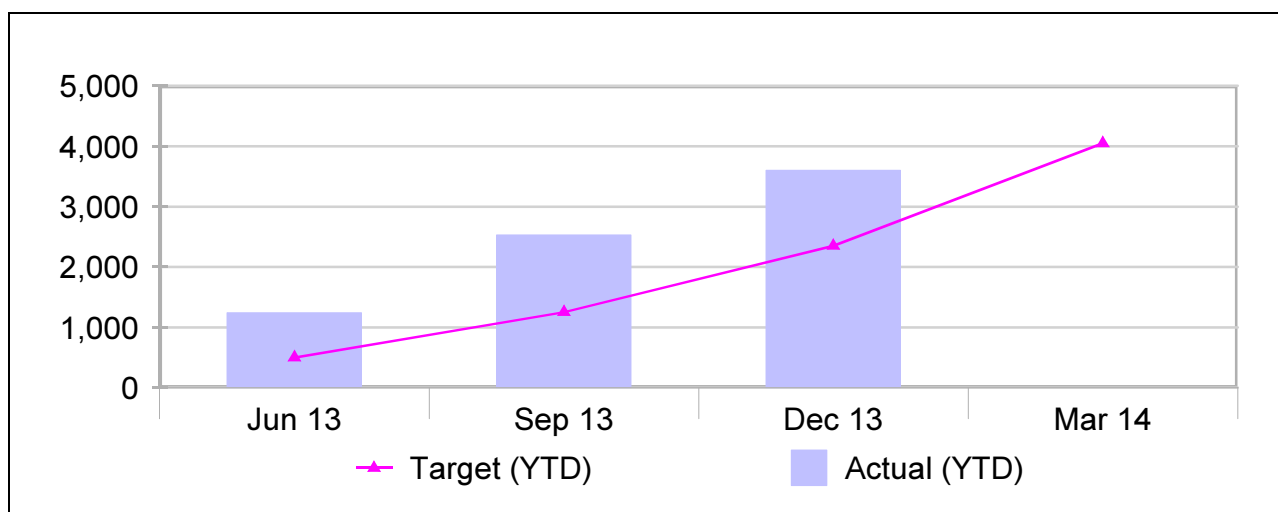
Supported by funding from the **KCC Workspace Incubator Challenge Fund** new workshop provision has been opened on the Isle of Sheppey, specifically aimed at supporting young people and long term unemployed start up new businesses. Operating from Trinity road, Sheerness, the project is already supporting 8 young people to start up a business, having been referred from JCP.

Locate In Kent 'lead generating' agencies retained in USA and France/Germany have identified 15 potential investment projects for Kent. A US company is close to taking an office in Kent to help establish its later stage of development at Discovery Park and could potentially make an application to Expansion East Kent.

Alongside direct financial support to Kent businesses, we continued our commission to **High Growth Kent** (HGK) to provide coaching for businesses with high growth potential. To 31 December, 176 new clients have received coaching, and of these, 92 companies have been referred on to the Growth Accelerator programme. HGK continues to build referral routes through key partners including Locate in Kent, Visit Kent, West Kent Partnership, Start My Biz, Canterbury, Reeves, RIFT, Natwest and Baypoint. Another key piece of work has been to developing the pipeline for Escalate. At December, 8 potential projects have been identified and being supported by HGK.

Jobs created through direct KCC funding, Regional Growth Fund and other schemes managed by KCC

GREEN
↑



Trend Data - year to date	Previous Year			Current Financial Year			
	Sep 12	Dec 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Actual	New Indicator for 2013/14			1,243	2,532	3,603	
Target				500	1,250	2,350	4,050
RAG Rating				Green	Green	Green	

Commentary

The cumulative actual jobs committed was 3,603 against a target of 2,350 for the nine months to the end of December.

The majority of the jobs (2,000) are coming through from the RGF programmes. Of these, 565 jobs have been confirmed and evidenced as now created.

Current RGF programmes continue to deliver results. As at 24th January 2014, Expansion East Kent has allocated £21.5 million to 66 businesses at full contract stage and together with current pipeline cases will deliver 1,746 jobs and secure an additional £54 million from the private sector. In North Kent, TIGER has allocated £7.4 million to 26 businesses at full contract stage and with the current pipeline cases will deliver 937 jobs and secure £13 million private sector investment.

Locate In Kent activity has created/safeguarded 1,653 jobs between 1 April 2013 and 1 December 2013. In the same period, 128 new projects have been added to the pipeline. 49% are in the knowledge based sector and 70% were in high growth sectors.

Data Notes

Tolerance: Higher values are better.

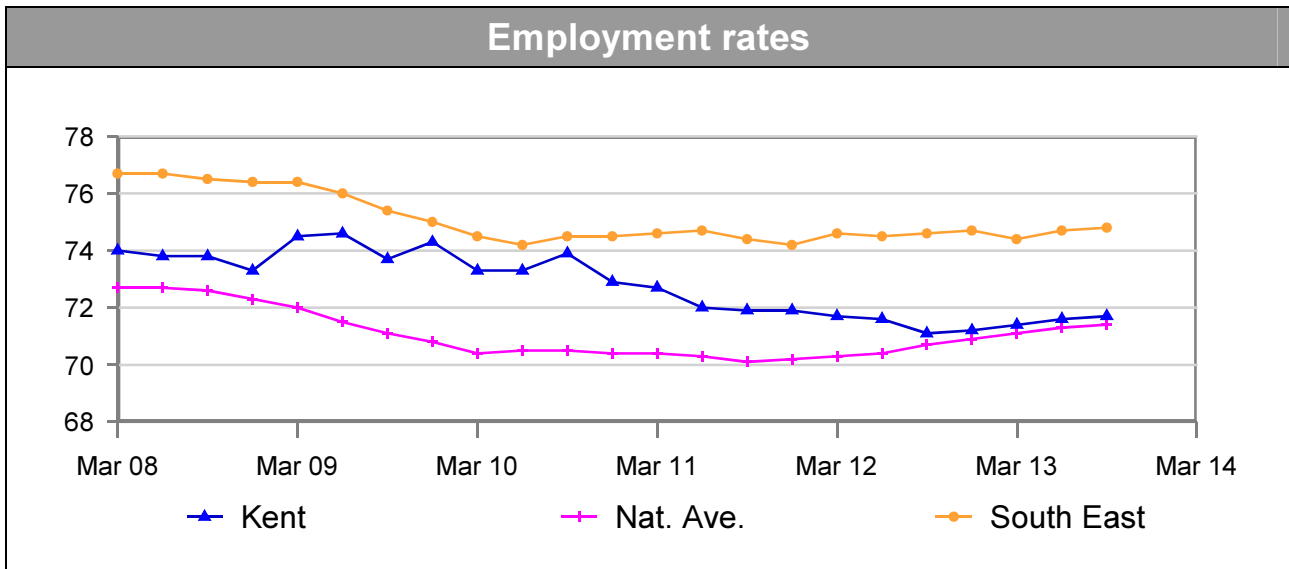
Jobs created include committed new jobs and safeguarded jobs. The indicator includes jobs created in Kent and Medway.

The figures included jobs committed at the contract stage when funding is awarding.

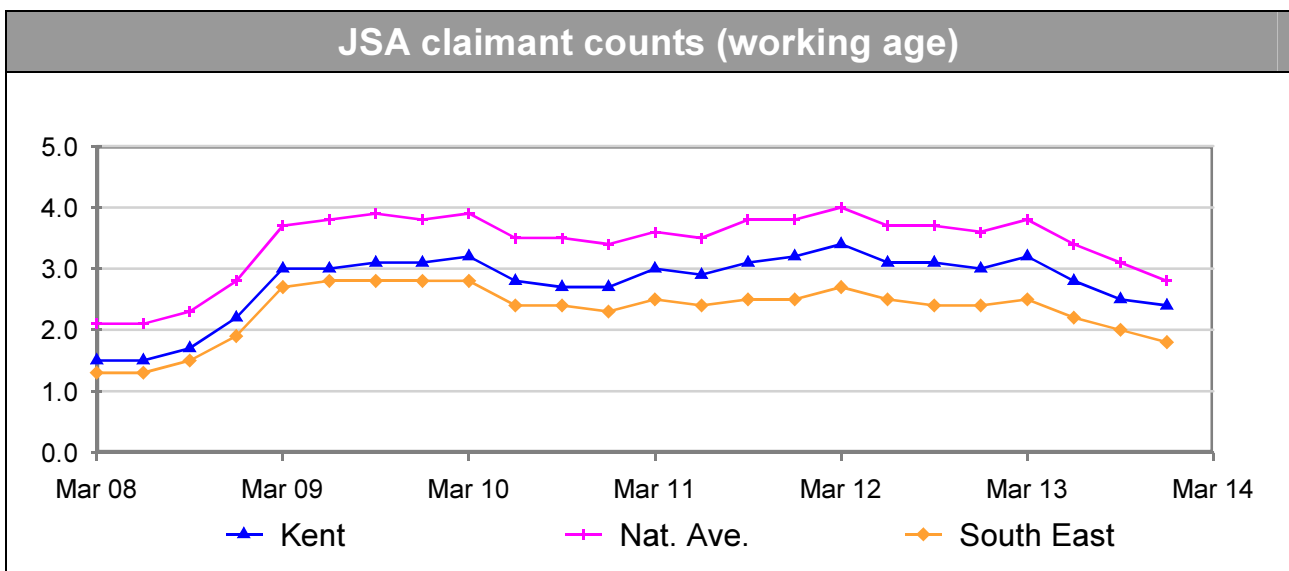
Economic Development – Contextual Indicators

The following indicators provide information on the general state of the Kent economy in comparison to the regional and national averages.

Employment rates continue to show an encouraging increase both nationally and in Kent after a number of years of decline and stagnation during the global recession. Employment rates in Kent remain above the national average and below the regional average.



Claimant counts are also continuing to show encouraging reductions for the third quarter in succession.



Corporate Risk Register Update

Progress against Mitigating Actions - collected at end of Quarter 3

There were seventeen actions listed to mitigate elements of corporate risks that were due for completion or review up to the end of December 2013. Eleven have been completed and five are outstanding. The one remaining is subject to regular quarterly reviews.

CRR1	Data and Information Management		
Current Risk Rating	AMBER (9)	Target Risk Rating	AMBER (9)

Completed Action:

- Instigation of information asset register and identification of information asset owners. Done and now subject to routine updating.

Outstanding Action:

- Completion of mandatory Information Governance training – over 7,000 employees have completed the training but still some outstanding.

CRR2	Safeguarding		
Current Risk Rating	AMBER (15)	Target Risk Rating	AMBER (10)

Completed Action:

- Review of Kent Safeguarding and Children in Care Improvement Plan - concluded in August 2013 and relevant elements feeding into Children's Transformation Programme.

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Completed Actions:

- Implementation of 7 recommendations contained in 2012/13 Business Continuity Audit – action taken on all recommendations. November 13 audit indicates significant improvement.
- The Business Continuity Plan for the Contact Point is updated and has been reviewed with ICT. Further amendments have been made to enhance resilience.
- A rolling programme of review is in place for Disaster Recovery & Business Continuity to reflect on going transformation and change. A dedicated compliance team has been established with this as part of their remit.

Corporate Risk Register Update

Outstanding Action:

- Regular exercises to test prioritised continuity plans – did not take place but plans were tested via a number of recent live events. Services to conduct a series of exercises in April 2014.
- Explore alternative methods of delivery of KCC statutory and partnership responsibilities for Community Safety and Emergency Planning – Kent Resilience Team proposals moving forward. Community Safety project delayed pending further consultations with the Police & Crime Commissioner’s Office.

CRR12	Welfare Reform Act		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (9)

Complete Action:

- Production of regular research updates - in-depth research report presented to Policy & Resources Cabinet Committee in January 2014.

CRR13	Delivery of 2013/14 and 2014/15 savings		
Current Risk Rating	AMBER (12)	Target Risk Rating	GREEN (4)

Completed Actions:

- Processes in place to ensure that existing controls and mechanisms are robust during the coming years;
- Additional monitoring of council tax collections established.

CRR14	Procurement		
Current Risk Rating	AMBER (9)	Target Risk Rating	AMBER (8)

Completed Action:

- Category Management Strategies have been produced.

Outstanding Action:

- Review of commissioning and procurement arrangements in KCC - partially complete. Transport and construction contracting arrangements still to be finalised.

CRR17	Future Operating Environment for Local Government (Re-focussed from CRR5 Organisational Transformation)		
Current Risk Rating	RED (20)	Target Risk Rating	AMBER (10)

Completed Action:

- A staff engagement strategy for transformation has been developed
- Initial financial analysis of *Facing the Challenge* programme conducted and reflected in December County Council paper.

Outstanding Action:

- Establishment of sufficient Change Portfolio arrangements – several ‘visioning’ workshops established and blueprints are being devised. Recruitment process to Corporate Portfolio Office has been progressed.

Intelligence Gained on Initiatives Post Quarter 3

There were nineteen updates received on actions or initiatives due for completion beyond December 2013. Two of them are still outstanding and the remainder will be subject to regular review. Key progress updates are summarised as follows:

CRR1	Data and Information Management		
Current Risk Rating	AMBER (9)	Target Risk Rating	AMBER (9)

Regular Review:

- Monitor Information Security & Information Risk Management supporting processes to ensure realisation of benefits –part of day-to-day role of Information Resilience & Transparency team. Targeted training delivered where required.

CRR2	Safeguarding		
Current Risk Rating	AMBER (15)	Target Risk Rating	AMBER (10)

Regular Review:

- Strategies to support recruitment and retention of high calibre social workers and managers - being taken up within the Children's Transformation programme and a plan has been approved by the Transformation Board. The Performance & Evaluation Board is reviewing the main challenges.
- Implementation of Social Work Contract Programme – being incorporated into overarching Children's Transformation Programme. Liberi phase one (Children's case-holding system) successfully implemented.
- Governance arrangements established for Children's Transformation and plan devised.

Corporate Risk Register Update

CRR4	Civil Contingencies and Resilience		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Outstanding Action:

- Upgrading / enhancement to Automated call distribution system – awaiting tender responses following internal approval.

Regular Review:

- Implementation of Customer Relationship Management System – procurement completed in December. Potential issuing of contract brought forward by one month.

CRR7	Governance and Internal Control		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Regular Review:

- Additional training on decision making processes - training course to include officer and Member working will be launched as a webinar and e-learning package by end of March with face to face training also to be delivered as required.

CRR9	Better Care Fund (Health & Social Care integration)		
Current Risk Rating	AMBER (12)	Target Risk Rating	AMBER (8)

Outstanding Action:

- Development of a shared Clinical Commissioning Group and KCC integrated health & social care commissioning plan. The first draft of the Better Care Fund (BCF) plan is completed and has been submitted to the Health and Well Being Board and NHS England.

CRR10	Management of Social Care Demand		
Current Risk Rating	RED (25)	Target Risk Rating	RED (16)

Completed Action:

- Risk stratification tools assist GPs in identifying who is at risk of hospital admission. 95% of GPs are signed up to using the tools.

Regular Review:

- Ensure that children in care (CIC) receive appropriate levels of support and services through effective multi-agency intervention - there is a project dedicated to the alignment of CIC and Care Leaver services to ensure sufficient support responsive to needs, in line with Ofsted recommendations.

Organisational Development

Bold Steps Priority/ Core Service Area	Change to Keep Succeeding
Cabinet Member	Gary Cooke
Portfolio	Corporate and Democratic Services
Director	Amanda Beer
Division	Human Resources

Organisation Development and People Plan

Workforce Planning

Workforce planning pilots have been undertaken. Templates have been developed to support managers identify the critical roles, people and skills that will be required to deliver future services and to support the 'Facing the Challenge' transformation plan. Managers, particularly at Head of Service level and above, will be able to identify critical roles and develop succession plans and will be in a better position to understand, as a minimum, the roles critical to business delivery. Managers will be in a better position to assess the capabilities of their staff and can have better quality conversations on how to enhance capabilities and address any gaps. Learning from the pilots will be integrated into the framework before rolling out across KCC in February 2014. The key deliverable is that workforce planning is integrated with business planning.

Staff Awards

Staff continue to be recognised for their contributions through staff awards. During this quarter staff have been recognised in Business Strategy and Support, Customer and Communities, and Enterprise & Environment and presentations have been showcased on the internal intranet (Knet). Since staff awards were introduced in September 2012 more than 100 staff have been recognised in this way.

Apprentices

The Apprentice pay and progression framework is ready to be launched in April. This provides a clear (and increased) pay structure for apprentices with the aim to attract and retain more talented young people and encourage progression into higher and advanced level apprenticeships.

Kent Manager

Engagement rates continue to rise. Progression on the Kent Manager Standard has risen to 51% of staff having completed over 25% of the total programme as at the end of December 2013 compared to 7% in April 2013.

100% completion is now at 22% which means 260 members of staff have now gained their Kent Manager Standard accreditation.

57% of all eligible managers are now engaged on the programme compared to 30% in April. (Please note this includes all new managers since April 13). Managers continue to evidence learning, skills and knowledge as part of the programme with supporting development opportunities continually reviewed to ensure we have the management skills in place to support the 'Facing the Challenge' transformation plan.

Doing Things Differently

A number of internal change programmes were brought together under a single communication strategy launched in April 2013 called 'Doing Things Differently'. Joint communications and engagement planning for Doing Things Differently programmes are now being delivered. A Programme Managers Exchange group has been established to develop understanding and networking about Doing Things Differently programmes and their relationship to other key programmes, with an interdependency map developed. A number of integrated engagement sessions have been delivered to staff by location with feedback and learning analysed and shared with stakeholders. A suite of interventions is being planned, aligned to our Kent Manager offer and our Doing Things Differently communications, for roll out in Quarter 4 to support the office moves and new ways of working. The key deliverable is that staff will be better prepared and be more aware of the need to think and behave differently to realise the business benefits of new ways of working in their areas and be more comfortable with the change transitions required.

Change Activity

There continues to be a significant level of change activity in divisions and business units. The Human Resources Advisory Team is supporting over 100 projects of varying size and complexity.

Major on-going activity includes the 'Facing the Challenge' Senior Management Restructure, the Adult Transformation programme, New Ways of Working programme, Children's Centres review, 'rolling out' of the Kent Integrated Adolescent Support Services programme across the County, Total Facilities Management programme, ICT pay and reward review, auditing of structures against the KCC Organisational Design Principles and various transfers of services both in and out of KCC e.g. Connexions.

KCC Organisational Design Principles continue to be applied to restructures to ensure decision making is as close to the customer as possible.

Staffing Numbers and Reductions

The full-time equivalent (FTE) for the non-schools sector in December 2013 was 8,170.8, 13.5 FTE lower than the September 2013 figure.

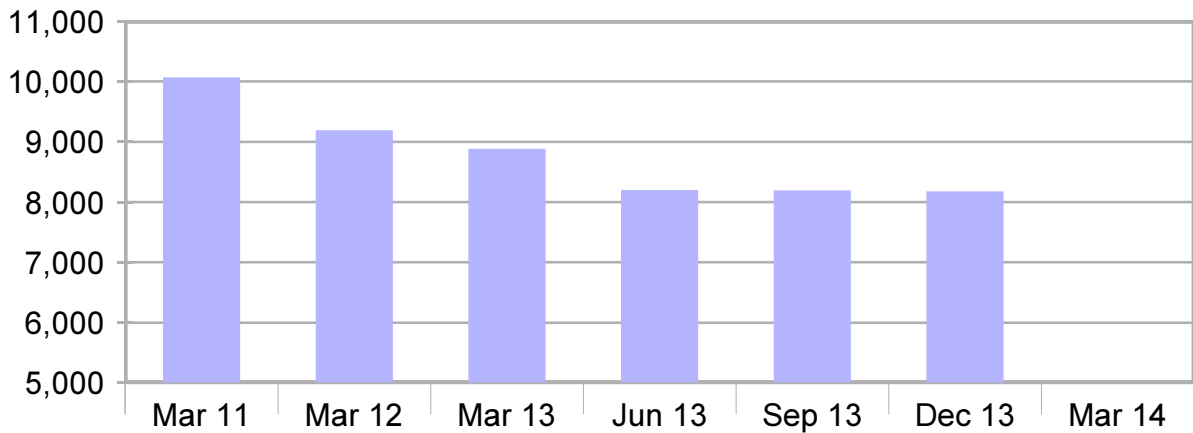
In the period April 2013 to December 2013 inclusive, 62 people were made redundant. During the period, redundancy payments totalled £605,116.03.

Rolling turnover decreased from 17.7% in September 2013, to 16.5% in December 2013.

The rolling sickness rate dropped marginally in December 2013, at 7.00 days lost per FTE, compared with 7.04 days in September 2013.

Staffing Data

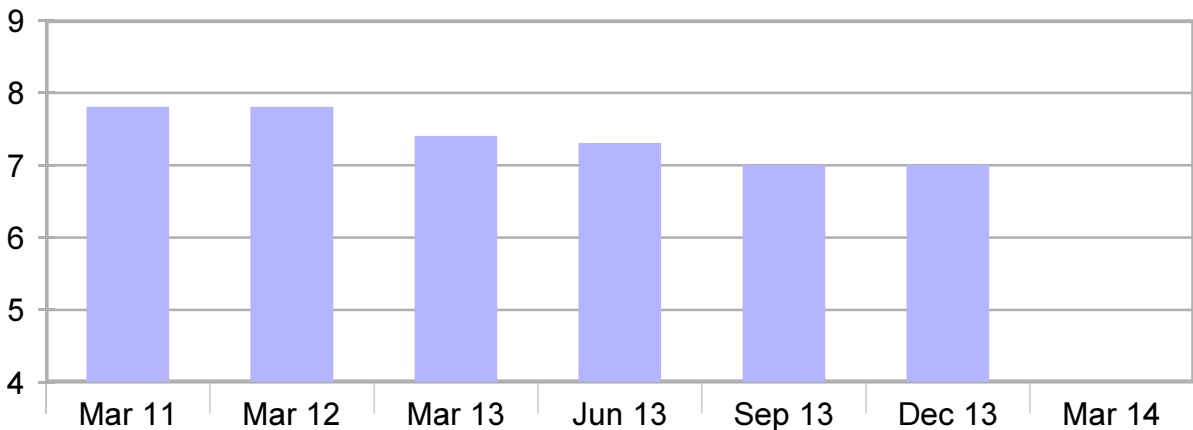
Number of full time equivalent (FTE) staff employed



Trend Data-snapshot	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
FTE	10,061	9,187	8,875	8,192	8,184	8,171	

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

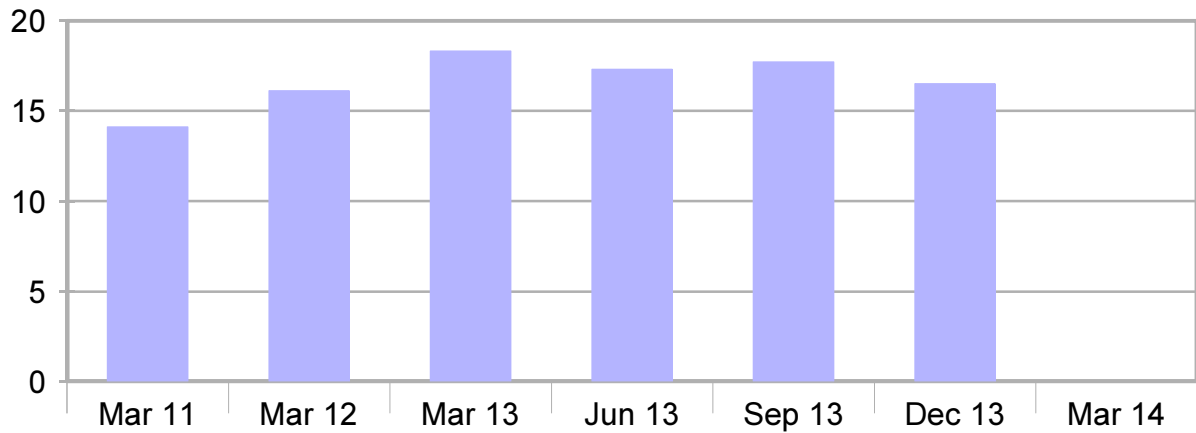


Trend Data - rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Days	7.8	7.8	7.4	7.3	7.0	7.0	

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.

Staffing Data

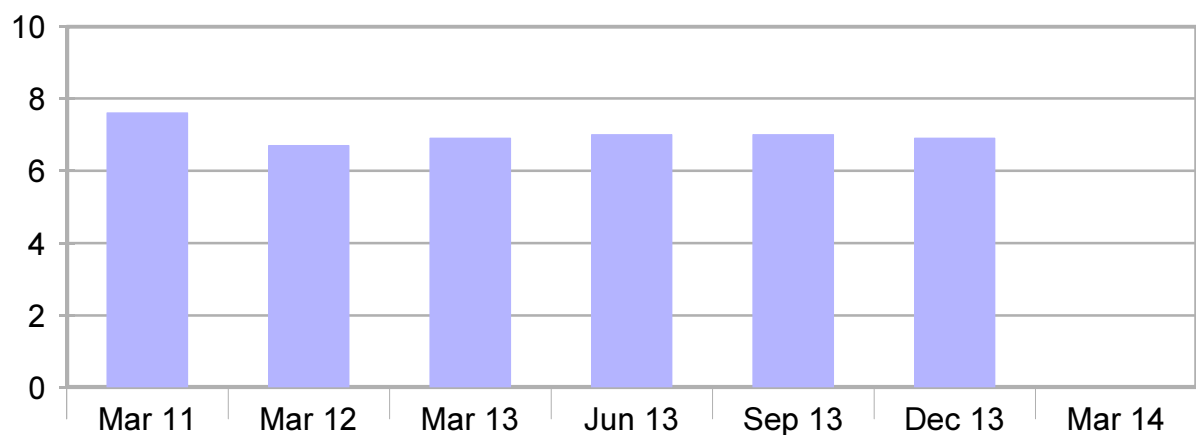
Turnover - percentage of staff leaving as a percentage of headcount



Trend Data – rolling 12 month	Previous Years			Current Financial Year			
	Mar 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Turnover	14.1%	16.1%	18.3%	17.3%	17.7%	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 11	Mar 12	Mar 13	Jun 13	Sep 13	Dec 13	Mar 14
Aged 25	7.6%	6.7%	6.9%	7.0%	7.0%	6.9%	

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.

Staffing Data

Disciplinarys, Grievances and Employment Tribunals (currently active)

Trend Data – snapshot	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Disciplinarys	37	32	35	35	
Grievances	6	9	5	5	
Harassment	7	3	4	2	
Performance & Capability					
- Performance	28	24	15	15	
- Ill Health	79	72	76	66	
Employment Tribunals	9	5	6	5	
TOTAL CASES	166	145	141	128	

Data Notes: Data is reported as the number of cases open being dealt with at quarter end.

Health and Safety Incidents

Trend Data	Previous Years		Current Financial Year			
	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Incidents reported	1,350	1,620	379	374	487	
Days lost	1,027	943	123	153	189	

Data Notes: Schools staff are included.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

Trend Data	Previous Years		Current Financial Year			
	Mar 12	Mar 13	Jun 13	Sept 13	Dec 13	Mar 14
Major injury incidents	6	5	0	0	1	
Over 7 day injuries	N/A	25	6	6	7	

Data Notes: Data is reported as quarter totals for current year and full year counts for previous year. The requirement to report to the Health and Safety Executive injury incidents resulting in over 3 days lost time/unable to perform normal duties, has changed to over 7 days.

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From: Roger Gough, Cabinet Member for Education and Health Reform
Patrick Leeson, Corporate Director for Education, Learning and Skills

To: Cabinet– 24 March 2014

Subject: Proposed Co-Ordinated Schemes for Primary and Secondary Schools in Kent and Admission Arrangements for Primary and Secondary Community and Voluntary Controlled Schools 2015 /16

Classification: Unrestricted

Future Pathway of Paper: Final approval by Cabinet - 24 March 2014

Electoral Divisions: All

Summary:

To report on the outcome of the consultation on the proposed scheme for transfer to Primary and Secondary schools in September 2015 including the proposed process for non-coordinated In-Year Admissions. Cabinet Committee is asked to comment on the co-ordinated schemes for Primary and Secondary Admissions in Kent, the 'In-Year' Admission process for Primary and Secondary schools in Kent and the admission arrangements for the 2015/16 school year, before approval by the Cabinet.

Recommendations:

Cabinet is asked to determine the following: .

- a) The Coordinated Primary Admissions Scheme 2015/16 incorporating the In Year admissions process as detailed in Appendix A
- b) The Co-ordinated Secondary Admissions Scheme 2015/16 incorporating the In Year admissions process as detailed in Appendix B
- c) The oversubscription criteria relating to Community and Voluntary Controlled Infant, Junior and Primary schools in Kent 2015/16 as detailed in Appendix C (1)
- d) The oversubscription criteria relating to Community and Voluntary controlled Secondary schools in Kent 2015/16 as detailed in Appendix D (1)
- e) The Published Admissions Number for Community and Voluntary Controlled Infant, Junior and Primary Schools 2015/16 as set out in Appendix C (2)
- f) The Published Admissions Number for Community and Voluntary Controlled Secondary Schools 2015/16 as set out in Appendix D (2)

- g) The relevant statutory consultation areas for Kent Primary Schools 2015/16 as detailed in Appendix C (3) and the relevant statutory consultation areas for Kent Secondary Schools 2015/16 as set out in Appendix D (3)

1. Introduction

- 1.1 The Local Authority (LA), as the admissions authority for Community and Voluntary Controlled schools, is required to determine its admission arrangements for these schools by 15 April each year.
- 1.2 The Education Act 2002 introduced a duty on each LA, to formulate a scheme to co-ordinate admission arrangements for all maintained schools in its area and to take action to secure the agreement to the scheme by all admission authorities. Education Cabinet Committee is requested to comment and inform the forthcoming Cabinet's decision to agree the Co-ordinated scheme for Admissions to Primary and Secondary schools in Kent for 2015/16 and determine the proposed admission arrangements for Community and Voluntary Controlled schools.
- 1.3 All admission arrangements identified in this document are outside the arrangements for pupils with statements of special educational need which take place in accordance with the SEN Code of Practice (2001) Paragraph 5.72.
- 1.4 KCC has consulted the Headteachers and Governors of all Kent Primary and Secondary schools; the neighbouring LAs; diocesan bodies; independent schools (which have pupils transferring to secondary schools); parents and parental groups on its proposals to co-ordinate admissions to all Kent Primary and Secondary schools in September 2015.

2. Consultation and Outcome

- 2.1 The LA consultation took place from 11 November 2013 until 8 January 2014 and considered the following aspects:
- a) The Primary Co-ordinated Admission Scheme including a revised In Year admissions process for 2015/16;
 - b) The Secondary Co-ordinated Admission Scheme including a revised In Year admissions process for 2015/16;

3. The Co-ordinated Primary Admissions Scheme 2015/16 incorporating the revised In Year admissions process

- 3.1 All Admissions Authorities within Kent agreed to the proposed Co-ordinated Primary Admissions Scheme for 2015/16. No Infant, Junior or Primary schools have refused to accept the scheme. The scheme dates are set out in a similar way to last year following broadly similar scheme dates. Primary National offer day is now active following its introduction in the School Admissions Code 2012. The scheme specifies

a process for schools to follow when making offers for “in year” applications and includes a requirement to inform the LA of all applications and outcomes to enable continued monitoring of pupil movement to maintain essential safeguarding duties and ensure no children are missing education.

- 3.2 The LA is required to assist parents where they have difficulty securing a school place. Schools and academies must keep the LA informed about the vacancies in each Year group as they arise in order for the LA to carry out its statutory duty to ensure every eligible child has a school place.
- 3.3 The details of the scheme for determination are located in Appendix A.

4. The Co-ordinated Secondary Admissions Scheme 2015/16 incorporating the In Year Admissions Process

- 4.1 The Secondary Co-ordinated Scheme was agreed by all Kent Admissions Authorities. No Secondary schools or Academies refused to accept the proposed scheme. The scheme dates are set out in a similar way to last year following broadly similar scheme dates. The scheme specifies a process for schools to follow when making offers for “in year” applications and includes a requirement to inform the LA of all applications and outcomes to enable continued monitoring of pupil movement to maintain essential safeguarding duties and ensure no children are missing education.
- 4.2 The details of the proposed scheme for determination are located in Appendix B.

5. The Over-subscription Criteria for Community and Voluntary Controlled Infant, Junior and Primary Schools in Kent 2015/16

- 5.1 The over-subscription criteria for Community and Voluntary Controlled Infant, Junior and Primary Schools are the same as those used in 2014. The LA is no longer required to consult when there is no proposal to change a Community or Voluntary Controlled school’s oversubscription criteria.
- 5.2 Details of the over-subscription criteria for Community and Voluntary Controlled Infant, Junior and Primary Schools are located in appendix C (1).

6. The Over-subscription Criteria for Community and Voluntary Controlled Secondary schools in Kent 2015/16

- 6.1 The proposed wording for the over-subscription criteria for Community and Voluntary Controlled Secondary Schools is the same as that used in 2014. Because there are no changes proposed, no consultation is required.
- 6.2 Details of the over-subscription criteria for Community and Voluntary Controlled Secondary Schools in Kent are located in appendix D (1)

7. Published Admission Numbers 2015/16

- 7.1 The proposed Published Admission Numbers (PAN) for Community and Voluntary Controlled Primary, Infant and Junior schools are identified in Appendix C (2) and for

Community and Voluntary Controlled Secondary schools are detailed in Appendix D (2). The LA can only determine the admission number for schools where it is the admissions authority and the schools listed fall into this category, at the time of going to print.

- 7.2 The LA is no longer required to hold a local consultation where Published Admissions Numbers are proposed to stay the same or increase. No PAN reductions were proposed for 2015/16. Area Education Officers worked with Community and Voluntary Controlled schools to monitor interest in PAN increases and these are highlighted within Appendix C (2) and Appendix D (2) where agreement was reached.

8. Relevant Statutory Consultation Area 2015/16

- 8.1 Relevant statutory consultation areas have not changed from 2015/16. Details for the Primary arrangements are in Appendix C (3) and Secondary arrangements in Appendix D (3).

9. Education Cabinet Committee

- 9.1 At its meeting on 14 March 2014 the Committee resolved to recommend to Cabinet that the recommendations outlined below are determined.

10. Recommendations

- 10.1 Cabinet is asked to determine the following:

- a) The Coordinated Primary Admissions Scheme 2015/16 incorporating the In Year admissions process as detailed in Appendix A
- b) The Co-ordinated Secondary Admissions Scheme 2015/16 incorporating the In Year admissions process as detailed in Appendix B
- c) The oversubscription criteria relating to Community and Voluntary Controlled Infant, Junior and Primary schools in Kent 2015/16 as detailed in Appendix C (1)
- d) The oversubscription criteria relating to Community and Voluntary controlled Secondary schools in Kent 2015/16 as detailed in Appendix D (1)
- e) The Published Admissions Number for Community and Voluntary Controlled Infant, Junior and Primary Schools 2015/16 as set out in Appendix C (2)
- f) The Published Admissions Number for Community and Voluntary Controlled Secondary Schools 2015/16 as set out in Appendix D (2)
- g) The relevant statutory consultation areas for Kent Primary Schools 2015/16 as detailed in Appendix C (3) and the relevant statutory consultation areas for Kent Secondary Schools 2015/16 as set out in Appendix D (3)

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Background documents

None

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Dated: 15th January 2014

Appendix A

**Kent County Council
Proposed Co-ordinated Scheme for
Primary Admissions
Academic Year 2015/16**

**Incorporating Entry to Year R,
Transfer from Infant School to Junior School
(Year 2-3)
and
Proposed Primary In-Year Admissions
Process for Schools**

Produced by:
Admissions and Transport

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Appendix A

Introduction / Background

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

- Co-ordinated admission arrangements (schemes) for all schools in the Local Authority area for entry at the normal time of admission (Year R for infant and primary schools, Year 3 for junior schools and Year 7 for secondary schools).
 - There is a duty on the LA to secure agreement on the Admissions Scheme from all admission authorities including Academies in Kent. If the LA does not secure this agreement it must inform the Secretary of State no later than the 15 April who will then impose a scheme to which all admission authorities must adhere.
 - This consultation ran from 9.00 am on 11 November 2013 until 5:00pm 8 January 2014. Every Kent School and Academy is required to agree to the admissions scheme and adhere to it. **Kent County Council made it clear in its consultation that it would constitute full acceptance to the proposed scheme if schools chose not respond.**
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Section 1 –

Details of the Co-ordinated Scheme for Entry to Year R and Transfer from Infant School to Junior School Year 3

This section details the Co-ordinated Scheme for Entry to Year R and Transfer from Infant School to Junior School (Year 2-3) in September 2015.

Year R applications are for children born between 1 September 2010 and 31 August 2011.
Year 3 applications are for children born between 1 September 2007 and 31 August 2008.

The Key Scheme dates are:

Key Action	Scheme Date
National closing date for application forms	Thursday 15 Jan 2015
Summary of applicant numbers sent to all Kent primary, infant and junior schools	By Thursday 12 February 2015
Full applicant details sent to all Kent primary, infant and junior schools for ranking against their over-subscription criteria	By Friday 20 February 2015
Ranked lists returned to Kent County Council by all schools. Deadline for school to inform Kent County Council of wish to offer in excess of PAN	By Friday 6 March 2015
Primary, infant and junior schools sent list of allocated pupils	Wednesday 1 April 2015 (Day before School Holiday)
National Offer Day: e-mails sent after 4pm and letters sent 1st class post	Thursday 16 April 2015 (During School Holiday)
Schools send out welcome letters no earlier than	Monday 20 April 2015
Deadline for late applications and waiting list requests to be included in Kent County Council's reallocation stage. Also date by which places should be accepted or declined to schools	By Friday 15 May 2015
Deadline for lodging of appeals	Monday 18 May 2015
Kent County Council will send schools reallocation waiting lists for ranking against their over-subscription criteria	Wednesday 20 May 2015
Schools to send their ranked reallocation waiting list and acceptance and refusals to KCC	Tuesday 2 June 2015
Kent County Council to reallocate places that have become available from the schools' waiting lists. After this point, schools will take back ownership of their waiting lists.	Tuesday 16 June 2015

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In addition this scheme:

- (a) Allows for Supplementary Information Forms (SIFs) to be returned directly to schools to assist in the ranking of applicants against the schools over-subscription criteria.
- (b) confirms that on **16 June 2015** Kent County Council will run one reallocation process offering places to late applicants and original applicants that have joined a school's waiting list after offer day. Kent County Council will consider late applicants through the process described in paragraphs 26 to 35. After **16 June 2015**, schools will offer vacancies as they arise, to children on their waiting lists. Schools must notify Kent County Council of any offers that are made at the same time these are made to parents.

Kent County Council expects that all schools and Admissions Authorities including academies and co-ordinating Free schools engaged in the sharing of admissions data will manage personal information in accordance with the Data Protection principles.

1.

For normal points of entry to school, Kent resident parents will have the opportunity to apply for their child's school place either online at www.kent.gov.uk/ola or by using a standard paper form known as the Reception Common Application Form (RCAF) or Junior Common Application Form (JCAF). Kent County Council cannot accept multiple applications for the same child. A parent may use either of the above methods, but not both. Kent County Council will take all reasonable steps to ensure that every parent resident in the Kent knows how to apply for a school place by completing a RCAF/JCAF online at www.kent.gov.uk/ola or on paper, and has access to a written explanation of the co-ordinated admissions scheme.

2.

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

3.

The RCAF/JCAF or online application must be used as a means of expressing one or more preferences for the purposes of section 86 of the School Standards and Framework Act 1998, by parents resident in the Kent County Council area wishing to express a preference for their child:

- (a) to be admitted to a school within the Kent County Council area (including VA and Foundation schools, Academies and Co-ordinating Free Schools).
- (b) to be admitted to a school located in another Local Authority's area (including VA, Foundation schools, Academies and Co-ordinating Free Schools).

4.

Details of this scheme will apply to every application made by a Kent resident applying to Kent schools. Where a Kent resident applies to schools located in another Local Authority, variations may apply to take into account differences present in that Local Authority's scheme.

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5.

Online applications, RCAF/JCAF and supporting publications will:

- (a) invite parents to express up to **three** preferences in priority order. Preferences can be expressed for Kent and non-Kent schools. Parents **must** complete the application for their home Local Authority (e.g. Kent residents complete Kent applications, Medway residents complete Medway applications, etc).
- (b) allow parents to give reasons for each preference, including details of any siblings that will still be on roll at the preferred school at the time of the applicant child's admission.
- (c) explain that parents will receive the offer of one school place only and that:
 - (i) a place will be offered at the highest available ranked preference for which they are eligible;and
 - (ii) if a place cannot be offered at any school named on the form, a place will be offered at an alternative school.
- (d) Specify the closing date for applications and where paper RCAF/JCAF must be returned to, in accordance with paragraph 7.
- (e) explain that parents cannot name primary schools on the JCAF and that if they do, they will be deleted and the preference will be lost.

6.

Kent County Council will make appropriate arrangements to ensure:

- (a) the online admissions website is readily accessible to all who wish to apply using this method.
- (b) the paper RCAF/JCAF are readily available on request from Kent County Council, Kent maintained primary, infant and junior schools and are also available on the Kent County Council website to print, complete and return.
- (c) a composite prospectus of all Kent maintained primary, infant and junior schools and written explanation of the co-ordinated admissions scheme is readily available on request from Kent County Council, Kent maintained primary, infant and junior schools and is also available on the Kent County Council website to read or print.

7.

Completed applications must be submitted online and paper RCAF/JCAF returned to Kent County Council or any Kent Primary School by **15 January 2015**.

8.

Applications made on the RCAF/JCAF and returned direct to any school before **15 May 2015** must be forwarded to Kent County Council immediately to ensure inclusion in the appropriate allocation stage.

Supplementary Information Forms (SIFs)

9.

Only applications submitted on a RCAF/JCAF (online or paper) are valid. Completion of a

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school's Supplementary Information Form (SIF) alone does not constitute a valid application. Where schools use SIF they must confirm with the parent on receipt of their completed form that they have also made a formal application to Kent County Council.

10.

A school can ask parents who wish to name it, or have named it, on their RCAF/JCAF, to provide additional information on a SIF only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or Kent County Council and returned to the school. All schools that use SIFs must include the proposed form in their consultation document and in their published admission arrangements.

11.

Children with Statements of Special Educational Need (SSEN)

Pupils with a Statement of Special Educational Need do not apply to schools for a place through the main round admissions process.

Any application received for a child with a Statement of Special Educational Need will be referred directly to Kent County Council's Special Educational Needs team (SEN), who must have regard to Schedule 27 of the Education Act 1996 " the LA must name the maintained school that is preferred by parents providing that:

- the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement
- the child's attendance is not incompatible with the efficient education of other children in the school, and
- the placement is an efficient use of the LA's resources"

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

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

Other Authorities looking for Kent school places for statemented pupils will need to contact Kent County Council's SEN team in addition to the relevant school.

Determining Offers in Response to the RCAF/JCAF

12.

Kent County Council will act as a clearing house for the allocation of places by the relevant admission authorities in response to RCAFs/JCAFs completed online or on paper. Kent County Council will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the RCAF/JCAF where:

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

Kent County Council will allocate places in accordance with paragraph 17.

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13.

By 12 February 2015 Kent County Council will:

- (a) notify all schools of the number of applications received for their school;
- (b) notify and forward details of applications to the relevant authority/authorities where parents have nominated a school outside the Kent County Council area.

14.

By 20 February 2015 Kent County Council will advise all Kent primary, infant and junior schools of the full details of all valid applications for their schools via rank lists, to enable them to apply their over-subscription criteria. Only children who appear on Kent County Council's list can be considered for places on the relevant offer day.

15.

By 6 March 2015 All Kent primary, infant and junior schools, including academies and co-ordinating free schools, **must** return completed lists, ranked in priority order in accordance with their over-subscription criteria, to Kent County Council for consideration in the allocation process. Where a school fails clearly to define its oversubscription criteria in its determined arrangements, the definitions laid out by Kent County Council must be adopted.

16.

6 March 2015 will also be the final deadline by which any school may notify Kent County Council of their intention to admit above PAN. Changes cannot be made after this date because Kent County Council will not have sufficient time to administer its coordination responsibilities.

17.

By 20 March 2015 the LA will match each ranked list against the ranked lists of every other school named and:

- (a) where the child is eligible for a place at only one of the named schools, will allocate a place at that school to the child;
- (b) where the child is eligible for a place at two or more of the named schools, will allocate a place to the child at whichever of these is the highest ranked preference;
- (c) where the child is not eligible for a place at any of the named schools, will allocate a place to the child at an alternative school.

18.

By 20 March 2015 Kent County Council will have completed any data exchange with other Local Authorities to cover situations where a resident in Kent County Council's Local Authority area has named a school outside Kent, or a parent living outside the Kent County Council's Local Authority area has named a Kent school.

19.

By 1 April 2015 Kent County Council will inform schools of the pupils to be offered places at their establishment, and will inform other Local Authorities of places to be offered to their residents in its schools and Academies. Schools must not share this information with parents before **16 April 2015**.

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20.

On Offer day, 16 April 2015 Kent County Council will:

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

1. The name of the school at which a place is offered.
2. Information about the right of appeal against the decisions to refuse places at other named schools.
3. Information on how to request a place on a waiting list for schools originally named as a preference, if they want their child to be considered for any places that might become available.

(b) send decision letters to ALL paper CAF applicants and online applicants that did not receive an offer of their first preference. In line with Kent County Council's ongoing desire to reduce the environmental and financial impact of large volume post runs, work will continue to produce email processes which will allow for the reduction of paper letters. The letter will give:

1. The name of the school at which a place is offered.
2. The reasons why the child is not being offered a place at any school named on the RCAF/JCAF as a higher preference than the school offered.
3. Information about the right of appeal against the decisions to refuse places at other named schools.
4. Information on how to request a place on a waiting list for schools originally named as a preference on their RCAF/JCAF, if they want their child to be considered for any places that might become available.
5. advice on how to find contact details for the school and Local Authority and the admission authorities of Foundation, VA schools, Academies and co-ordinating Free schools where they were not offered a place, so that they can lodge an appeal with the governing body.

21.

The letter and/or email will notify parents that they need to respond to the offered school to accept or refuse the offer. It will inform parents to send waiting list requests to Kent County Council. It will also inform them of their right to appeal against the refusal of a place at any school on their application and where and when to lodge the appeal. It will not inform parents of places still available at other schools.

22.

Parents who reside in other Local Authorities, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own Local Authority on **16 April 2015**.

23.

Kent pupils who have not been offered a place at any of the schools nominated on their RCAF/JCAF will be allocated a place by Kent County Council at an alternative school in the Kent County Council area. This place will be offered on **16 April 2015**.

24.

Schools will send their welcome letters **no earlier than 20 April 2015**.

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Acceptance/Refusal of Places - 15 May 2015

25.

By 15 May 2015 parents must inform the school whether they wish to accept or refuse the place offered on offer day. Acceptances and refusals should be made in writing or via e-mail to provide an appropriate audit trail. If a response has not been received by **15 May 2015**, the school **must** remind the parent in writing of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after taking reasonable measures to secure a response from parents will a school be able to retract the offer of a place.

Determining Offers in Reallocation Process

26.

Kent County Council will collect a reallocation list for all schools up to **15 May 2015**. This will include details of the following:

- (a) all applicants who named the school on the RCAF/JCAF and were not offered a place on **16 April 2015** and who have asked to be included on the school's waiting list;
- (b) late applicants who named the school on their applications which were sent to Kent County Council by **15 May 2015**.

27.

By 20 May 2015 Kent County Council will advise all Kent primary, infant and junior schools, of the full details of all waiting list requests and late applications (reallocation list) for their schools to enable them to apply their over-subscription criteria. Only children who appear on the Kent County Council list can be considered for places on Kent County Council's reallocation day. The full reallocation list must be put into the school's over-subscription criteria order. No distinction should be made on the basis of the child being a waiting list request or a late applicant.

28.

By 2 June 2015 The schools must return their ranked waiting lists to Kent County Council. Schools should also return all acceptance and refusal information collected to ensure Kent County Council can calculate places available for its reallocation day.

29.

On 16 June 2015 Kent County Council will re-allocate any places that have become available since offer day using the same process described in paragraph 17. Applicants will be sent a letter by 1st Class post that day, informing them of offers. Schools will be sent a list of all new offers and the remainder of their waiting lists. Late applicants will be informed that they may request to join any school's waiting list that they named on their RCAF/JCAF and were not offered a place. They will be advised to send the waiting list form to the school directly.

Determining Offers after Waiting Lists returned to Schools

30.

After **16 June 2015** waiting lists will be managed by schools and can include:

- (a) all applicants who were not offered a place on **16 April 2015**, who asked to be included on the school's waiting list and who subsequently were not offered a place

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on **16 June 2015** (children on the waiting list described in paragraph 29);

- (b) applicants who did not name the school on their RCAF/JCAF and who have approached the school to be considered via IYCAF.
- (c) Late applicants who have not previously been considered for a place at any Primary/Infant or Junior school and who have approached the school to be considered via IYCAF.

31.

After 16 June 2015 Schools will make offers from their waiting lists for any spaces available. Schools must inform Kent County Council whenever an offer is made so that Kent County Council can record all activity. If a school has reached its Published Admission Number an applicant cannot be admitted other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care or who ceased to be so because they were adopted, or with SSEN apply.

Handling of Late Applications:

Applications received after the RCAF/JCAF closing date but before 6 February 2015

32.

The closing date for applications in the normal admissions round (as above) is **15 January 2015**. As far as reasonably practicable, applications for places in the normal admissions round that are received late for a good reason will be accepted and considered 'on time', provided they are received by Kent County Council before **6 February 2015**. Late applications cannot be made online, so applicants must complete a paper RCAF/JCAF and return it direct to Kent County Council. On time applicants can also request to amend preferences up to this point for a good reason. These requests must be made in writing to the admissions team. Amendments made to the online system after **6 February 2015** will be ignored. Online applicants who amend preferences after **6 February 2015** will not be sent an email and their offer will not be available online. They will be sent an offer letter by 1st class post.

33.

Exceptional provision is made for the families of UK Service Personnel and Crown Servants as required by the School Admissions Code. Applications will be accepted up until **6 February 2015**, where it is confirmed by the appropriate authority that the family will be resident in Kent by **1 September 2015**. A confirmed address, or, in the absence of this, a Unit or "quartering area" address, will be accepted as the home address from which home-school distance will be calculated. Children who are not successful in gaining any place they want will be allocated an available place at an alternative school, and will have the same access to a waiting list / right to appeal as other applicants.

Applications received on or after 6 February 2015 but before 15 May 2015

34.

Applications received after **6 February 2015** but before **15 May 2015** (the deadline for inclusion in any reallocation made on **16 June 2015**) will not be considered for places on **16 April 2015**, but will be included in the re-allocation of places on **16 June 2015** as defined above.

Applications received after 15 May 2015

35.

Late applications received after **15 May 2015** (the deadline for inclusion in any reallocation

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made on **16 June 2015**) must be made directly to the schools. Parents will apply using the In Year Casual Application Form (IYCAF). These will be considered by each school after **16 June 2015**, in accordance with the in year admissions process.

Cancelling applications

36.

Applications considered as 'on time' detailed in paragraph 7 and 32 can be cancelled or individual preferences can be removed by the applicant up to **2 March 2015** (the deadline for schools returning ranked lists). Requests must be made to the admissions team in writing. New preferences cannot be added to an application at this point. After this date, it is not possible to cancel applications or remove preferences as the offer allocation process will have started.

37.

Parents that have cancelled an 'on time' application may submit a late application, for consideration under the reallocation process. The deadline for these late applications is **15 May 2015**.

38.

Where an application is cancelled, parents cannot join a school's waiting list or appeal unless they submit a new application for the school through the in year admissions process after **16 June 2015**.

Appeals

39.

All parents have the statutory right to appeal against any decision refusing them a school place and must lodge their appeal by **18 May 2015** for it to be considered as on time.

40.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, the place can then be offered without an appeal being heard, provided there are no other applicants at that time ranked higher on the school's waiting list, which is held in accordance with the school's oversubscription criteria.

Appendix A
Section 2 –
Details of the Primary In-Year Admissions Process for Schools

In-Year Casual Admission Form.

1.

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

2.

Kent County Council will produce a standard form, known as the In-Year Casual Admission Form (IYCAF), which Kent schools must use to allow applicants to apply for school places in any year group outside of the normal admissions round. Applicants must use one form for each school they wish to apply for.

3.

As Kent is no longer co-ordinating In-Year admissions, applications to out of county schools and from out of county residents will not have a standard process and will instead depend on the process of the county in question. Kent residents who wish to apply for a place at an out of county school will need to either approach the school or local authority directly. This will vary between authorities.

4.

Out of county residents of authorities that co-ordinate In-Year admissions should complete their authority's Common Application Form and return it to their authority. Kent County Council has given permission to each authority to liaise directly with Kent schools. Out of county residents of authorities that do not co-ordinate are free to contact Kent schools directly to request a place. It is the responsibility of the out of county resident to ensure they apply by the appropriate method.

5.

Parents will be able to obtain information about the process, other authority processes and IYCAFs from Kent County Council's Admissions and Transport Office or from any local Kent school. Enquiries can also be made via e-mail (kentinyearadmissions@kent.gov.uk). Information and IYCAFs will also be available on the Kent County Council's website to read and print.

6.

Kent County Council will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require it.

7.

The IYCAF will be used for the purpose of admitting pupils to a school in the year group applied for.

8.

The IYCAF must be used by parents resident in the Kent County Council area as a means of expressing one preference for the purposes of section 86 of the School Standards and Framework Act 1998, for their child to be admitted to a school within the Kent County

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Council area (including VA and Foundation schools, Academies and Co-ordinating Free Schools)

9.

Parents wishing to apply for more than one school must complete a separate form for each school. Completed forms must be returned directly to the school. Applications by Kent residents to out of county schools should be made to either the other local authority or school, depending on that local authority's In-Year process.

10.

The IYCAF will:

- (a) invite the parent to express a school preference.
- (b) invite parents to give their reasons for the preference and give details of any siblings that may be attending the preferred school.
- (c) explain that the parent must complete a form for each school they wish to apply for and return each form to the corresponding school.
- (d) explain that Kent County Council will be informed of any application and will monitor any subsequent offers that are made.
- (e) direct the parent to contact Kent County Council where they are unable to secure a school place.
- (f) explain where they can find information about applying to non-Kent schools.

11.

Kent County Council will make appropriate arrangements to ensure:

- (a) that the IYCAF is available in paper form on request from Kent County Council and from all maintained primary schools, Academies and Co-ordinating Free Schools in the Kent County Council area; and
- (b) that the IYCAF is accompanied by a written explanation of the In-Year admissions process in an easy to follow format.

12.

IYCAFs for Kent schools must be returned to the school. Schools must process them, no later than 5 days from receipt.

Supplementary Information Forms (SIFs)

13.

All completed IYCAFs are valid applications. A school can ask parents who wish to nominate it, or have nominated it, on the IYCAF, to provide additional information on a Supplementary Information Form (SIF) only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or Kent County Council (where supplied) and returned to the school. All schools that use SIFs must include the form in their published admission arrangements.

14.

A SIF is not a valid application by itself: a formal application can only be made on the IYCAF (or corresponding form if out of county applicants live in a county which co-ordinates In-Year

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admissions). When SIFs are received, the school must ensure that the IYCAF or neighbouring LA's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. Parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its oversubscription criteria.

15.

a)

Children with Statements of Special Educational Need (SEN) –

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

Any application received for a child with a Statement of Special Educational Need will be referred directly to Kent County Council's Special Educational Needs team (SEN), who must have regard to Schedule 27 of the Education Act 1996 " the LA must name the maintained school that is preferred by parents providing that:

- the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement
- the child's attendance is not incompatible with the efficient education of other children in the school, and
- the placement is an efficient use of the LA's resources"

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

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

Other Authorities looking for Kent school places for statemented pupils will need to contact Kent County Council's SEN team in addition to the relevant school.

b)

Children in Local Authority Care (CiC) and Children Adopted from Care

When applications are made for young people in the care of other Local Authorities or who ceased to be so because they were adopted, Kent County Council - as receiving authority - will confirm an offer of a school place with the placing authority. Where an in-year application is received from the corporate parent of a child in Local Authority Care or who ceased to be so because they were adopted, Kent Admissions team will expect that in line with Statutory Guidance *, arrangements for appropriate education will have been made as part of the overall care planning, unless the placement has been made in an emergency. Where the placement has been made in an emergency, and this is not the case, Kent, as the receiving authority, will refer the matter to a school identified by the placing authority, to establish if an offer of a place can be provided. If the school is at capacity or the school provision is not considered appropriate, Kent County Council will advise the home authority of the schools position and where possible identify alternative education provision that may be more suitable to meet the child's needs. It will be for the corporate parent to determine whether it wishes to challenge the school's or the LA's position or identify an alternative education setting more suited to meeting the child's needs.

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Where Kent County Council is the corporate parent of the child in question, an appropriately appointed social worker will liaise in the first instance with Admission Placement Officers and other professionals as necessary, in order to agree the school or setting that would best meet the individual needs of the child (most appropriate provision for the child). Kent County Council will then allocate a place (where it is the admission authority for the school) or contact the school directly and seek a place where it is not. Where a school refuses to admit the child Kent County Council as corporate parent will decide whether to initiate proceedings required to either direct or instruct the school in question or consider if other education provision may be in the best interest of the child.

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

c)

Exceptional provision is made for the families of UK Service Personnel, Crown Servants and British Council employees, as required by the School Admissions Code. A confirmed address, or, in the absence of this, a Unit or "quartering area" address, will be accepted as the home address from which home-school distance will be calculated. This must be confirmed by a letter from the Commanding Officer or the Foreign Office. However, this does not guarantee a place at the parent's preferred school for their child. Places cannot be held for an extended period of time, as this could create disadvantage with other applications.

Determining Offers in Response to the IYCAF

16.

The school will notify applicants resident in the Kent County Council area by letter the outcome of their application. Where appropriate, the letter will detail:

- (a) the starting date if a place is available;
- (b) the reasons why the child is not being offered a place if a place is unavailable;
- (c) information about the statutory right of appeal against the decisions to refuse places;
- (d) information on how to apply for a place on the waiting list;
- (e) contact details for the school and Kent County Council and for the admission authorities of Foundation, VA schools, Academies and co-ordinating Free schools where they were not offered a place, so that they can lodge an appeal with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer of a place within 10 school days

17.

Kent residents who wish to apply for a place at an out of county school will need to either approach the school or local authority directly. This will vary between authorities. Depending on the other LA's determined process, the parent will confirm the acceptance or refusal of the place to the school or that school's LA.

18.

Kent pupils who have applied to schools and have not been offered a place can contact Kent County Council who will inform them where there is an available place at an alternative

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school. If no school in the local area has places available, the application may be referred to a local panel under the In Year Fair Access Protocol. If the child is already attending a school in the local area, no alternative place will be offered.

19.

Schools must inform Kent County Council of every offer that is made via the In Year Casual process to allow the necessary safeguarding checks to take place. Notification should be made at the same time as the offer being made to the parent.

20.

Applicants who are not successful in gaining any place can contact Kent County Council and will be informed where there is an available place at an alternative school. Parents can then approach these schools to secure a place. These applicants will have the same access to a waiting list and right to appeal as other applicants.

Acceptance/Refusal of Places

21.

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

22.

The school will notify Kent County Council of places accepted/refused as soon as possible after receipt of the acceptance/refusal. A mechanism for this transfer will be specified by Kent County Council.

23.

Once a place has been accepted, a child must start at the school within a reasonable length of time. This would normally be 10 school days from receipt of acceptance, but schools may extend if they feel there are justifiable reasons to do so.

Waiting Lists

24.

Each oversubscribed school will keep a waiting list at least until the end of the first term. This will include details of all applicants who have named the school on the IYCAF but could not be offered a place and have asked to be placed on a waiting list.

25.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. If a school has reached its Published Admission Number it may not admit applicants other than through the Independent Appeal process, via the process detailed in the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care or who ceased to be so because they were adopted, or children with a Statement of Special Educational Needs apply. To maintain the database, schools will advise Kent County Council when a place has been offered to a pupil on a waiting list. Parents whose children are refused admission **must** be offered a right of appeal (even if their child's name has been put on the waiting list).

Appeals

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26.

All parents have the statutory right to appeal against any decision refusing them a school place.

27.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, the place can then be offered without an appeal being heard, provided there are no other applicants at that time ranked higher on the school's waiting list.

Section 3 – Glossary of Terms

Term	Definition
LA	A Local Authority
The LA	Kent County Council
The LA area	The area in respect of which Kent County Council is the Local Authority
Primary Education	Has the same meaning as in section 2(1) of the Education Act 1996
Primary School	Has the same meaning as in section 5(1) of the Education Act 1996
School	A Community, Foundation, Voluntary Aided or Voluntary Controlled school and Academy (but not a special school) which is maintained.
Foundation school	Such of the schools as are Foundation schools. The governing body is the admissions authority for these schools.
VA schools	Such of the schools as are Voluntary Aided schools, the governing body of these schools is the admission authority. These schools are church schools, and governors must have regard to the relevant diocesan board when setting admissions arrangements.
VC schools	Such of the schools as are Voluntary Controlled schools
Academies	Such schools which have been established under section 482 of the Education Act 1996 (as amended by section 65 of the Education Act 2002) and/or those established under the Academies Act 2010.
Free Schools	Such of the schools as are Free Schools. All-ability, state-funded school set up in response to what local people say they want and need in order to improve education for their children.
Admission authority	In relation to a community or voluntary controlled school means the LA and, in relation to a trust, foundation or VA school and Academy, means the governing body of that school
Admission arrangements	The arrangements for a particular school or schools which govern the procedures and decision making for the purposes of admitting pupils to the school
Eligible for a place	Means that a child has been placed on a school's ranked list at such a point as falls within the school's published admission number.

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RCAF	Reception Common Application Form, completed online or on paper
JCAF	Junior Common Application Form, completed online or on paper
IYCAF	In Year Casual Admission Form – this is the form used by parents to apply for a school place outside of a school's normal point of entry.
SIF	Supplementary Information Form – This is a form used by some Academies, Foundation and Voluntary Aided schools which may use them to collect additional information at the time of application in order for them to apply their over subscription criteria. They are most commonly used by Faith Schools to collect details in relation to a level of commitment to Faith which can be a factor in the priority given to applicants. A supplementary information form can only collect information which is directly related to the oversubscription criteria published for a school.
PAN	Published Admission Number – this is the number of pupils a school is able to admit before it reaches capacity. School admissions authorities must consult on and determine a school's PAN and must not admit pupils above this number other than where 1.4 of the School Admissions Code 2012 applies.
Late Application	an application sent to the LA after the closing date where the child has not been considered for a place at any school through the Primary Scheme, or where applicants have moved house and their original preferences are no longer suitable.
Reallocation Process	the process by which vacant places are offered by the local authority to late applicants and pupils on school waiting lists.

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Dated: 15th January 2014

Appendix B

Kent County Council Proposed Co-ordinated Scheme for Secondary Admissions Academic Year 2015/16

Incorporating Transfer to Year 7 and Proposed Secondary In-Year Admissions Process for Schools

Produced by:
Admissions and Transport

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Introduction / Background

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

- Co-ordinated admission arrangements (schemes) for all schools in the Local Authority area for entry at the normal time of admission (Year 7 for secondary schools, Year R for infant and primary schools and Year 3 for junior schools).
 - There is a duty on the LA to secure agreement from all admission authorities including academies in Kent. If the LA does not secure agreement from all the admission authorities and academies in Kent it must inform the Secretary of State who will impose a scheme to which all schools and academies must adhere.
 - This consultation ran from 9:00 am on 11 November 2013 until 5:00pm 8 January 2014. Every Kent School, Academy and Co-ordinating Free School or UTC is required to agree to the admissions scheme and adhere to it. **Kent County Council made it clear in its consultation that where a school chooses not to comment it will constitute full acceptance to the proposed scheme.**
 - Cranbrook School is the only school in Kent where the normal point of entry is at Year 9. For Kent residents application forms are available from the school or the KCC website and will be processed broadly in line with the Year 7 transfer arrangements set out in this scheme. (Non-Kent parents must apply through their home authority's In Year admissions process.)
 - Leigh UTC is the only school in Kent where the normal point of entry is at Year 10. For Kent residents application forms are available from the school or the KCC website and will be processed broadly in line with the Year 7 transfer arrangements set out in this scheme. (Non-Kent parents must apply through their home authority's In Year admissions process.)
-

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Section 1 – Details of the Co-ordinated Scheme for Transfer to Year 7

This section details the Co-ordinated Scheme for Transfer to Year 7 in Secondary Schools in September 2015.

Year 7 applications are for children born between 1 September 2003 and 31 August 2004.

The Key Scheme dates are:

Key Action	Scheme Date
Registration for testing opens	Monday 2 June 2014
Closing date for registration	Tuesday 1 July 2014
Test date for pupils in Kent primary schools	Wednesday 10 September 2014
Test date for pupils not in Kent primary schools	Saturday 13 September 2014
Assessment decision sent to parents	Wednesday 15 October 2014
National closing date for application forms	Friday 31 October 2014
Kent final closing date for applications.	Wednesday 5 November 2014
Summary of applicant numbers sent to secondary schools (plus info for those needing to arrange additional testing)	By Monday 8 December 2014
Full applicant details sent to all Kent secondary schools for ranking against their over-subscription criteria	By Monday 5 January 2015 (End of School Holiday)
Ranked lists returned to Kent County Council by all schools. Deadline for school to inform Kent County Council of wish to offer in excess of PAN	No later than Tuesday 20 January 2015
Secondary schools sent list of allocated pupils - primary schools informed of destination of pupils	Monday 23 February 2015
National Offer Day: e-mails sent after 4pm and letters sent 1st class	Monday 2 March 2015
Schools send out welcome letters no earlier than	Thursday 5 March 2015
Deadline for late applications and waiting list requests to be included in the Kent County Council reallocation stage	Wednesday 18 March 2015
Deadline for lodging appeals	Tuesday 31 March 2015
Date by which places should be accepted or declined to schools. Kent County Council will send schools reallocation waiting lists for ranking against their over-subscription criteria	Friday 20 March 2015
Schools to send their ranked reallocation waiting list and acceptance and refusals to KCC	Wednesday 25 March 2015
Kent County Council to reallocate places that have become available from the schools' waiting lists. After this point, schools will take back ownership of their waiting lists.	Wednesday 22 April 2015

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In addition this scheme:

- (a) allows for Supplementary Information Forms (SIFs) to be returned directly to schools to assist in the ranking of applicants against their over-subscription criteria.
- (b) confirms that on **22 April 2015** Kent County Council will run one reallocation process offering places to late applicants and original applicants that have joined a school's waiting list after offer day. Kent County Council will consider late applicants through the process described in paragraphs 41 to 50. After **22 April 2015**, schools will offer vacancies as they arise, to children on their waiting lists. Schools must notify Kent County Council of any offers that are made at the same time these are made to parents.

Kent County Council expects that all schools and Admission Authorities including academies and co-ordinating Free schools and UTCs engaged in the sharing of admissions data will manage personal information in accordance with Data Protection principles.

1.

For the normal point of entry to schools, Kent resident parents will be able to apply for their child's school place either online at www.kent.gov.uk/ola or by using a standard paper form known as the Secondary Common Application Form (SCAF). Kent County Council cannot accept multiple applications for the same child: a parent may use either of the above methods, but not both. Kent County Council will take all reasonable steps to ensure that every parent resident in the Kent County Council area who has a child in their last year of primary education knows how to apply for a school place by completing a SCAF online at www.kent.gov.uk/ola or on paper, and has access to a written explanation of the co-ordinated admissions scheme.

2.

The SCAF and online application will be used for the purpose of admitting pupils to the first year of secondary education.

3.

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

- (a) to be admitted to a school within the Kent County Council area (including VA and Foundation schools, Academies and Co-ordinating Free Schools and UTCs).
- (b) to be admitted to a school located in another Local Authority's area (including VA, Foundation schools, Academies and Co-ordinating Free Schools and UTCs).

4.

Details of this scheme will apply to every application made by a Kent resident applying to Kent schools. Where a Kent resident applies to schools located in another Local Authority, variations may apply to take into account differences present in that Local Authority's scheme.

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5.

Online applications, SCAF and supporting publications will:

- (a) invite parents to express **up to four** preferences including, where relevant, any schools outside the Kent County Council area, and to rank each school according to their order of preference. Kent residents **must** complete a Kent SCAF. Residents outside Kent **must** complete their home Local Authority's SCAF (e.g. Medway residents complete a Medway SCAF etc).
- (b) allow parents to give reasons for each preference including details of any siblings that will still be on roll at the preferred school at the time of the applicant child's admission.
- (c) explain that the parent will receive no more than one offer of a school place and that:
 - (i) a place will be offered at the highest available ranked preference for which they are eligible for a place; and
 - (ii) if a place cannot be offered at a school named on the form, a place will be offered at an alternative school.
- (d) specify the closing date for applications and where paper SCAFs must be returned to, in accordance with paragraph 7.

6.

The LA will make appropriate arrangements to ensure:

- (a) the online admissions website is readily accessible to all who wish to apply using this method.
- (b) the paper SCAF is readily available on request from Kent County Council, all Kent maintained primary and junior schools and is also available on the Kent County Council website to print, complete and return.
- (c) a composite prospectus of all Kent secondary schools and a written explanation of the co-ordinated admissions scheme is readily available on request from Kent County Council, all Kent maintained primary and junior schools and is also available on the Kent County Council website to read or print.

7.

Completed applications must be submitted online and paper SCAFs returned to Kent County Council or any Kent primary school by **31 October 2014**. This is a National Closing Date set by the Department for Education which falls at the end of Kent's half term. Due to holidays, some parents may not be able to discuss with primary school headteachers suitable schools before this date, consequently to support parents applications will be accepted by Kent County Council as 'on time' as long as they are received **no later than 5 November 2014**.

8.

To help Kent County Council ensure that everyone who needs to make an application has done so, primary and junior schools may ask parents for a note of their online application reference. They may also ask the online admissions team to check that an online

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application has been submitted by parents of children attending their school. These schools will also be sent a list of children that have applied online close to the closing date to allow schools to check that every child has applied. These are important safeguarding measures schools are encouraged to support.

9.

Applications made on the SCAF and returned direct to any school before **18 March 2015** must be forwarded to Kent County Council immediately to ensure inclusion in the appropriate allocation stage.

Supplementary Information Forms (SIFs)

10.

Only applications submitted on a SCAF (online or paper) are valid. Completion of a school's Supplementary Information Form (SIF) alone does not constitute a valid application. Where schools use a SIF they must confirm with the parent on receipt of their completed form that they have also made a formal application to Kent County Council.

11.

A school can ask parents who wish to name it, or have named it, on their SCAF, to provide additional information on a SIF only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or Kent County Council and returned to the school. All schools that use SIFs must include the proposed form in their consultation document and in their published admission arrangements.

12.

Children with Statements of Special Educational Need (SSEN)

Pupils with a Statement of Special Educational Need do not apply to schools for a place through the main round admissions process.

Any application received for a child with a Statement of Special Educational Need will be referred directly to Kent County Council's Special Educational Needs Services (SEN), who must have regard to Schedule 27 of the Education Act 1996 " the LA must name the maintained school that is preferred by parents providing that:

- the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement
- the child's attendance is not incompatible with the efficient education of other children in the school, and
- the placement is an efficient use of the LA's resources"

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

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

Other Authorities looking for Kent school places for statemented pupils will need to contact Kent County Council's SEN team in addition to the relevant school.

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Testing

13.

In line with Kent County Council's ongoing decision to run a selective process, entry to grammar schools is restricted to children who have been assessed as suitable through the relevant test(s). Receiving a grammar assessment in the Kent Test does not guarantee a grammar school place at offer day as they may be oversubscribed.

14.

The Kent schools that require children to sit the Kent grammar school tests are listed below. Schools which hold alternative tests will also be highlighted. It is not possible to include details of schools that added alternative tests during their 2015 consultation period as these consultations were still ongoing at the time of writing:

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

* Chaucer Technology School has a grammar stream and may admit up to 15% of their Published Admission Number who are assessed as suitable for a grammar school through Kent's 'Procedure for Entry to Secondary Education' (PESE).

** Dover Grammar School for Boys and Dover Grammar School for Girls also accept pupils who have reached the required standard of the "Dover Test".

*** Folkestone School for Girls and Harvey Grammar School also accept pupils who have reached the required standard of the "Shepway Test".

15.

Registration for the Kent grammar school tests will open on **2 June 2014**. Parents wishing their children to sit the Kent grammar school tests are required to register with the Kent Admissions Team (either online or using a paper registration form) no later than **1 July 2014**.

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16.

Details regarding the administration of the Kent test for grammar school will be made available to parents in time for the registration.

17.

Kent test will take place:

for pupils attending a Kent school on **Wednesday 10 September 2014**

for pupils not attending a Kent school on **Saturday 13 September 2014**

18.

Registration is open to parents of children resident in the UK, and the children of UK service personnel and other Crown Servants returning to the UK, who will transfer to secondary school in September 2015.

19.

A child's country of residence is where the child normally lives, not a temporary address (such as for holiday or educational purposes) before returning overseas. For UK service personnel and other Crown Servants, if the fixed UK residence is not known at the time of registration, then a unit postal address or a "quartering area" address may be used on production of appropriate evidence.

20.

By **7 July 2014** Kent County Council will send all Kent primary and junior schools, including academies and co-ordinating free schools, a list of their pupils that have applied to sit the Kent grammar school tests. Schools will have until **11 July 2014** to contact parents of children who are interested in grammar school and who have not yet applied.

21.

Late registrations cannot be accepted online. As far as reasonably practicable, registrations for the Kent test for grammar school that are received late will be accepted, provided a completed paper registration form is received by Kent County Council before **14 July 2014**.

22.

If the parent chooses to name a Kent grammar school on the SCAF for a child who has not taken the appropriate test, this preference will be treated as invalid because the child will not have met the entry criteria.

23.

In the following exceptional circumstances, where a child is unable to sit the Kent grammar school tests on the specified dates, arrangements will be made for testing to take place by the end of January 2015:

- (a) illness on one or both test dates, confirmed by a doctor's certificate;
- (b) a move into the Kent County Council area after the closing date for test registration. (NB: This can only be arranged if parents have provided proof of residency and return the late paper SCAF before **8 December 2014**.)

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24.

Outside these specific circumstances, children who have not registered for testing but want a grammar school place will not have an opportunity to sit the test until after **22 April 2015** when parents can submit a further application through the in year admissions process or, if they have been refused admission, make an appeal to the Independent Appeal Panel.

25.

Following the conclusion of the assessment process Kent County Council will write to parents of all registered children advising them of the assessment decision. Letters will be sent by 1st class post on **15 October 2014**. Where a parent has registered for the Kent Test online, and provided a valid e-mail address, assessment decision e-mails will be sent after 4pm on **15 October 2014**. In line with Kent County Council's ongoing desire to reduce the environmental and financial impact of large volume post runs, work will continue to produce email processes which will allow for the reduction of printed letters.

26.

There is no right of appeal against the assessment decision, but after **2 March 2015** parents may make an admission appeal to an independent appeal panel if their child is refused admission to any school, including a grammar school.

Determining Offers in Response to the SCAF

27.

Kent County Council will act as a clearing house for the allocation of places by the relevant admission authorities in response to SCAFs completed online or on paper. Kent County Council will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the SCAF where:

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

Kent County Council will allocate places in accordance with the provisions set out in paragraph 32.

28.

By 8 December 2014 Kent County Council will:

- (a) notify all schools of the number of applications received for their school;
- (b) send parent and pupil details to those schools which have not made arrangements to test earlier and which require details to arrange testing by the same date (data may be subject to further validation at this stage);
- (c) notify and forward details of applications to the relevant authority/authorities where parents have nominated a school outside the Kent County Council area.

29.

By 5 January 2015 Kent County Council will advise all Kent secondary schools of the full details of all valid applications for their schools via rank lists, to enable them to apply their

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over-subscription criteria. Only children who appear on Kent County Council's list can be considered for places on the relevant offer day.

30.

By 20 January 2015 All Kent secondary schools, including academies and co-ordinating free schools and UTCs, **must** return completed lists, ranked in priority order in accordance with their over-subscription criteria, to Kent County Council for consideration in the allocation process. Where a school fails clearly to define its oversubscription criteria in its determined arrangements, the definitions laid out by Kent County Council must be adopted.

31.

20 January 2015 will also be the final deadline by which any school may notify Kent County Council of their intention to admit above PAN. Changes cannot be made after this date because Kent County Council will not have sufficient time to administer its coordination responsibilities.

32.

By 13 February 2015 the LA will match each ranked list against the ranked lists of every other school named and:

- (a) where the child is eligible for a place at only one of the named schools, will allocate a place at that school to the child;
- (b) where the child is eligible for a place at two or more of the named schools, will allocate a place to the child at whichever of these is the highest ranked preference;
- (c) where the child is not eligible for a place at any of the named schools, will allocate a place to the child at an alternative school.

33.

By 13 February 2015 Kent County Council will have completed any data exchange with other Local Authorities to cover situations where a resident in Kent County Council's Local Authority area has named a school outside Kent, or a parent living outside the Kent County Council's Local Authority area has named a Kent school.

34.

By 23 February 2015 Kent County Council will inform its secondary schools and Academies of the pupils to be offered places at their establishments, and will inform other Local Authorities of places to be offered to their residents in its schools and Academies. Kent County Council will also inform all Kent primary and junior schools of offers made to their pupils. Schools must not share this information with parents before **2 March 2015**.

35.

On Offer Day - 2 March 2015 Kent County Council will

- (a) send an offer email after 4pm to those parents who have applied online and provided a valid email address. The email will include:
 1. The name of the school at which a place is offered.
 2. Information about the right of appeal against the decisions to refuse places at other named schools.

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3. Information on how to request a place on a waiting list for schools originally named as a preference, if they want their child to be considered for any places that might become available. *Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school*
 - (b) Send decision letters to ALL paper SCAF applicants and, as a minimum, all online applicants that did not receive an offer of their first preference. In line with Kent County Council's ongoing desire to reduce the environmental and financial impact of large volume post runs, work will continue to produce email processes which will allow for the reduction of paper letters. The letter will include:
 1. the name of the school at which a place is offered;
 2. the reasons why the child is not being offered a place at each of the other schools named on the SCAF;
 3. information about the statutory right of appeal against the decisions to refuse places at the other nominated schools;
 4. Information on how to request a place on a waiting list for schools originally named as a preference on their SCAF, if they want their child to be considered for any places that might become available. *Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school;*
 5. advice on how to find contact details for the school and Local Authority and for the admission authorities of Foundation, VA schools, Academies and co-ordinating Free schools and UTCs where they were not offered a place, so that they can lodge an appeal with the governing body.
36.
The letter and/or email will notify parents that they need to respond to the offered school to accept or refuse the offer. It will inform parents to send waiting list requests to Kent County Council. It will also inform them of their right to appeal against the refusal of a place at any school on their application and where and when to lodge the appeal. It will not inform parents of places still available at other schools.
37.
Parents who reside in other Local Authorities, but who have applied for a Kent school or schools, will be notified of whether or not they are being offered a place at a Kent school by their own Local Authority on **2 March 2015**.
38.
Kent pupils who have not been offered a place at any of the schools nominated on their SCAF will be allocated a place by Kent County Council at an alternative school in the Kent County Council area. This place will be offered on **2 March 2015**.
39.
Schools will send their welcome letters **no earlier than 5 March 2015**.

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Acceptance/Refusal of Places - 20 March 2015

40.

By 20 March 2015 parents must inform the school whether they wish to accept or refuse the place offered on offer day. Acceptances and refusals should be made in writing or via e-mail to provide an appropriate audit trail. If a response has not been received by **20 March 2015**, the school will remind the parent in writing of the need to respond within a further seven days and point out that the place may be withdrawn if no response is received. Only after taking reasonable measures to secure a response from parents will a school be able to retract the offer of a place.

Determining Offers in Reallocation Process

41.

Kent County Council will collect a reallocation list for all schools up to **18 March 2015**. This will include details of the following:

- (a) all applicants who named the school on the SCAF and were not offered a place on **2 March 2015** and who have asked to be included on the school's waiting list;
- (b) late applicants who named the school on their applications which were sent to Kent County Council by **18 March 2015**.

(A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.)

42.

By 20 March 2015 Kent County Council will advise all Kent secondary schools of the full details of all waiting list requests and late applications (reallocation list) for their schools to enable them to apply their over-subscription criteria. Only children who appear on the Kent County Council list can be considered for places on Kent County Council's reallocation day. The full reallocation list must be put into the school's over-subscription criteria order. No distinction should be made on the basis of the child being a waiting list request or a late applicant.

43.

By 25 March 2015 The schools must return their ranked waiting lists to Kent County Council. Schools should also return all acceptance and refusal information collected to ensure Kent County Council can calculate places available for its reallocation day.

44.

On 22 April 2015 Kent County Council will re-allocate any places that have become available since offer day using the same process described in paragraph 32. Applicants will be sent a letter by 1st Class post that day, informing them of offers. Schools will be sent a list of all new offers and the remainder of their waiting lists. Late applicants will be informed that they may request to join any school's waiting list that they named on their SCAF and were not offered sending the waiting list form to the school directly.

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Determining Offers after Waiting Lists returned to Schools

45.

After **22 April 2015** waiting lists will be managed by schools and can include:

- (a) all applicants who were not offered a place on **2 March 2015** and who have asked to be included on the school's waiting list and who subsequently were not offered a place on **22 April 2015** (children on the waiting list described in paragraph 44);
- (b) applicants who did not name the school on their SCAF and who have approached the school to be considered via IYCAF.
- (c) Late applicants who have not previously been considered for a place at any Secondary school and who have approached the school to be considered via IYCAF.

46.

After 22 April 2015 Schools will make offers from their waiting lists for any spaces available. Schools must inform Kent County Council whenever an offer is made so that Kent County Council can record all activity. If a school has reached its Published Admission Number an applicant cannot be admitted other than through the Independent Appeal process, the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care or who ceased to be so because they were adopted, or with SSEN apply.

Handling of Late Applications:

Applications received after the SCAF closing date but before 8 December 2014

47.

The closing date for applications in the normal admissions round (as above) is **5 November 2014**. As far as reasonably practicable, applications for places in the normal admissions round that are received late for a good reason will be accepted and considered 'on time', provided they are received by Kent County Council before **8 December 2014**. Late applications cannot be made online, so applicants must complete a paper SCAF and return it direct to Kent County Council. On time applicants can also request to amend preferences up to this point for a good reason. These requests must be made in writing to the admissions team. Amendments made to the online system after **5 November 2014** will not be accepted. Online applicants who amend preferences after **5 November 2014** will not be sent an email and their offer will not be available online. They will be sent an offer letter by 1st class post.

48.

Exceptional provision is made for the families of UK Service Personnel and Crown Servants as required by the School Admissions Code. Applications will be accepted up until **8 December 2014**, where it is confirmed by the appropriate authority that the family will be resident in Kent by **1 September 2015**. A confirmed address, or, in the absence of this, a Unit or "quartering area" address, will be accepted as the home address from which home-school distance will be calculated. Children who are not successful in gaining any place they want will be allocated an available place at an alternative school, and will have the same access to a waiting list / right to appeal as other applicants.

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Applications received on or after 8 December 2014 but before 18 March 2015

49.

Applications received after **8 December 2014** but before **18 March 2015** (the deadline for inclusion in any reallocation made on **22 April 2015**) will not be considered for places on **2 March 2015**, but will be included in the re-allocation of places on **22 April 2015** as defined above.

Applications received after 18 March 2015

50.

Late applications received after **18 March 2015** (the deadline for inclusion in any reallocation made on **22 April 2015**) must be made directly to the schools. Parents will apply using the In Year Casual Application Form (IYCAF). These will be considered by each school after **22 April 2015**, in accordance with the in year admissions process.

Cancelling applications

51.

Applications considered as 'on time' detailed in paragraph 7 and 47 can be cancelled or individual preferences can be removed by the applicant up to **20 January 2015** (the deadline for schools returning ranked lists). Requests must be made to the admissions team in writing. New preferences cannot be added to an application at this point. After this date, it is not possible to cancel applications or remove preferences as the offer allocation process will have started.

52.

Parents that have cancelled an 'on time' application may submit a late application, for consideration under the reallocation process. The deadline for these late applications is **18 March 2015**.

53.

Where an application is cancelled, parents cannot join a school's waiting list or appeal unless they submit a new application for the school through the in year admissions process after **22 April 2015**.

Appeals

54.

All parents have the statutory right to appeal against any decision refusing them a school place and must lodge their appeal by **31 March 2015** for it to be considered as on time.

55.

Where parents have lodged an appeal against the refusal of a place and a place becomes available at the school, the place can then be offered without an appeal being heard, provided there are no other applicants at that time ranked higher on the school's waiting list, which is held in accordance with the school's oversubscription criteria. *(Where the school is a grammar school, a place may only be offered if the child has been assessed as being suitable for a grammar school place and there are no other applicants at that time ranked higher on the school's waiting list.)*

Section 2 – Details of the Secondary In-Year Admissions Process for Schools

In-Year Casual Admission Form.

1

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

2.

Kent County Council will produce a standard form, known as the **In-Year Casual Admission Form (IYCAF)**, which Kent schools must use to allow applicants to apply for school places in any year group outside the normal admissions round. Applicants must use one form for each school they wish to apply for.

3.

As Kent is no longer co-ordinating In-Year admissions, applications to out of county schools and from out of county residents will not have a standard process and will instead depend on the process of the county in question. Kent residents who wish to apply for a place at an out of county school will need to either approach the school or local authority directly. This will vary between authorities.

4.

Out of county residents of authorities that co-ordinate In-Year admissions should complete their authority's Common Application Form and return it to their authority. Kent County Council has given permission to each authority to liaise directly with Kent schools. Out of county residents of authorities that do not co-ordinate are free to contact Kent schools directly to request a place. It is the responsibility of the out of county resident to ensure they apply by the appropriate method.

5.

Parents will be able to obtain information about the process, other authority processes and IYCAFs from Kent County Council's Admissions and Transport Office or from any local Kent school. Enquiries can also be made via e-mail (kentinyearadmissions@kent.gov.uk). Information and IYCAFs will also be available on the Kent County Council's website to read and print.

6.

Kent County Council will take all reasonable steps to ensure that all relevant information is available upon request to any parents who require it.

7.

The IYCAF will be used for the purpose of admitting pupils to a school in the year group applied for.

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8.

The IYCAF must be used by parents resident in the Kent County Council area as a means of expressing one preference for the purposes of section 86 of the School Standards and Framework Act 1998, for their child to be admitted to a school within the Kent County Council area (including VA and Foundation schools, Academies and Co-ordinating Free Schools and UTCs)

9.

Parents wishing to apply for more than one school must complete a separate form for each school. Completed forms must be returned directly to the school. Applications by Kent residents to out of county schools should be made to either the other local authority or school, depending on that county's In-Year process.

10.

The IYCAF will:

- (a) invite the parent to express a school preference.
- (b) invite parents to give their reasons for the preference and give details of any siblings that may be attending the preferred school.
- (c) explain that the parent must complete a form for each school they wish to apply for and return each form to the corresponding school.
- (d) explain that Kent County Council will be informed of any application and will monitor any subsequent offers that are made.
- (e) direct the parent to contact Kent County Council where they are unable to secure a school place.
- (f) explain where they can find information about applying to non-Kent schools.

11.

The LA will make appropriate arrangements to ensure:

- (a) that the IYCAF are available in paper form on request from Kent County Council and from all maintained secondary schools, Academies and Co-ordinating Free Schools and UTCs in the Kent County Council area; and
- (b) that the IYCAF is accompanied by a written explanation of the In-Year admissions process in an easy to follow format.

12.

IYCAFs for Kent schools must be returned to the school. Schools must process them no later than 5 school days from receipt.

Supplementary Information Forms (SIFs)

13.

All completed IYCAFs are valid applications. A school can ask parents who wish to nominate it, or have nominated it, on the IYCAF, to provide additional information on a Supplementary Information Form (SIF) only where the additional information is required for the governing body to apply its oversubscription criteria to the application. Where a SIF is required it must be requested from the school or Kent County Council (where supplied) and returned to the school. All schools that use SIFs must include the proposed form in

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their published admission arrangements.

14.

A SIF is not a valid application by itself: this can only be made on the IYCAF (or corresponding form if out of county applicants live in a county which co-ordinates In-Year admissions). When SIFs are received the school must ensure that the IYCAF or neighbouring LA's Common Application Form has been completed by the parent and, if not, contact the parent and ask them to complete one. Parents will not be under any obligation to complete any part of an individual school's supplementary information form where this is not strictly required for the governing body to apply its oversubscription criteria.

Schools which have entrance tests

15.

Parents wishing to apply for a Kent maintained school that tests pupils before admission are required to name the school on their IYCAF and contact the school regarding testing arrangements. In most circumstances schools will set their own entry tests other than for normal points of entry. Applications will be held as pending until results of these tests are available.

16.

a)

Children with Statements of Special Educational Need (SEN) –

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

Any application received for a child with a Statement of Special Educational Need will be referred directly to Kent County Council's Special Educational Needs team (SEN), who must have regard to Schedule 27 of the Education Act 1996 " the LA must name the maintained school that is preferred by parents providing that:

- the school is suitable for the child's age, ability and aptitude and the special educational needs set out in part 2 of the statement
- the child's attendance is not incompatible with the efficient education of other children in the school, and
- the placement is an efficient use of the LA's resources"

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

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

Other Authorities looking for Kent school places for statemented pupils will need to contact Kent County Council's SEN team in addition to the relevant school.

b)

Children in Local Authority Care (CiC) and Children Adopted from Care

When applications are made for young people in the care of other Local Authorities or who ceased to be so because they were adopted, Kent (as receiving authority) will confirm an

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

Where the placement has been made in an emergency, and this is not the case, Kent, as the receiving authority, will refer the matter to a school identified by the placing authority, to establish if an offer of a place can be provided. If the school is full and such a provision is not considered appropriate, Kent County Council will advise the home authority of alternative education provision that may be in the better interest of the child.

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

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

c)

Exceptional provision is made for the families of UK Service Personnel, Crown Servants and British Council employees, as required by the School Admissions Code. A confirmed address, or, in the absence of this, a Unit or “quartering area” address, will be accepted as the home address from which home-school distance will be calculated. This must be confirmed by a letter from the Commanding Officer or the Foreign Office. However, this does not guarantee a place at the parent’s preferred school for their child. Places cannot be held for an extended period of time, as this could create disadvantage other applications.

Determining Offers in Response to the IYCAF

17.

The school will notify applicants resident in Kent County Council area by letter the outcome of their application. Where appropriate, the letter will detail:

- (a) the starting date if a place is available;
- (b) the reasons why the child is not being offered a place, if a place is unavailable;
- (c) information about the statutory right of appeal against the decisions to refuse places.
- (d) information on how to apply for a place on the waiting list. (Parents cannot ask for their child to go on the waiting list for a grammar school unless the child has been assessed suitable for grammar school);
- (e) contact details for the school and Kent County Council and for the admission authorities of Foundation, VA schools, Academies and co-ordinating Free schools and UTCs where they were not offered a place, so that they can lodge an appeal

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with the governing body.

The letter will notify parents that they need to respond to accept or refuse the offer of a place within 10 school days.

18.

Kent residents who wish to apply for a place at an out of county school will need to either approach the school or local authority directly. This will vary between authorities. Depending on the other LA's determined process, the parent will confirm the acceptance or refusal of the place to the school or that school's LA.

19.

Kent pupils who have applied to schools and have not been offered a place can contact Kent County Council who will inform them where there is an available place at an alternative school. If no school in the local area has places available, the application may be referred to a local panel under the In Year Fair Access Protocol. If the child is already attending a school in the local area, no alternative place will be offered.

20.

Schools must inform Kent County Council of every offer that is made via the In Year Casual process to allow the necessary safeguarding checks to take place.

21.

Applicants who are not successful in gaining any place can contact Kent County Council and will be informed where there is an available place at an alternative school. Parents can then approach these schools to secure a place. These applicants will have the same access to a waiting list and right to appeal as other applicants.

Acceptance/Refusal of Places

22.

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

23.

The school will notify Kent County Council of places accepted/refused as soon as possible after receipt of the acceptance/refusal. A mechanism for this transfer will be specified by Kent County Council.

24.

Once a place has been accepted, a child must start at the school within a reasonable length of time. This would normally be 10 school days from receipt of acceptance, but schools may extend if they feel there are justifiable reasons to do so.

Waiting Lists

25.

Each oversubscribed school will keep a waiting list at least until the end of the first term. This will include details of all applicants who have named the school on the IYCAF but

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could not be offered a place and have asked to be placed on a waiting list. (*A grammar school can only put children on its waiting list if they have been assessed as suitable for a grammar school.*)

26.

Waiting lists will be maintained in order of priority, in accordance with the school's oversubscription criteria. If a school has reached its Published Admission Number it may not admit applicants other than through the Independent Appeal process, via the process detailed in the In Year Fair Access Protocol or where special arrangements relating to children in Local Authority Care or who ceased to be so because they were adopted or children with Statements of Special Education Needs apply. To maintain the database, schools will advise Kent County Council when a place has been offered to a pupil on a waiting list. Parents whose children are refused admission will be offered a right of appeal (even if their child's name has been put on the waiting list).

Appeals

27.

All parents have the statutory right to appeal against any decision refusing them a school place.

28.

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

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Section 3 – Glossary of Terms

Term	Definition
LA	A Local Authority
The LA	Kent County Council
The LA area	The area in respect of which Kent County Council is the Local Authority
Primary education	Has the same meaning as in section 2(1) of the Education Act 1996
Secondary education	Has the same meaning as in section 2(2) of the Education Act 1996
Primary school	Has the same meaning as in section 5(1) of the Education Act 1996
Secondary school	Has the same meaning as in section 5(2) of the Education Act 1996
School	A Community, Foundation, Voluntary Aided or Voluntary Controlled school and Academy (but not a special school) which is maintained.
Foundation schools	Such of the schools as are Foundation schools. The governing body is the admissions authority for these schools.
VA schools	Such of the schools as are Voluntary Aided schools, the governing body of these schools is the admission authority. These schools are church schools, and governors must have regard to the relevant diocesan board when setting admissions arrangements.
VC schools	Such of the schools as are Voluntary Controlled schools
Academies	Such schools which have been established under section 482 of the Education Act 1996 (as amended by section 65 of the Education Act 2002) and/or those established under the Academies Act 2010.
Free Schools	Such of the schools as are Free Schools. All-ability, state-funded school set up in response to what local people say they want and need in order to improve education for their children.
UTC	University Technical Colleges - technical academies for 14- to 19-year-olds. They have university and employer sponsors and combine practical and academic studies. UTCs specialise in subjects that need modern, technical, industry-standard equipment – such as engineering and construction – which are taught alongside business skills and the use of ICT.
Admission authority	In relation to a community or voluntary controlled school means the LA and, in relation to a trust, foundation or VA school and Academy, means the governing body of that school
Admission arrangements	Means the arrangements for a particular school or schools which govern the procedures and decision making for the purposes of admitting pupils to the school
Eligible for a place	Means that a child has been placed on a school's ranked list at such a point as falls within the school's published admission

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	number.
SCAF	Secondary Common Application Form, completed online or on paper
IYCAF	In Year Casual Admission Form – this is the form used by parents to apply for a school place outside of a school’s normal point of entry.
SIF	Supplementary Information Form – This is a form used by some Academies, Foundation and Voluntary Aided schools which may use them to collect additional information at the time of application in order for them to apply their over subscription criteria. They are most commonly used by Faith Schools to collect details in relation to a level of commitment to Faith which can be a factor in the priority given to applicants. A supplementary information form can only collect information which is directly related to the oversubscription criteria published for a school.
PAN	Published Admission Number – this is the number of pupils a school is able to admit before it reaches capacity. School admissions authorities must consult on and determine a school’s PAN.
Late Application	an application sent to the LA after the closing date where the child has not been considered for a place at any school through the Secondary Transfer Scheme, or where applicants have moved house and their original preferences are no longer suitable.
Reallocation Process	the process by which vacant places are allocated from 17 April onwards
The Kent grammar school tests	Tests in Verbal reasoning, Non-Verbal reasoning and Mathematics devised by an external body (GL Assessment) for admission to Kent grammar schools
The Kent Procedure for Entrance to Secondary Education (PESE)	the system for determining entry to Kent Grammar Schools

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Dated: 15th January 2014

Appendix C (1)

Kent County Council

Proposed Admissions Arrangements for Academic Year 2015/16

Community and Voluntary Controlled Primary, Infant, Junior Schools in Kent

Produced by:
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Introduction / Background

Each year, Kent County Council is required to determine its admissions arrangements. They must include:

- The over-subscription criteria / arrangements for entry to those schools for whom Kent County Council is the admission authority (Community and Voluntary Controlled schools).
- The Published Admission Number for those schools
- Relevant Consultation areas

At the time of going to print, arrangements for the schools listed at the back of this paper identifying the Published Admissions Numbers are those schools for which Kent County Council is the admissions authority. Some schools may be in the process of becoming academies. Where this is the case arrangements determined through this consultation will transfer to the academy and if it then chooses to amend admissions arrangements in the future it will be through its own consultation on changes for future admissions years.

Proposed Oversubscription Criteria for Community and Voluntary Controlled Infant Junior and Primary Schools (*except Eastchurch CE Primary School & Thurnham Infant School*)

The over-subscription criteria for all Community and Voluntary Controlled primary schools are as follows. If the number of preferences for the school is more than the number of spaces available, places will be allocated in the following priority order:

- **Children in Local Authority Care or Previously in Local Authority Care** – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.
- **Attendance at a linked school** – where admission links have been established between the infant and junior school concerned, children attending the infant school are given priority for admission to the junior school.
- **Current Family Association** - a brother or sister in the same school at the time of entry where the family continue to live at the same address as when the sibling was admitted – or – if they have moved – live within 2 miles of the school, or have moved to a property that is nearer to the school than the previous property as defined by the 'Nearness' criterion' (below).

Linked infant and junior schools are considered to be the same school for this criterion. If sibling priority is lost (as above), it will not be reinstated when a child transfers from an infant school to the linked junior school.

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Where a child is transferring from Year 2 and would not be attending the infant school from the start of the next academic year, but applied for the linked junior school, the sibling link would not be broken for a child applying for the infant school.

In this context brother or sister means children who live as brother and sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters, foster brothers or sisters.

- **Health and Special Access Reasons** – Medical, health, social and special access reasons will be applied in accordance with the school’s legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents’/guardians’ physical or mental health or social needs mean that they have a demonstrable and significant need to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.
- **Nearness of children's homes to school** - we use the distance between the child’s permanent home address and the school, measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child’s home to a point defined as within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for an oversubscribed Community or Voluntary Controlled school, these straight line measurements are used to determine how close each applicant’s address is to the school.

Where new build housing development requires a new school or the significant enlargement of an existing school the ‘Nearness’ criterion will allow for a catchment area (defined by a map) to be created for the relevant school. This will be included in the Statutory Public Notice and admissions determination and will be valid for a period not exceeding three rounds of admissions.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority. In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

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

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The over-subscription criteria for **Eastchurch CE Primary School** on the Isle of Sheppey are as follows. If the number of preferences for the school is more than the number of spaces available, places will be allocated in the following priority order :

- **Children in Local Authority Care or Previously in Local Authority Care** – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.
- **Current Family Association** - a brother or sister in the same school at the time of entry where the family continue to live at the same address as when the sibling was admitted – or – if they have moved – live within 2 miles of the school, or have moved to a property that is nearer to the school than the previous property as defined by the 'Nearness' criterion' (below). In this context brother or sister means children who live as brother and sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters, foster brothers or sisters.
- **Health and Special Access Reasons** – Medical, health, social and special access reasons will be applied in accordance with the school's legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or mental health or social needs means that they have a demonstrable and significant need to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.
- **Nearness of children's homes to a point equidistant between the Eastchurch site and the Warden Bay site of Eastchurch CE Primary School** - we use the distance between the child's permanent home address and the equidistant point between the Eastchurch site and the Warden Bay site of Eastchurch CE Primary School. This is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a defined point equidistant between the two school sites as specified by Ordnance Survey. The same coordinate for the equidistant point is used for everybody. These straight line measurements are used to determine how close each applicant's address is to the equidistant point and children will be ranked in order of shortest distance first.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority. In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings,

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even if doing so takes the school above its PAN. If the admissions are to Year R, and so result in a breach of infant class size legislation, the additional pupil(s) will be treated as “excepted” for the time they are in an infant class or until the numbers fall back to the current infant class size limit, as defined in the School Admissions Code.

The over-subscription criteria for **Thurnham CE Infant School** are as follows. If the number of preferences for the school is more than the number of spaces available, places will be allocated in the following priority order :

- **Children in Local Authority Care or Previously in Local Authority Care** – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.
- **Current Family Association** - a brother or sister in Thurnham school at the time of entry where the family continue to live at the same address as when the sibling was admitted – or – if they have moved – live within 2 miles of the school, or have moved to a property that is nearer to the school than the previous property as defined by the ‘Nearness’ criterion’ (below). Thurnham Infant School is linked to Roseacre Junior School for the purpose of admissions and the schools are considered to be the same school for this criterion. A sibling link will also continue to apply for a year R application for Thurnham Infant School where a sibling is transferring from year 2 of Thurnham Infant School having applied for a place in year 3 at Roseacre Junior School and there is an expectation that the child will be taking up the place in year 3. In this context brother or sister means children who live as brother and sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters, foster brothers or sisters.
- **Health and Special Access Reasons** – Medical, health, social and special access reasons will be applied in accordance with the school’s legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend Thurnham school. Equally this priority will apply to children whose parents’/guardians’ physical or mental health or social needs mean that they have a demonstrable and significant need to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and Thurnham school.
- **Nearness of children's homes to school** - we use the distance between the child’s permanent home address and the school, measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child’s home to a point defined as within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for Thurnham School, these straight line measurements are used to determine how close each applicant’s address is to the school.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority.

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In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

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

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Linked Infant and Junior Schools

DFE NO	Infant School Name	Linked With	DFE NO	Junior School Name
2574	Downs View Infant School	<u>Linked With</u>	3133	Kennington Church of England Junior School
2263	Herne Bay Infant School	<u>Linked With</u>	5206	Herne Bay Junior School *
3295	Herne CE Infant & Nursery School	<u>Linked With</u>	3338	Herne CE (Aided) Junior School *
2536	Loose Infant School**	<u>Linked With</u>	2170	Loose Junior School**
2520	Madginford Park Infant School**	<u>Linked With</u>	2491	Madginford Park Junior School**
2622	Murston Nursery and Infant School	<u>Linked With</u>	2252	Murston Junior School
2513	Oaks Community Infant School	<u>Linked With</u>	2463	Minterne Community Junior School
2459	Riverhead Infant School	<u>Linked With</u>	2141	Amherst School (Academy) Trust *
2462	Riverview Infant School	<u>Linked With</u>	2444	Riverview Junior School
2626	Sandwich Infant School	<u>Linked With</u>	2627	Sandwich Junior School
2119	Shears Green Infant School	<u>Linked With</u>	2431	Shears Green Junior School
2069	St Albans Road Infant School	<u>Linked With</u>	2005	York Road Junior Academy and Language Unit *
2337	St Crispin's Community Infant School	<u>Linked With</u>	3181	St Saviour's Church of England Junior School
3322	St James' Church of England Infant School *	<u>Linked With</u>	3049	St James's Church of England Junior School
3073	St Michael's Church of England Infant School	<u>Linked With</u>	3072	St Michael's Church of England Junior School
2328	St Mildred's Infant School	<u>Linked With</u>	2523	Upton Junior School
2474	St Paul's Infant School	<u>Linked With</u>	2175	North Borough Junior School
2611	St Stephen's Infant School	<u>Linked With</u>	2608	St. Stephen's Junior School *
2290	Tenterden Infant School	<u>Linked With</u>	3144	Tenterden Church of England Junior School
3081	Thurnham Church of England Infant School	<u>Linked With</u>	5203	Roseacre Junior School*
2276	Willesborough Infant School	<u>Linked With</u>	5226	Willesborough Junior School *
2484	Woodlands Infant School	<u>Linked With</u>	2453	Woodlands Junior School

* Own admission authority Schools

** Currently consulting to become all-through Primary schools

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Proposed Published Admission Numbers for Community and Voluntary Controlled Infant, Junior and Primary Schools in Kent:

DfE no.	School name	District	Sub Type	Status	2015 Published Admission Number
2270	Aldington Primary School	Ashford	Primary	Community	30
2272	East Stour Primary School	Ashford	Primary	Community	60
2275	Victoria Road Primary School	Ashford	Primary	Community	30
2276	Willesborough Infant School	Ashford	Infant	Community	120
2278	Bethersden Primary School	Ashford	Primary	Community	20
2279	Brook Community Primary School	Ashford	Primary	Community	15
2280	Challock Primary School	Ashford	Primary	Community	30
2282	Great Chart Primary School	Ashford	Primary	Community	60
2285	Mersham Primary School	Ashford	Primary	Community	30
2287	Rolvenden Primary School	Ashford	Primary	Community	14
2289	Smeeth Community Primary School	Ashford	Primary	Community	20
2290	Tenterden Infant School	Ashford	Infant	Community	60
2574	Downs View Infant School	Ashford	Infant	Community	90
2625	Godinton Primary School	Ashford	Primary	Community	60
3133	Kennington CEJ School	Ashford	Junior	Voluntary Controlled	90
3134	John Mayne CEP School	Ashford	Primary	Voluntary Controlled	20
3136	Brabourne CEP School	Ashford	Primary	Voluntary Controlled	15
3138	St. Mary's CEP School, Chilham	Ashford	Primary	Voluntary Controlled	15
3139	High Halden CEP School	Ashford	Primary	Voluntary Controlled	15
3140	Kingsnorth CEP School	Ashford	Primary	Voluntary Controlled	60
3143	St. Michael's CEP School	Ashford	Primary	Voluntary Controlled	30
3144	Tenterden CEJ School	Ashford	Junior	Voluntary Controlled	60
3145	Woodchurch CEP School	Ashford	Primary	Voluntary Controlled	20
3199	Egerton CEP School	Ashford	Primary	Voluntary Controlled	30
3284	Lady Joanna Thornhill (Endowed) Primary School	Ashford	Primary	Voluntary Controlled	60
3893	Phoenix Community Primary School	Ashford	Primary	Community	30
3905	Beaver Green Community Primary School	Ashford	Primary	Community	60
3909	Ashford Oaks Community Primary School	Ashford	Primary	Community	60
3920	Goat Lees Primary School	Ashford	Primary	New school	30
2258	Blean Primary School	Canterbury	Primary	Community	60
2259	Chartham Primary School	Canterbury	Primary	Community	45
2263	Herne Bay Infant School	Canterbury	Infant	Community	120
2265	Hoath Primary School	Canterbury	Primary	Community	9
2268	Westmeads Community Infant School	Canterbury	Infant	Community	60
2269	Whitstable Junior School	Canterbury	Junior	Community	75
2569	Briary Primary School	Canterbury	Primary	Community	60
2000	St John's CofE Primary School	Canterbury	Primary	Voluntary Controlled	60
2607	Parkside Community Primary School	Canterbury	Primary	Community	30
2611	St. Stephen's Infant School	Canterbury	Infant	Community	90
2643	Swalecliffe Community Primary School	Canterbury	Primary	Community	90
3119	Adisham CEP School***	Canterbury	Primary	Voluntary Controlled	20
3120	Barham CEP School	Canterbury	Primary	Voluntary Controlled	30
3122	Bridge & Patricbourne CEP School	Canterbury	Primary	Voluntary Controlled	60
3123	Chislet CEP School	Canterbury	Primary	Voluntary Controlled	12
3124	Reculver CEP School	Canterbury	Primary	Voluntary Controlled	75

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3126	Littlebourne CEP School	Canterbury	Primary	Voluntary Controlled	15
3129	St. Alphege CEI School	Canterbury	Infant	Voluntary Controlled	60
3130	Wickhambreaux CEP School	Canterbury	Primary	Voluntary Controlled	15
3289	St. Peter's Methodist Primary School, Canterbury	Canterbury	Primary	Voluntary Controlled	30
3295	Herne CEI School	Canterbury	Infant	Voluntary Controlled	90
3910	Joy Lane Primary School	Canterbury	Primary	Community	60
2062	Darenth Community Primary School	Dartford	Primary	Community	30
2066	Maypole Primary School	Dartford	Primary	Community	60
2069	St. Albans Road Infant School	Dartford	Infant	Community	90
2072	Westgate Primary School	Dartford	Primary	Community	30
2120	Bean Primary School	Dartford	Primary	Community	30
2123	<i>Knockhall Community Primary School***</i>	<i>Dartford</i>	<i>Primary</i>	<i>Community</i>	90
2657	Temple Hill Community Primary and Nursery School	Dartford	Primary	Community	60 (75)
2676	West Hill Primary School	Dartford	Primary	Community	70
2689	Craylands School, The	Dartford	Primary	Community	30
3020	Sedley's CEP School	Dartford	Primary	Voluntary Controlled	15
3021	Stone St. Mary's CEP School	Dartford	Primary	Voluntary Controlled	90
3296	Langafel CEP School	Dartford	Primary	Voluntary Controlled	45
3914	Oakfield Community Primary School	Dartford	Primary	Community	90
3915	Manor Community Primary School	Dartford	Primary	Community	90
3919	Dartford Bridge Community Primary School	Dartford	Primary	Community	60
5229	Fleetdown Primary School	Dartford	Primary	Community	90
2309	Priory Fields School	Dover	Primary	Community	60
2312	River Primary School	Dover	Primary	Community	60
2313	St. Martin's School	Dover	Primary	Community	30
2318	Langdon Primary School	Dover	Primary	Community	10
2320	Eythorne Elvington Community Primary School	Dover	Primary	Community	20
2321	Lydden Primary School	Dover	Primary	Community	12
2322	Preston Primary School	Dover	Primary	Community	20
2326	Wingham Primary School	Dover	Primary	Community	30
2327	Worth Primary School	Dover	Primary	Community	10
2454	Aycliffe Community Primary School	Dover	Primary	Community	20
2471	Whitfield and Aspen School	Dover	Primary	Community	52 (58)
2531	Vale View Community School	Dover	Primary	Community	30
2532	St. Margaret's-at-Cliffe Primary School	Dover	Primary	Community	30
2559	Capel-le-Ferne Primary School	Dover	Primary	Community	30
2626	Sandwich Infant School	Dover	Infant	Community	56
2627	Sandwich Junior School	Dover	Junior	Community	60
2648	Aylesham Primary School	Dover	Primary	Community	60
2659	Sandown School	Dover	Primary	Community	60
3163	Downs CEP School, The	Dover	Primary	Voluntary Controlled	60
3167	Eastry CEP School	Dover	Primary	Voluntary Controlled	30
3168	Goodnestone CEP School	Dover	Primary	Voluntary Controlled	10
3169	Guston CEP School	Dover	Primary	Voluntary Controlled	22
3171	Nonington CEP School	Dover	Primary	Voluntary Controlled	12
3172	Northbourne CEP School	Dover	Primary	Voluntary Controlled	20
3173	<i>Kingsdown & Ringwould CEP School***</i>	<i>Dover</i>	<i>Primary</i>	<i>Voluntary Controlled</i>	30
3175	Sibertswold CEP School	Dover	Primary	Voluntary Controlled	30
3911	Hornbeam Primary School	Dover	Primary	Community	30
3916	Green Park Community Primary School	Dover	Primary	Community	45
2094	Cobham Primary School	Gravesham	Primary	Community	30
2095	Cecil Road Primary and Nursery School	Gravesham	Primary	Community	54
2109	Higham Primary School	Gravesham	Primary	Community	30

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2110	Culverstone Green Primary School	Gravesham	Primary	Community	30
2116	Lawn Primary School	Gravesham	Primary	Community	30 (20)
2119	Shears Green Infant School	Gravesham	Infant	Community	120
2431	Shears Green Junior School	Gravesham	Junior	Community	120
2444	Riverview Junior School	Gravesham	Junior	Community	120
2458	Istead Rise Primary School	Gravesham	Primary	Community	45
2462	Riverview Infant School	Gravesham	Infant	Community	120
2509	Singlewell Primary School	Gravesham	Primary	Community	30
2519	Vigo Village School	Gravesham	Primary	Community	30
2525	Painters Ash Primary School	Gravesham	Primary	Community	60
2658	Westcourt School	Gravesham	Primary	Community	30
2666	Wrotham Road Primary School	Gravesham	Primary	Community	60
2674	<i>Kings Farm Primary School***</i>	<i>Gravesham</i>	<i>Primary</i>	<i>Community</i>	52
3018	Rosherville CEP School	Gravesham	Primary	Voluntary Controlled	20
3019	Shorne CEP School	Gravesham	Primary	Voluntary Controlled	30
3900	<i>Whitehill Primary School***</i>	<i>Gravesham</i>	<i>Primary</i>	<i>Community</i>	90
2161	Boughton Monchelsea Primary School	Maidstone	Primary	Community	30
2163	East Farleigh Primary School	Maidstone	Primary	Community	30
2165	Headcorn Primary School	Maidstone	Primary	Community	30
2166	Hollingbourne Primary School	Maidstone	Primary	Community	15
2168	Lenham Primary School	Maidstone	Primary	Community	30
2169	Platts Heath Primary School	Maidstone	Primary	Community	13
2170	Loose Junior School	Maidstone	Junior	Community	90
2171	Brunswick House Primary School	Maidstone	Primary	Community	60
2172	East Borough Primary School	Maidstone	Primary	Community	60
2175	North Borough Junior School	Maidstone	Junior	Community	75
2176	Park Way Primary School	Maidstone	Primary	Community	45
2180	South Borough Primary School	Maidstone	Primary	Community	30
2183	Marden Primary School	Maidstone	Primary	Community	40
2192	Staplehurst School	Maidstone	Primary	Community	75
2193	Sutton Valence Primary School	Maidstone	Primary	Community	30
2474	St. Paul's Infant School	Maidstone	Infant	Community	90
2491	Madginford Park Junior School	Maidstone	Junior	Community	90
2520	Madginford Park Infant School	Maidstone	Infant	Community	90
2536	Loose Infant School	Maidstone	Infant	Community	90
2548	Barming Primary School	Maidstone	Primary	Community	60
2552	Sandling Primary School	Maidstone	Primary	Community	60
2578	Kingswood Primary School	Maidstone	Primary	Community	20
2586	Senacre Wood Primary School	Maidstone	Primary	Community	30
2653	West Borough Primary School	Maidstone	Primary	Community	60
2677	Coxheath Primary School	Maidstone	Primary	Community	60
3061	Bredhurst CEP School	Maidstone	Primary	Voluntary Controlled	15
3067	Harrietsham CEP School	Maidstone	Primary	Voluntary Controlled	30 (20)
3069	Leeds & Broomfield CEP School	Maidstone	Primary	Voluntary Controlled	15
3072	St. Michael's CEJ School, Maidstone	Maidstone	Junior	Voluntary Controlled	45
3073	St. Michael's CEI School, Maidstone	Maidstone	Infant	Voluntary Controlled	40
3081	Thurnham CEI School	Maidstone	Infant	Voluntary Controlled	90
3083	Ulcombe CEP School	Maidstone	Primary	Voluntary Controlled	13
3090	St. Margaret's CEP School, Collier Street	Maidstone	Primary	Voluntary Controlled	17
3091	Laddingford St. Mary's CEP School	Maidstone	Primary	Voluntary Controlled	13
3092	Yalding St. Peter & St. Paul CEP School	Maidstone	Primary	Voluntary Controlled	24
3898	Greenfields Community Primary School	Maidstone	Primary	Community	45
3906	Palace Wood Primary School	Maidstone	Primary	Community	60
2088	Crockenhill Primary School	Sevenoaks	Primary	Community	30
2130	Dunton Green Primary School	Sevenoaks	Primary	Community	30
2133	Halstead Community Primary School	Sevenoaks	Primary	Community	25

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2134	Four Elms Primary School	Sevenoaks	Primary	Community	16
2136	Kemsing Primary School	Sevenoaks	Primary	Community	30
2137	Leigh Primary School	Sevenoaks	Primary	Community	20
2138	Otford Primary School	Sevenoaks	Primary	Community	60
2147	Weald Community Primary School	Sevenoaks	Primary	Community	25
2148	Shoreham Village School	Sevenoaks	Primary	Community	15
2459	Riverhead Infant School	Sevenoaks	Infant	Community	90
2615	High Firs Primary School	Sevenoaks	Primary	Community	30
2632	Sevenoaks Primary School	Sevenoaks	Primary	Community	90
2636	Edenbridge Primary School	Sevenoaks	Primary	Community	60
2682	New Ash Green Primary School	Sevenoaks	Primary	Community	60
3010	St. Paul's CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3015	Fawkham CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3035	Seal CEP School	Sevenoaks	Primary	Voluntary Controlled	30
3037	St. John's CEP School, Sevenoaks	Sevenoaks	Primary	Voluntary Controlled	30
3043	Sundridge & Brasted CEP School	Sevenoaks	Primary	Voluntary Controlled	15
3054	Crockham Hill CEP School	Sevenoaks	Primary	Voluntary Controlled	20
3055	Churchill CEP School	Sevenoaks	Primary	Voluntary Controlled	50
3201	St. Lawrence CEP School	Sevenoaks	Primary	Voluntary Controlled	10
3298	West Kingsdown C.E. (V.C.) Primary School	Sevenoaks	Primary	Voluntary Controlled	45
3896	Downsview Primary	Sevenoaks	Primary	Community	30
3907	Hextable Primary School	Sevenoaks	Primary	Community	60
2296	<i>Mundella Primary School***</i>	Shepway	Primary	Community	30
2298	Hawkinge Primary School	Shepway	Primary	Community	60 (45)
2300	Sellindge Primary School	Shepway	Primary	Community	15
2524	Palmarsh Primary School	Shepway	Primary	Community	15
2545	<i>Sandgate Primary School***</i>	Shepway	Primary	Community	60
2568	<i>Morehall Primary School***</i>	Shepway	Primary	Community	30
2645	Lydd Primary School	Shepway	Primary	Community	40
2650	Dymchurch Primary School	Shepway	Primary	Community	30
2691	St. Nicholas C of E Primary School	Shepway	Primary	Voluntary Controlled	54
2692	Churchill School, The	Shepway	Primary	Community	60
3137	Brookland CEP School	Shepway	Primary	Voluntary Controlled	15
3146	Bodsham CEP School	Shepway	Primary	Voluntary Controlled	13
3149	St. Martin's CEP School, Folkestone	Shepway	Primary	Voluntary Controlled	30
3150	St. Peter's CEP School, Folkestone	Shepway	Primary	Voluntary Controlled	15
3153	Seabrook CEP School	Shepway	Primary	Voluntary Controlled	15
3154	Lyminge CEP School	Shepway	Primary	Voluntary Controlled	30
3155	Lympne CEP School	Shepway	Primary	Voluntary Controlled	30
3158	Stelling Minnis CEP School	Shepway	Primary	Voluntary Controlled	15
3159	Stowting CEP School	Shepway	Primary	Voluntary Controlled	15
3160	Selsted CEP School	Shepway	Primary	Voluntary Controlled	15
3200	Brenzett CEP School	Shepway	Primary	Voluntary Controlled	20
3902	Hythe Bay C of E Primary School	Shepway	Primary	Voluntary Controlled	60
3904	Castle Hill Community Primary School	Shepway	Primary	Community	58
2223	<i>Bobbing Village School***</i>	Swale	Primary	Community	30
2226	Eastling Primary School	Swale	Primary	Community	15
2227	Ethelbert Road Primary School	Swale	Primary	Community	30
2228	Davington Primary School	Swale	Primary	Community	60
2230	<i>Iwade Community Primary School***</i>	Swale	Primary	Community	60
2231	Lower Halstow School	Swale	Primary	Community	30
2235	Minster in Sheppey Primary School	Swale	Primary	Community	60
2237	Queenborough Primary School	Swale	Primary	Community	60
2239	Rodmersham School	Swale	Primary	Community	10
2242	<i>Richmond Primary School***</i>	Swale	Primary	Community	60
2245	Rose Street School	Swale	Primary	Community	30

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2252	Murston Junior School	Swale	Junior	Community	45
2254	Canterbury Road Primary School	Swale	Primary	Community	30
2434	West Minster Primary School	Swale	Primary	Community	60
2463	Minterne Community Junior School	Swale	Junior	Community	90
2513	Oaks Community Infant School, The	Swale	Infant	Community	90
2516	Lansdowne Primary School	Swale	Primary	Community	60
2534	Bysing Wood Primary School	Swale	Primary	Community	30
2622	Murston Infant School	Swale	Infant	Community	45
2629	Holywell Primary School Upchurch	Swale	Primary	Community	30
3106	Eastchurch CEP School	Swale	Primary	Voluntary Controlled	60
3108	Ospringe CEP School	Swale	Primary	Voluntary Controlled	30
3109	Hernhill CEP School	Swale	Primary	Voluntary Controlled	30
3111	Newington CEP School	Swale	Primary	Voluntary Controlled	30
3117	Teynham Parochial CEP School	Swale	Primary	Voluntary Controlled	30
3282	Boughton-under-Blean & Dunkirk Primary School	Swale	Primary	Voluntary Controlled	30
2328	St. Mildred's Primary Infant School	Thanet	Infant	Community	90
2329	Callis Grange Nursery & Infant School	Thanet	Infant	Community	90
2337	St. Crispin's Community Primary Infant School	Thanet	Infant	Community	90
2340	Ellington Infant School	Thanet	Infant	Community	90
2345	Priory Infant School	Thanet	Infant	Community	60
2523	Upton Junior School	Thanet	Junior	Community	128
2596	Chilton Primary School	Thanet	Primary	Community	60
2603	Bromstone Primary School, Broadstairs	Thanet	Primary	Community	90 (60)
2672	Palm Bay Primary School	Thanet	Primary	Community	60
3178	Birchington CEP School	Thanet	Primary	Voluntary Controlled	60
3179	Holy Trinity & St. John's CEP School, Margate	Thanet	Primary	Voluntary Controlled	60
3181	St. Saviour's CEJ School	Thanet	Junior	Voluntary Controlled	90
3182	Minster CEP School	Thanet	Primary	Voluntary Controlled	60
3183	Monkton CEP School	Thanet	Primary	Voluntary Controlled	15
3186	St. Nicholas at Wade CEP School	Thanet	Primary	Voluntary Controlled	30
3917	Garlinge Primary School	Thanet	Primary	Community	90
3918	Newington Community Primary School and Nursery	Thanet	Primary	Community	90
2065	Discovery School, The	Tonbridge & Malling	Primary	Community	90
2132	Hadlow School	Tonbridge & Malling	Primary	Community	25
2155	Slade Primary School	Tonbridge & Malling	Primary	Community	45
2156	Sussex Road Community Primary School	Tonbridge & Malling	Primary	Community	60
2164	East Peckham Primary School	Tonbridge & Malling	Primary	Community	30
2167	Ightham Primary School	Tonbridge & Malling	Primary	Community	30
2185	Mereworth Community Primary School	Tonbridge & Malling	Primary	Community	30
2187	Offham Primary School	Tonbridge & Malling	Primary	Community	30
2188	Plaxtol Primary School	Tonbridge & Malling	Primary	Community	15 (16)
2189	Ryarsh Primary School	Tonbridge & Malling	Primary	Community	30
2190	Shipbourne School	Tonbridge & Malling	Primary	Community	8
2191	St. Katherine's School	Tonbridge & Malling	Primary	Community	90
2453	Woodlands Junior School	Tonbridge & Malling	Junior	Community	96
2484	Woodlands Infant School	Tonbridge & Malling	Infant	Community	90
2514	Brookfield Infant School	Tonbridge & Malling	Infant	Community	60
2530	Tunbury Primary School	Tonbridge & Malling	Primary	Community	87 (80)
2539	Stocks Green Primary School	Tonbridge & Malling	Primary	Community	30
2562	Lunsford Primary School	Tonbridge & Malling	Primary	Community	30
2661	Cage Green Primary School	Tonbridge & Malling	Primary	Community	60
2667	St. Stephen's (Tonbridge) Primary School	Tonbridge & Malling	Primary	Community	30
2680	Kings Hill School	Tonbridge & Malling	Primary	Community	60

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3033	Hildenborough CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	30
3057	St. Peter's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	24
3059	St. Mark's CEP School, Eccles	Tonbridge & Malling	Primary	Voluntary Controlled	20
3062	Burham CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	28
3079	Stansted CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	15
3082	Trottscliffe CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	12
3088	Wouldham, All Saint's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	20
3089	St. George's CEP School	Tonbridge & Malling	Primary	Voluntary Controlled	30
5223	Brookfield Junior School, Larkfield	Tonbridge & Malling	Junior	Community	60 (64)
2127	Paddock Wood Primary School	Tunbridge Wells	Primary	Community	90
2128	Capel Primary School	Tunbridge Wells	Primary	Community	30
2135	Horsmonden Primary School	Tunbridge Wells	Primary	Community	30
2139	Pembury School	Tunbridge Wells	Primary	Community	60 (90)
2142	Sandhurst Primary School	Tunbridge Wells	Primary	Community	30 (25)
2465	Claremont Primary School	Tunbridge Wells	Primary	Community	60
2482	Langton Green Primary School	Tunbridge Wells	Primary	Community	60
2490	Bishops Down Primary School	Tunbridge Wells	Primary	Community	30
2651	Broadwater Primary School	Tunbridge Wells	Primary	Community	30
3022	Benenden CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3023	Bidborough CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3027	Cranbrook CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3029	Goudhurst & Kilndown CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3032	Hawkhurst CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3034	Lamberhurst St. Mary's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	30
3049	St. James' CEJ School	Tunbridge Wells	Junior	Voluntary Controlled	90
3050	St. John's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	90
3052	St. Mark's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	60
3053	St. Peter's CEP School	Tunbridge Wells	Primary	Voluntary Controlled	20
3198	Frittenden CEP School	Tunbridge Wells	Primary	Voluntary Controlled	15
3294	St. Matthew's High Brooms CEP School	Tunbridge Wells	Primary	Voluntary Controlled	60
3297	Southborough CEP School	Tunbridge Wells	Primary	Voluntary Controlled	90

*** Please note at time of going to consultation these schools are awaiting an academy order

Appendix C (3)

Proposed Statutory Consultation Area

Kent County Council is required to define “relevant areas” within which the admissions authorities of all maintained schools must conduct their annual statutory consultation. The relevant statutory consultation areas are those included within a 3 mile radius of the primary school concerned. However because the consultation is distributed across all Kent Admissions Authorities via the Kent County Council Website, admissions authorities and parents outside of the relevant areas are also able to view arrangements. If respondents are located outside of the 3 mile radius of the Primary school in question Kent County Council may chose not to have regard to the comments.

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Dated: 15th January 2014

Appendix D (1)

Kent County Council

Proposed Admissions Arrangements for Academic Year 2015/16

Community and Voluntary Controlled Secondary Schools in Kent

Produced by:
Admissions and Transport

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Introduction / Background

Each year, Kent County Council is required to determine its admissions arrangements. They must include:

- The over-subscription criteria / arrangements for entry to those schools for whom Kent County Council is the admission authority (Community and Voluntary Controlled schools).
- The Published Admission Number for those schools
- Relevant Consultation areas

At the time of going to print, arrangements for the schools listed at the back of this paper identifying the Published Admissions Numbers are those schools for which Kent County Council is the admissions authority. Some schools will be in the process of becoming academies. Where this is the case arrangements determined through this consultation will transfer to the academy and if it then chooses to amend admissions arrangements in the future it will be through its own consultation on changes for future admissions years.

Proposed Oversubscription Criteria for Community and Voluntary Controlled Secondary Schools

Following the Schools Adjudicator's decision in 2007 that Dover Grammar School for Boys will continue to use a dual testing arrangement to determine eligibility for admission (the "Dover test" as well as Kent's PESE), provision was made for the same arrangements to apply to the Dover Grammar School for Girls at the time – consequently in 2015 Dover Grammar School for Girls will continue to include in its oversubscription criteria that: "Entry is through the Kent age 11 assessment procedure or the Dover test."

Oversubscription criteria for Community and Voluntary controlled secondary schools will be applied in the following order:

Children in Local Authority Care or Previously in Local Authority Care – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.

Current Family Association - a brother or sister attending the school when the child starts. In this context brother or sister means children who live as brother or sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters and foster brothers and sisters.

Health and Special Access Reasons - Medical / Health and Special Access Reasons will be applied in accordance with the school's legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or

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mental health or social need means there is a demonstrable and significant need for their child to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.

Nearness of children's homes to school – The distance between the child's permanent home address and the school is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a point defined as within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for an oversubscribed Community or Voluntary Controlled school, these straight line measurements are used to determine how close each applicant's address is to the school.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority. In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN.

Proposed Oversubscription criteria for Tunbridge Wells Grammar School for Boys will be applied in the following priority order:

Entry to the school is through the Kent Assessment Procedure

Children in Local Authority Care or Previously in Local Authority Care – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.

Current Family Association - a brother or sister attending the school when the child starts. In this context brother or sister means children who live as brother or sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters and foster brothers and sisters.

Health and Special Access Reasons - Medical / Health and Special Access Reasons will be applied in accordance with the school's legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or mental health or social need means there is a demonstrable and significant need for their child to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.

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Children who live within a 3 mile radius of the school Children will be ranked according to the distance from their home to the Tunbridge Wells Grammar school for Boys with those living closest being ranked highest. The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

Children who live in the named parishes below – Children will be ranked according to the distance from their home to the Tunbridge Wells Grammar School for Boys with those living closest being ranked highest. The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

Bidborough	Hildenborough	Sevenoaks
Brasted	Ightham	Sevenoaks Weald
Capel	Knockholt	Shipbourne
Chevening	Kemsing	Shoreham
Chiddingstone	Leigh	Southborough
Cowden	Otford	Speldhurst
Dunton Green	Plaxtol	Sundridge
Edenbridge	Pembury	Tonbridge
Hadlow	Penshurst	Tunbridge Wells
Halstead	Riverhead	Westerham
Hever	Seal	

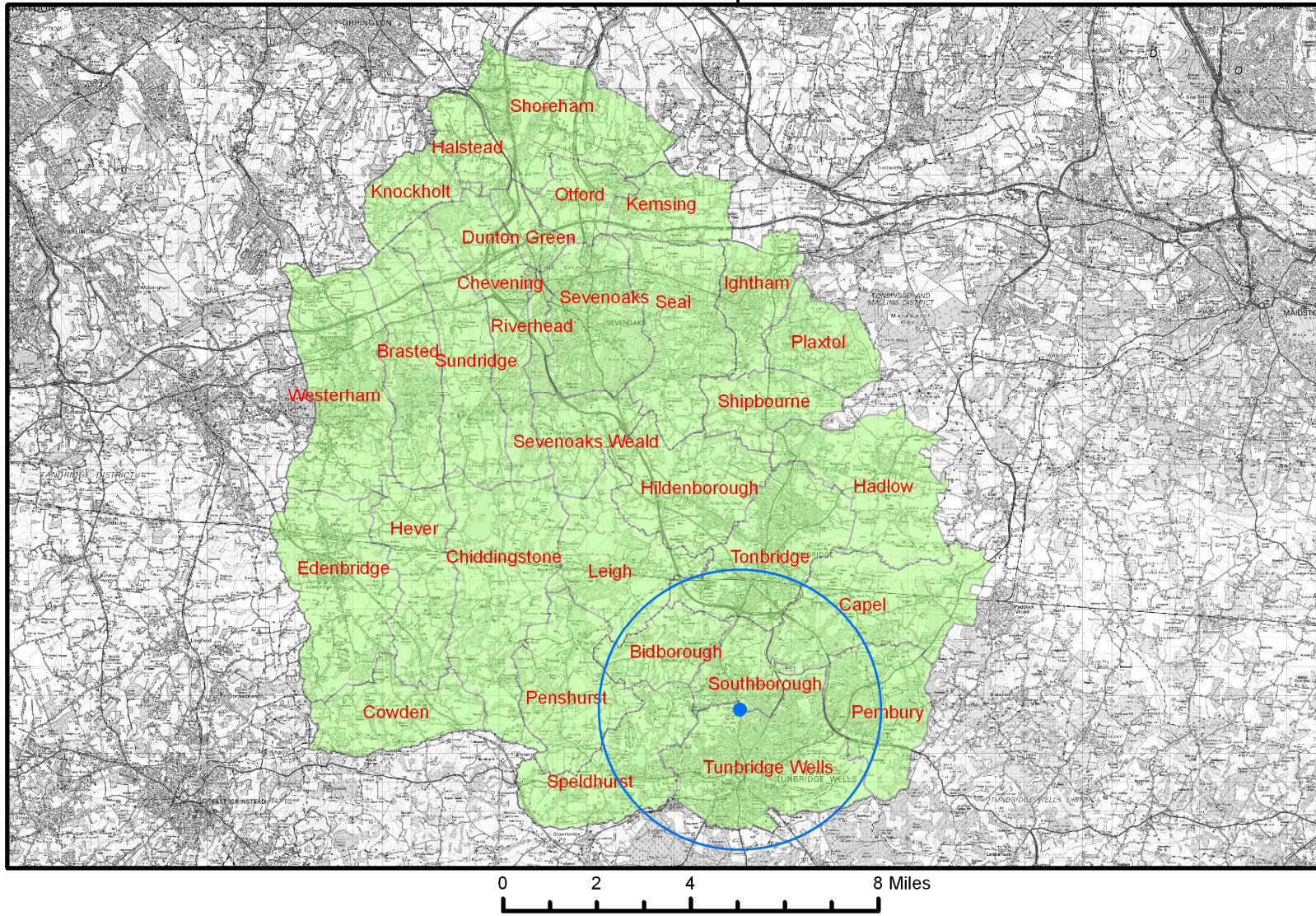
Nearness of all other children's homes to school – The distance between the child's permanent home address and the school is measured in a straight line using Ordnance Survey address point data. Distances are measured from a point defined as within the child's home to a point defined as within the school as specified by Ordnance Survey. The same address point on the school site is used for everybody. When we apply the distance criterion for an oversubscribed Community or Voluntary Controlled school, these straight line measurements are used to determine how close each applicant's address is to the school.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority. In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN.

A map displaying the priority catchment area is provided overleaf:

Tunbridge Wells Grammar for Boys School and selected parishes



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Dated 26/10/2011

K:\A&T\System team\maps\Secondary
TWGSB parishes

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*****Proposed Oversubscription criteria for The North School will be applied in the following priority order:**

Children in Local Authority Care or Previously in Local Authority Care – a child under the age of 18 years for whom the local authority provides accommodation by agreement with their parents/carers (Section 22 of the Children Act 1989) or who ceased to be so because they became subject to an adoption, residence or special guardianship order under Part IV of the Act.

Current Family Association - a brother or sister attending the school when the child starts. In this context brother or sister means children who live as brother or sister in the same house, including natural brothers or sisters, adopted siblings, stepbrothers or sisters and foster brothers and sisters.

Health and Special Access Reasons - Medical / Health and Special Access Reasons will be applied in accordance with the school's legal obligations, in particular those under the Equality Act 2010. Priority will be given to those children whose mental or physical impairment means they have a demonstrable and significant need to attend a particular school. Equally this priority will apply to children whose parents'/guardians', physical or mental health or social need means there is a demonstrable and significant need for their child to attend a particular school. Such claims will need to be supported by written evidence from a suitably qualified medical or other practitioner who can demonstrate a special connection between these needs and the particular school.

Children who live nearer to The North School than any other maintained non selective secondary school or academy – Children will be ranked according to the distance from their home to the North School with those living closest being ranked highest. The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

Children who live nearer to any other maintained non selective secondary school or academy than The North School – Children for whom the North School is not their nearest non selective secondary school or academy will be ranked according to the distance from their home to the North School with those living closest being ranked highest. The distance is measured between the child's permanent address and the school in a straight line using Ordnance Survey address point data. Distances are measured from a point within the child's home to a similarly defined point within the school as specified by Ordnance Survey.

In the event of any of the above criteria being oversubscribed, priority will be given based on distance as described above with those closest being given higher priority. In the unlikely event that two or more children in all other ways have equal eligibility for the last available place at the school, the names will be issued a number and drawn randomly to decide which child should be given the place.

If siblings from multiple births (twins, triplets, etc) apply for a school and the school would reach its Published Admission Number (PAN) after admitting one or more, but before admitting all of those siblings, the LA will offer a place to each of the siblings, even if doing so takes the school above its PAN.

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***** Note that at time of Kent County Council's consultation The North School is awaiting an academy order and may therefore change status and indeed consult on alternative admissions arrangements for 2015 (through a separate consultation).**

Appendix D (2)

Proposed Published Admission Numbers for Community and Voluntary Controlled Secondary Schools in Kent:

DfE no.	School name	District	Sub Type	Status	2014 Published Admission Number
4246	<i>North School, The***</i>	Ashford	High	Community	215
4091	Community College Whitstable, The	Canterbury	High	Community	210
4534	Simon Langton Girls' Grammar School	Canterbury	Grammar	Voluntary Controlled	165 (155)
4026	Dartford Science and Technology College	Dartford	High	Community	145
4109	Dover Grammar School for Girls	Dover	Grammar	Community	120
4059	Swadelands School	Maidstone	High	Community	150
4523	Maidstone Grammar School for Girls	Maidstone	Grammar	Voluntary Controlled	180
4045	Tunbridge Wells Grammar School for Boys	Tunbridge Wells	Grammar	Community	180

**** Please note at time of going to consultation these schools are awaiting an academy order.*

Appendix D (3)

Proposed Statutory Consultation Area for Kent Secondary schools

The LA is required to define “relevant areas” within which the admissions authorities of all maintained schools must conduct their statutory consultation. Admission authorities for all maintained secondary schools within the relevant area must consult the admission authorities for all maintained primary, middle and secondary schools in the area. An academy must consult in the way that other admission authorities do, but cannot alter its admission arrangements without the approval of the Secretary of State. Consultations must take place at least every seven years and in any year that changes are proposed.

The relevant statutory consultation areas continue to be the designated districts and adjoining parishes detailed overleaf:

Thanet	Thanet District plus Herne Bay, Chislet, Preston, Ash, Sandwich and Worth parishes.
Dover	Dover District plus Folkestone, Hawkinge, Swingfield, Elham, Barham, Adisham Wickhambreaux, Chislet, Monkton, Minster, Ramsgate.
Canterbury	Canterbury City plus St Nicholas at Wade, Preston, Ash, Wingham, Goodnestone, Aylesham, Nonington, Shepherdswell with Coldred, Lydden, Elham, Stelling Minnis, Stowting, Elmsted, Chilham, Dunkirk, Boughton under Blean, Selling, Sheldwich, Hernhill, Graveney with Goodnestone, Faversham, Ospringe, Luddenham.
Swale	Swale Borough plus St Cosmas and St Damian in the Blean, Whitstable.
Shepway	Shepway District plus Capel-le-Ferne, Lydden, Barham, Bradbourne, Smeeth, Aldington, Orlestone.
Ashford	Ashford Borough plus Brenzett, Lympne, Sellindge, Stowting, Elmsted, Petham, Chartham, Dunkirk, Selling, Sheldwich, Lenham, Headcorn, Frittenden, Cranbrook, Benenden, Sandhurst.
Maidstone	Maidstone Borough plus Hartlip, Newington, Borden, Bredgar, Doddington, Milsted, Kingsdown, Eastling, Charing, Egerton, Smarden, Biddenden, Frittenden, Cranbrook, Goudhurst, Horsmonden, Capel, Wateringbury, Paddock Wood, East Peckham, East Malling, Larkfield, Ditton, Aylesford, Burham, Wouldham, Snodland, Leybourne, Ryarsh, Kings Hill, West Malling, Trottiscliffe, Offham, Mereworth, Platt, Plaxtol, Borough Green, Ightham, Wrotham, Stansted & Fairseat.
Gravesham	Gravesham Borough plus Dartford Borough, Snodland, Ryarsh, Trottiscliffe, Stansted & Fairseat, Ash-cum-Ridley, Hartley, Fawkham, West Kingsdown, Horton Kirby, Farningham, Eynsford, Swanley, Crockenhill.
Dartford	Dartford Borough plus Ash-cum-Ridley, Hartley, West Kingsdown, Fawkham, Eynsford Swanley, Crockenhill.
Sevenoaks	Sevenoaks District plus Dartford Borough, Stansted & Fairseat, Wrotham, Ightham, Southborough, Borough Green, Tunbridge Wells, Plaxtol, Pembury, Shipbourne, Speldhurst.
Tonbridge	Tonbridge and Malling Borough plus Sevenoaks District (excluding Swanley, Farningham, Horton Kirby, Fawkham and Hartley), Tunbridge Wells Borough, Yalding.
Malling	Tonbridge and Malling Borough plus, Boxley, Maidstone, Barming, Meopham, Ash-cum-Ridley, West Kingsdown, Kemsing.
Tunbridge Wells	Tunbridge Wells plus Sevenoaks District (excluding Swanley, Farningham, Horton Kirby, Fawkham and Hartley), Tonbridge, Hildenborough, Hadlow, East Peckham, Shipbourne, Ightham, Plaxtol, Borough Green, Mereworth, Wateringbury, Yalding.
Cranbrook	Tunbridge Wells plus Marden, Staplehurst, Headcorn, Biddenden, Tenterden, Rolvenden.

From: **Roger Gough, Cabinet Member for Education and Health Reform**

Patrick Leeson, Corporate Director for Education, Learning and Skills

To: **Cabinet - 24 March 2014**

Subject: **Early Years and Childcare Strategy 2014 - 17**

Classification: **Unrestricted**

Past Pathway of Paper: **Education Cabinet Committee, 27 September 2013, 14 January 2014 and 14 March 2014**

Future Pathway of Paper: **Cabinet for final agreement**

Electoral Division: **All**

Summary: This report presents Cabinet with a summary of the consultation responses received on the proposed Early Years and Childcare Strategy 2014 – 2017 and asks for their final approval of the draft Strategy.

Recommendations: Members are asked to approve the Early Years and Childcare Strategy 2014

1. Introduction

- 1.1 On 14 January 2014, building on previous and current successes, Education Cabinet Committee agreed to support the Cabinet Member's decision to consult on a refreshed, draft Early Years and Childcare Strategy 2014 – 2017.
- 1.2 The scope of the Strategy includes the continued sufficiency of and inclusive access to high quality Free Early Education places for all three and four year olds and for increasing numbers of two year olds. In addition it is to secure sufficient childcare for all children and young people aged 0 – 14 and up to 18 where the young person has special educational needs and/or a disability (SEND) and/or is a Child in Care. This applies to all early education and childcare provision of all types (pre-schools, nurseries, nursery classes and Kent's one nursery school, child-minders, before and after school and holiday childcare provision) and across all sectors, (maintained, voluntary, private and independent).
- 1.3 The draft Strategy incorporated the following Ambition, Strategic Aims and Priorities:

Ambition

Our ambition for Early Years and Childcare in Kent is for a vibrant, increasingly diverse and thriving early education and childcare sector that is of good and outstanding quality, achieves very good outcomes for children and that is sufficient, affordable and easily accessible for parents and carers. In fulfilling this ambition we aspire to achieve the following:

- a culture of collaboration between all providers, schools, the local authority, other professionals, and parents working together in partnership to support and achieve the best possible outcomes for children, young people and their families;
- every child and young person is supported to develop well, make good progress and achieve their full potential in a safe environment;
- providers are self-improving and evaluative and strive for continuous improvement;
- the voice and needs of children, young people and their parents and carers are central, with their needs being consistently identified early and effectively met.

Strategic Aims

- Develop a more integrated approach to early years and childcare provision and services;
- Ensure better continuity of provision and services across the 0 – 5 age range;
- Ensure that increasing numbers of children are school ready at the end of the Early Years Foundation Stage and make a successful transition to school;
- Mitigate the effects of poverty, inequality and disadvantage through the provision of high quality early education and childcare, more effective support for parents and narrowing of the early development achievement gaps for the most disadvantaged children;
- Develop a system wide approach to continuous improvement in early education and childcare provision through more collaborative networks of providers and the use of traded services.

Priorities

1. Integration of provision and services

- Ensure more effective joined up working across and between early education and childcare providers, schools, children's centres, the local authority, health and all other relevant agencies and professionals
- Develop collaborative working and improve information sharing and communication with and between providers of early education and childcare
- Improve communication with and the provision of information for parents and carers in relation to early years and childcare matters.

2. Continuity across the 0 – 5 age range

- Ensure the provision of support for parents to better engage in their children's learning in the very earliest years
- Ensure the availability of free, quality early education places for specified two year olds in line with Government targets and timescales
- Extend the Free Early Education Entitlement offer for two, three and four year olds so that is available during the school holidays, in line with the availability of provision
- Support improved continuity and progression in learning for all children by improving current approaches to transition.

3. School Readiness

- Ensure that more children achieve a Good Level of Development at the end of the Early Years Foundation Stage and are resilient and well prepared for school.

4. Mitigating the effects of disadvantage

- Accelerate the narrowing of gaps in achievement by ensuring that children in the early years who may be vulnerable to poorer outcomes (including those with SEND) have their needs identified as early and possible and receive appropriate additional support to develop well
- Ensure there is a sufficiency of high quality and accessible out of school childcare places for school aged children to age 14 (up to 18 where a young person has a SEND and/or is in the care of the local authority) so that parents are not inhibited from work or training by the absence of childcare.

5. System wide continuous improvement

We need to ensure that increasing levels of provision are good or outstanding and that providers seek to continuously improve the quality of their provision through the development of their workforce by:

- Supporting providers receiving an Ofsted judgement of 'requires improvement' or 'inadequate' to quickly move to 'good' or better
- Delivering a comprehensive and highly flexible early years and childcare chargeable improvement service
- Ensuring a comprehensive work force development offer, designed to address gaps in qualifications and other training, and including those related to inequalities.

2. Consultation

2.1 Method

The consultation on the draft Strategy took place from 16 January to 13 February 2014 with the communication approach and consultation methods being as follows:

- Consultees included providers of early education and early years and out of school childcare in the private, voluntary and independent sectors, childminders, children's centres, schools, parents, relevant KCC teams and services and health commissioners
- The consultation was launched via bulletin or email to consultees with a link to an online response form on the KCC website
- The Contact Centre was the access point for hardcopy formats if requested

2.2 Questions

The consultation asked the following questions:

- Is the Ambition comprehensive?
- Are the Strategic Aims the right ones?
- Do the Priorities reflect what we need to achieve?
- Does the Way Forward include the right things?

Additionally, in order to inform our review of how we communicate with providers, they were asked to comment on what they consider to be the most effective way(s) of achieving this.

A free text box was available for any respondent to provide any other comment that they wished.

2.3 Respondents

47 responses were received in total, of which

- 29 were providers
- 13 were parents
- 5 were from Children's Centres

2.4 Responses

The Ambition

85% of respondents agreed that the Ambition is comprehensive. Of those that didn't agree, three were parents, three from a children's centre and one was a provider. No comment was offered as to why or how the Ambition could be improved.

The Strategic Aims

97% of respondents agreed that the Strategic Aims are the right ones. Of those that didn't agree, one was a parent and two were providers. No comment was offered as to why or how the Strategic Aims should be amended.

The Priorities

87% of respondents agreed that the Priorities are the right ones. Of those that didn't agree, two were parents and three were providers. No comment was offered as to why or how the Priorities should be amended.

The Way Forward

76% of respondents agreed that the Way Forward included the right things. Of those that didn't agree, five were parents, six were providers and two were from children's centres.

Comments made by providers related almost exclusively to the changes being brought about by Ofsted now being the sole arbiter of quality for early years and childcare provision and the introduction of improvement services on a chargeable basis.

Communication with Providers

The free text box asking providers how we could most effectively communicate with them, and they with us, generated a range of comments that consistently welcomed the review of this and named a range of methods including by webpages, email, bulletin, network meetings and collaborations. These will be taken forward in the implementation of the Strategy.

Any other comments

Any other comments were almost exclusively from providers and in relation to the new national framework and its implications.

Two respondents (one parent and one provider) made comments about ensuring that in supporting children at risk of under achievement, children who were potentially gifted and talented did not get overlooked. One respondent (a parent) commented on the need for more out of school childcare. These comments will be taken forward as appropriate and necessary in the implementation of the Strategy.

3. Equality Impact Assessment

3.1 An Equality Impact Assessment was attached to the draft Strategy as part of the consultation, which included the following statement:

The Strategy is universal and applies equally across all sectors including all groups of protected characteristics. The three-year implementation plan will support improved continuity and progression for all children and young people by reviewing and refreshing current approaches to transition to school. The plan will also accelerate the narrowing of gaps in achievement by ensuring that children and young people who may be vulnerable to not achieving their full potential (including those with SEND) have their needs identified as early as possible and that they are supported to achieve their full potential.

- 3.2 No comments were received on the Equality Impact Assessment. It has not been possible to undertake an equalities analysis of the responses as over 70% were submitted on the behalf of provider organisations.

4. Analysis of consultation responses

- 4.1 The level of agreement with and support for the Ambition (85%), Strategic Aims (97%) and Priorities (87%) is very positive, supportive and encouraging and is a clear indication that for the vast majority of respondents the general scope of this refreshed Early Years and Childcare Strategy is appropriate.
- 4.2. Whilst there was a good majority still for the various elements of The Way Forward, the slightly lower level of agreement at 78% was largely attributable to the significant change in culture and climate for providers, brought about by national changes to the overall framework for early years and childcare services. However, following the introduction of chargeable services with effect from May 2014 the likely level of purchase is extremely encouraging. Some providers have said that they believe the introduction of chargeable services will support their increased autonomy and independence. We can therefore look forward to continuing to work positively and supportively with the sector to continue to improve outcomes for children.
- 4.3 A small number of respondents (providers particularly) asked how the Strategy was going to be implemented. This is described in Section 5 below and will be communicated in due course
- 4.4 In the context of the responses to the consultation and full consideration of these, the final Strategy is attached to this report as Appendix One

5. Delivery of the Strategy

- 5.1. Implementation of the Strategy will be achieved by working in a more focused and targeted way with settings that require improvement or have been judged inadequate by Ofsted; by offering a wide ranging offer of chargeable improvement services; by facilitating greater collaboration between providers to share best practice; by developing a specific programme of support to narrow achievement gaps in EYFS outcomes; by continuing to provide additional support for settings for children with special educational needs through the Specialist Teaching and Learning Service; and through a restructured Early Years and Childcare Service, the staff consultation for which took place between 8 January and 10 February 2014.
- 5.2. The Early Years and Childcare Service

The new Early Years and Childcare Service structure takes into account the requirements of the government's strategy *More Affordable Childcare*, the revised Early Years and Childcare Statutory Guidance for Local Authorities issued in September 2013 and local issues reflected in the draft Strategy.

Further to the staff consultation, the restructured Service will incorporate the following four teams:

- **Sufficiency and Sustainability** (key focus to ensure a sufficiency of early education for two, three and four year olds and childcare for 0 – 14 year olds and up to 18 for those with a SEND and/or who are a CIC);
- **Improvement and Standards** (key focus on supporting providers 'requiring improvement' or that are 'inadequate' to move to 'good' as quickly as possible and also on workforce development and delivering a chargeable Improvement Service);
- **Equality and Inclusion** (key focus on providing a programme of advice, support and training to registered early education and childcare providers to promote and enable equality and inclusion and to narrow gaps in achievement);
- **Partnership and Integration** (key focus to ensure information, advice and support to parents and prospective parents regarding early education and childcare and to ensure the engagement of and communication with providers).

Each of these teams will be lead and coordinated by a manager, delivering statutory, discretionary and chargeable functions as appropriate, in line with national and local requirements. An additional key part of each of the four managers' roles is to lead and coordinate all Early Years and Childcare activity within one area of Kent (north, south, east or west).

Each of the priorities in the Strategy and related actions is included in one of the four teams' areas of responsibility and also reflected in the job description for the manager of each team. Responsibility for overall leadership, management and coordination of the Service and hence delivery of the Strategy sits with the Head of Service.

5.3 The Early Years and Childcare Service and Children's Centres

Children's Centres are a key part of early childhood services for young children. Further to the consultation on the Early Years and Childcare Service restructure, the new Service will have two roles in relation to Children's Centres, as follows:

- Where a Children's Centre has a private or voluntary pre-school or nursery as part of its provision, the Early Years and Childcare Service's full range of statutory, discretionary and chargeable services will apply;
- For Children's Centres overall (i.e. more broadly than any integral pre-school/nursery provision), the Early Years and Childcare Service will provide advice, support and guidance to ensure that the early learning ethos and any early learning activities are in line with EYFS principles and best practice.

6. Conclusion

- 6.1 In the context of the Government's document *More Affordable Childcare* and also significant KCC plans for improvement in the early years provision and outcomes for children, plus developments for more integrated, collaborative working, the final Early Years and Childcare Strategy for 2014 – 2017 is presented to Education Cabinet Committee for consideration and comment. The final Strategy will be presented by the Cabinet Member for approval by Cabinet.

7. Education Cabinet Committee

- 7.1 At its meeting on 14 March 2014 the Committee resolved to recommend to Cabinet that they approve the Early Years and Childcare Strategy 2014.

7. Recommendation

Recommendations: Members are asked to: approve the Early Years and Childcare Strategy 2014

8. Background Documents

- 8.1 More Affordable Childcare

- 8.2 Early Years Strategy 2014 – 2017 Consultation and Equalities Impact Assessment

<http://consultations.kent.gov.uk/consult.ti/EarlyYearsStrategy/consultationHome>

- Early Years Strategy 2014 – 2017 Report to ECC – 27 September 2013

<https://democracy.kent.gov.uk/documents/s42551/Item%20D5%20-%20Early%20Years%20and%20Childcare%20Strategy%202014%20-%202017.pdf>

- Early Years Strategy 2014 – 2017 Report to ECC – 14 January 2013

<https://democracy.kent.gov.uk/documents/s44519/Item%20D3%20-%20Early%20Years.pdf>

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Kent County Council

Appendix 1

Education, Learning and Skills

Early Years and Childcare Strategy 2014 - 2017

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1. Introduction

Education is central to improving the life chances of children and young people. Kent County Council (KCC) works in partnership with schools, early years and post-16 providers to deliver an outstanding education offer to Kent children and young people from the very earliest years.

In Bold Steps for Education, our vision is for Kent to be the most forward looking area in England for education and learning so that we are one of the best places for children and young people to grow up, learn, develop and achieve. We aim for Kent to be a place where families thrive and all children learn and develop well from the earliest years so that they are ready to succeed at school, have excellent foundations for learning and are equipped well for achievement in life, no matter what their background. The early years are a critical time of development and learning for children to get the best start in life.

In Kent we have the same aspirations and expectations for every child and young person to make good progress in their development and learning from birth, to achieve well and to have the best opportunities in life as they become young adults.

Every child and young person has the right to go to a good or outstanding early years setting and school and to have access to the best support for their learning and achievement. They should also benefit from schools and other providers working in partnership with each other to share the best practice as they continue to improve together. No child should be disadvantaged by not being able to attend a good quality early years setting or school.

The Early Years and Childcare Strategy 2014 – 2017 builds on significant success in the early years and childcare sector in Kent over the past decade and reflects KCC's forward looking priorities and targets for improvement in early years provision and outcomes for children by age 5, plus new approaches to achieving these. It incorporates our response to the changes the Government is introducing for early education and childcare and also comes at a time when KCC is developing more integrated early intervention and prevention services to support children and families, especially in the early years.

The main aims of this Strategy are to develop a more integrated approach to early years and childcare provision and services; to ensure better continuity of provision and services across the 0 – 5 age range; to ensure an increasing number of children are school ready at the end of the Early Years Foundation Stage; and to mitigate the effect of poverty, inequality and disadvantage through the provision of high quality early education and childcare, including support for parents and carers and narrowing early development achievement gaps. The Strategy is also designed to ensure a system wide approach to further continuous improvement in early education and childcare provision by developing more self sustaining networks through collaboration and the use of traded services.

The scope of the Strategy also includes targets to continue to improve outcomes and to secure an increasing sufficiency of, and access to, high quality free early education places for all three and four year olds and for gradually more two year olds. It also includes plans to improve the sufficiency and quality of childcare for all children and young people aged 0 – 14 and up to 18 where the young person has a disability or special educational needs (SEND). This applies to early education and childcare provision of all types (pre schools, nurseries, nursery classes and Kent's one nursery school, childminders, before and after school and holiday childcare provision) and across all sectors, (maintained, voluntary,

private and independent). While the aims of the Strategy apply equally across the full range of providers, the priorities and implementation may vary across different types of providers. Furthermore, the centrality and importance of developing more integration between early years and childcare provision, children's centres and schools and with other partner agencies as part of this new Strategy cannot be over emphasised.

While the Strategy has a clear and specific scope, it aligns with a number of other key strategies and initiatives, particularly strategies for School Improvement, the Special Educational Needs and Disability (SEND) Strategy, and plans for integrated early intervention and prevention services for 0-11 year olds including children's centres. A wide range of stakeholders and partners are engaged in the successful delivery of early education and childcare provision and play a part in implementing this Strategy.

2. Context

National Context

The national context for the Early Years and Childcare Strategy 2014 – 2017 is the Government's document *More Affordable Childcare*. Published in July 2013, *More Affordable Childcare* sets out the Government's plans to:

- help families to meet the costs of childcare;
- increase the amount of affordable provision;
- improve the quality of provision;
- give parents the right information so they can make informed choices about childcare.

Implications for local authorities include:

- acting as champions for disadvantaged children and their families;
- a revised role in quality improvement, focusing on challenging and securing support for early years providers that are judged by Ofsted as 'requiring improvement' or being 'inadequate'; (This is a particularly significant driver for our new approach to continuous improvement);
- a continuing role in ensuring a sufficiency of provision.

Additional detail on *More Affordable Childcare* and its implications for local authorities is provided in Appendix One.

Local Context

Kent's Early Years and Childcare Strategy 2014 – 2017 links to the wider context of a range of local priorities and plans that affect families, children and young people. Information about these is provided in Appendix Two. Underpinning all of these is KCC's intention to more effectively integrate services for children 0 – 11. Early years and childcare providers are critical partners in this.

3. Our Ambition

Our ambition for Early Years and Childcare in Kent is for an exciting, vibrant, increasingly diverse and thriving early education and childcare sector that is of good and outstanding quality, achieves very good outcomes for children and that is sufficient, affordable and easily accessible for parents and carers. In fulfilling this ambition we aspire to build on past successes and achieve the following:

- a new culture of collaboration between all providers, schools, the local authority, other professionals, and parents working together in partnership to support and achieve the best possible outcomes for children, young people and their families;
- every child and young person is supported to develop well, make good progress and achieve their full potential in a safe environment;
- providers are self- improving and evaluative and strive for continuous improvement;
- the voice and needs of children, young people and their parents and carers are central, with their needs being consistently identified early and effectively met.

4. Our Strategic Aims

The Strategic Aims of this Strategy are:

1. To develop a more integrated approach to early years and childcare provision and services
2. To ensure better continuity of provision and services across the 0 – 5 age range
3. To ensure increasing numbers of children are school ready at the end of the Early Years Foundation Stage (EYFS) and make a successful transition to school
4. To mitigate the effects of poverty, inequality and disadvantage through the provision of high quality early education and childcare, more effective support for parents and narrowing of the early development achievement gaps for the most disadvantaged children
5. To develop a system wide, new approach to continuous improvement in early education and childcare provision, including through more collaborative networks of providers and the use of chargeable services.

5. Early years and childcare provision in Kent

Early education and childcare in Kent is available through a large, diverse and regularly shifting market of maintained, private, voluntary and independent providers, including childminders. The successes that the sector has enjoyed over the past decade include the doubling of the number maintained nurseries, significant over exceeding of Government targets for developing new childcare places across the 0 – 16 age range, delivery of a major children's centre programme and a steady increase in the quality of provision as judged by Ofsted.

Early Years

Early Years childcare provision for children age 0 – 4 for at least four hours a day is provided by sessional and full day care pre- schools and nurseries and with childminders. Embedded within this childcare provision will almost always be the free early education entitlement of 15 hours a week for 38 weeks a year. Levels of provision fluctuate regularly but are currently (as at date) (as registered with and informed by Ofsted):

- *Full day care provision:* 373 providers which are open for more than four hours per day, offering a total of 17,495 childcare and early education places;
- *Sessional provision:* 333 providers which are open less than four hours per day, offering a total of 9,591 childcare/early education places;
- *Childminders:* 1,533 childminders (i.e. providers who can care for children of all ages within their own home). The number of actual places is not available as Ofsted no longer makes this available. Of the 1,553, 407 are eligible to offer the free early education entitlement;
- *Maintained provision:* there are 67 maintained nursery classes and one maintained nursery school, offering a total of 3,536 free early education places for three and four year old children

The Free Early Education Entitlement

Three and Four Year Olds

The Free Early Education Entitlement is available for all children aged three or four years. It constitutes a part time place (15 hours a week) for 38 weeks a year and is free to the parent at the point of delivery. Free places can only be provided by Ofsted registered provision, all of which deliver the full EYFS curriculum.

Two Year Olds

In September 2013, the Government introduced a duty for local authorities to provide places for disadvantaged two year olds. Kent's target was to make available 3,095 places from September 2013 with 7,000 places in total required to be available by September 2014.

Out of School Childcare

Childcare provision for school aged children (universally up to 14 and up to 18 for those with SEND and/or who are in the care of the local authority) is provided through breakfast clubs, after school clubs and holiday provision, again provided across all sectors and also by childminders. Much of this provision is not required to be registered with Ofsted (due to the lower number of hours and/or weeks it operates) and is therefore a more difficult market to quantify.

6. Where we are now

The considerable development and improvement over recent years concerning both the sufficiency and quality of provision and also in relation to outcomes for children have brought us to where we are today. Most recent successes reflected in Bold Steps for Education include:

Early Education for Two Year Olds

As part of the Government's policy for free early education places for disadvantaged two year olds, we have introduced the 'Free for Two' scheme in Kent. During 2012/13 more than 1,200 two year olds accessed a free early education place. This has already risen to over 3,200 by December 2013.

Quality of Provision

For Early Years providers in the private, voluntary and independent sectors there has been continuous improvement over a number of years in the percentage of providers judged as good or better by Ofsted. The current profile for group early years providers is:

- Outstanding, 17%
- Good, 70%
- Satisfactory, 12%
- Inadequate, 1%.

The majority of EYFS classes in schools are judged as good or better with only a small number judged as requiring improvement.

The current profile for Kent's childminders is as follows:

- Outstanding 12%;
- Good 66%;
- Satisfactory 21%
- Inadequate 1%.

Early Years Foundation Stage

The new EYFS introduced in 2012 consists of 17 Early Learning Goals across seven areas of learning. There are three possible assessment scores for each of the early learning goals: 1 for *emerging* : 2 for *expected* : 3 for *exceeding the expectations for a good level of development*.

The main overall indicator for the new EYFS framework is for pupils to show a 'Good Level of Development' (GLD). In 2013, 64% of children in Kent achieved this (well above the national average of 52%) with a range across districts of 55% to 69%.

Achievement Gaps

At national level, the achievement gap is defined as being the difference in achieving a GLD between the lowest attaining 20% of children and the mean, which for 2013 is 36.6%. In Kent, this gap has been progressively reducing over the previous six years with the figure for 2013 of 25.2% being better than the national figure.

The achievement gap in Kent as measured by the difference in children in receipt of free school meals and all children achieving a GLD is currently 19%. This is the third best figure nationally and well above the national average.

The gender gap is significant, with 72% of girls and 55% of boys in Kent achieving a GLD. This is a significant issue for closing the achievement gap and ensuring more children develop well in the early years and are well prepared for starting school.

Whilst the direction of travel in Kent is good overall, there is clearly more work to be done to further narrow the gaps for all children and ensure more children develop well before the age of five.

7. Our Priorities

The priorities to fulfil our Strategic Aims are:

1. Integration of provision and services

- Ensure more effective joined up working across and between early education and childcare providers, schools, children's centres, the local authority, health and all other relevant agencies and professionals
- Develop collaborative working and improve information sharing and communication with and between providers of early education and childcare
- Improve communication with and the provision of information for parents and carers in relation to early years and childcare matters.

2. Continuity across the 0 – 5 age range

- Ensure the provision of support for parents to better engage in their children's learning in the very earliest years
- Ensure the availability of free, quality early education places for specified two year olds in line with Government targets and timescales
- Extend the Free Early Education Entitlement offer for two, three and four year olds so that is available during the school holidays, in line with the availability of provision
- Support improved continuity and progression in learning for all children by improving current approaches to transition.

3. School readiness

- Ensure that more children achieve a Good Level of Development at the end of the Early Years Foundation Stage and are resilient and well prepared for school.

4. Mitigating the effects of disadvantage

- Accelerate the narrowing of gaps in achievement by ensuring that children in the early years who may be vulnerable to poorer outcomes (including those with SEND) have their needs identified as early and possible and receive appropriate additional support to develop well
- Ensure there is a sufficiency of high quality and accessible out of school childcare places for school aged children to age 14 (up to 18 where a young person has a SEND and/or is in the care of the local authority) so that parents are not inhibited from work or training by the absence of childcare.

5. System wide continuous improvement

We need to ensure that increasing levels of provision are good or outstanding and that providers seek to continuously improve the quality of their provision through the development of their workforce by:

- Supporting providers receiving an Ofsted judgement of 'requires improvement' or 'inadequate' to quickly move to 'good' or better
- Delivering a comprehensive and highly flexible early years and childcare chargeable improvement service
- Ensuring a comprehensive work force development offer, designed to address gaps in qualifications and other training, including those related to inequalities.

8 The Way Forward

In order to fulfil our ambition and achieve our strategic aims and priorities, we will act as follows:

1. Integration of provision and services

a) More effective joined up working

In the early years, Children's Centres play a critical role in relation to early intervention and prevention and work closely with local early years providers and primary schools to ensure that the most disadvantaged children and their families receive the early support they require. More integration of this work is a priority for this Strategy.

We will

- **Ensure that early years and childcare providers are at the heart of the integration of services for children aged 0 – 11** Integration
- **Facilitate and support more effective, locally based networking and links between early years and childcare providers, children's centres, schools and other agencies**
- **Ensure that joint health and education reviews for two year olds are embedded and effective** (triggering common assessment referrals where needed)

b) Collaborative working and information sharing and communication

We aim to improve the way we work with and communicate with early education and childcare providers. To improve communication and engagement further KCC is developing more collaborative models for providers to work together, and with the local authority, to share best practice and build capacity for improvement.

We will

- **Introduce an Early Years and Childcare Bulletin**, incorporating all information that needs to be made available to providers in relation to education, childcare, social care and health

- **Ensure that providers can access the new Kent, Education, Learning and Skills Information (KELSI) website**
- **Further develop locally based provider networks**
- **Introduce secure email systems for providers.**

c) Information for and communication with parents and carers

KCC has a Parent's Charter to support partnership between parents and carers and those responsible for providing support and assistance to them. The Charter outlines a joint responsibility to make sure that children and young people are safe, happy, learning and achieving good outcomes.

The Childcare Act 2006 places a duty on local authorities to make information available to the public on childcare and related services. KCC primarily delivers these responsibilities via the Kent Children and Families Information Service (CFIS). A range of supplementary information about the availability of other relevant activities for families is also provided by KCC Libraries.

We will

- **Improve support for parents and carers by ensuring they have up to date information about childcare and early**
- **Review and improve the current model of delivery for CFIS** to ensure we deliver an improved service response to parents' enquiries via telephone, e-mail, and online access and enable parents, carers and families to find the right information and advice.

2 Continuity across the 0 – 5 age range

a) Parents engagement in their children's learning

Parents are a child's first and most enduring educators. Supporting parents' engagement in their children's learning is the most effective way to make a difference to children's lives and outcomes. When parents have the knowledge, skills and confidence to provide the kind of relationships and experiences that children need to learn and develop it can make a real difference to children's outcomes and futures. There is a wide range of often excellent and effective practice across the county, supporting parental engagement in their children's learning.

We will

- **Disseminate the best practice for engaging parents in their children's learning**
- **Support providers do more to develop the engagement of parents, carers and families in their children's learning.**

b) Free early education places for two year olds

Currently, 79 percent of two year olds eligible for a free place are accessing this. Capital funding to support the development of new places is available, the allocation for Kent being £2.4m. This will support the development of a small number of projects in key areas whilst the majority will provide small grants to providers needing small scale refurbishments or additional equipment to take two year olds in their settings.

We will

- **Increase the number of places for two year olds through the following activities:**
 - county-wide provider audits at least twice each year
 - provider information briefings
 - presentation and publicity materials
 - training workshops and surgeries
 - seminars and networking events
 - individual business planning support for group settings
 - capital development plans.
 - **Continue to promote free places for two year olds to eligible families in order to increase take up.**
- c) Free Early Education Entitlement for two, three and four year olds

Free Early Education for three and four year olds and specified two year olds is currently available for 38 weeks a year in line with school terms.

We will extend the Free Early Education Entitlement through plans already underway so that funded places are available on a year round basis rather than on a term time only basis. This will be implemented on a county-wide basis from April 2014.

d) Transition

Early years providers have been supported to embed effective transition practice so that children are ready for school and make a good transfer to the Reception year. Schools and providers work together to build robust and effective working relationships that support the transition process. A priority is to make this practice more consistent across the county.

We will

- **Consult on a 'Transition Protocol', outlining the nature, purpose of and principles of effective transition across the full education spectrum**
- **Review and re launch advice and guidance for ensuring effective transition across all ages and all types of provision, including examples of best practice.**

3 School readiness

We need to ensure that more children achieve a Good Level of Development at the end of the Early Years Foundation Stage and are resilient and well prepared for school. The priority is to significantly increase the overall number of children achieving a Good Level of Development whilst closing achievement gaps, including those between boys and girls and children eligible and not eligible for Free School Meals.

Achieving this is dependent upon the success of all other actions in this Strategy.

4. Tackling inequality and disadvantage

a) Narrowing gaps in achievement

New Early Years and Childcare Statutory Guidance for local authorities identifies a clear role for local authorities as champions of all children and families but with particular focus on the most disadvantaged. Local authorities are encouraged to promote inclusion and improve outcomes for vulnerable groups, including (but not necessarily exclusively):

:

- families considered to be hard to reach
- families where children are in receipt of free school meals
- children in care
- children in need
- children with SEND
- minority ethnic groups
- gender inequalities.

We need to ensure earlier identification of need and an appropriate response to this and reduce the number of children arriving in Reception classes with unidentified special educational needs and those with below age appropriate communication and language skills.

We will deliver an intensive programme of support and advice for all early years and childcare providers in order to respond to all of these issues and to continue to narrow gaps in achievement

b) Out of School Childcare

We need to ensure that there is sufficient high quality out of school provision for school aged children to age 14 (up to 18 where a young person has a SEND and/or is in the care of the local authority) so that parents are not inhibited from work or training by the absence of childcare

We will increase the supply of Out of School Childcare by mapping demand, supply and identified gaps against the geographical area covered by each collaboration of schools. This will allow each school collaboration to consider its own profile and, if considered to be necessary, plan and work together to close identified gaps. Where a school collaboration agrees that there is need and chooses to act to meet this need, the local authority will make support available if required.

5. Continuous Improvement

a) Improvement Strategy

The role of the local authority is to make available support for all providers should they seek this and particularly to intervene where Ofsted judges a provision to be 'requiring improvement' or 'inadequate', in order to support that provider to improve to good or better as quickly as possible. We need to ensure that increasing levels of provision are good or outstanding and that providers seek to continuously improve the quality of their provision through the development of their workforce by:

- a) Supporting providers receiving an Ofsted judgement of 'requires improvement' or 'inadequate' to quickly move to 'good' or better
- b) Delivering a comprehensive and highly flexible early years and childcare chargeable improvement service

We will implement a new Improvement Strategy which incorporates

- A high quality and flexible portfolio of advice, support and training, made available on a chargeable basis
- For providers judged by Ofsted as 'requires improvement' or 'inadequate', an intensive programme of support and challenge, quickly developing an action plan to take forward issues identified by Ofsted in order secure rapid improvements
- The introduction of and support for early years and childcare provider collaborations, designed to build capacity and drive further improvement.

Safeguarding

Early years and childcare providers have a crucial role to play in safeguarding children, ensuring their welfare needs are met and their wellbeing is developed. They have a duty to comply with section 40 of the Childcare Act 2006 and statutory guidance enshrined in *Working Together to Safeguard Children 2013* when working in partnership with parents and other agencies. Standards laid out in the welfare requirements of the EYFS provide further prescription about what is expected of settings in relation to their safeguarding responsibilities.

Action continue to provide support, training and advice to providers on all aspects of safeguarding or concerns of a child protection nature, including advice on staff conduct issues

c) Work Force Development.

There is a minimum qualification requirement for staff working in the early years sector and Government targets to increase the number of graduates in private, voluntary and independent provision. The requirements of the EYFS (2012) state that staff qualifications must be full and relevant, with managers being required to carry out audits to make sure that this is the case. Other requirements include:

- each group provision must be led by a practitioner with a minimum Level 3 full and relevant early years qualification
- each group setting must have a designated practitioner for safeguarding
- each group setting must have designated persons for SEN and for behaviour management
- each childminder must complete the pre-registration course prior to registering with Ofsted
- each group setting must have an appropriate number of staff and each childminder to have an up to date Paediatric First Aid Certificate (local authority approved).

The number of all Ofsted registered practitioners in Kent provisions exceeds 9,000 (excluding early years staff working within the maintained schools). Based on KCC's Annual Provider Survey 2012, the percentages of the total workforce having achieved or exceeded Ofsted qualification requirements was:

- 31% of leaders hold qualifications above the Ofsted requirement of Level 3;
- 55% of paid staff hold a qualification at Level 3 or above
- 21% of paid staff have achieved or are working towards a Level 2 qualification.

Additionally, the percentage of the (paid) workforce having achieved or working towards higher education qualifications was:

- Leaders -17% achieved or are working towards Level 6
- Leaders - 6% achieved or are working towards Level 5
- Other staff – 4% achieved or are working towards Level 6
- Other staff – 1.23% achieved or are working towards Level 5.

More Affordable Childcare highlights the impact of a graduate led, well qualified workforce on the quality of early years experiences for babies and young children. This is supported by evidence from Ofsted's Annual Report 2012. with the implementation of the new Early Years Teacher status role from September 2013 and the Early Years Educator role in September 2014.

We will

- **Improve the skills of the workforce in settings in areas of high deprivation, where quality tends to be less good**
- **Increase the number of settings with a graduate**
- **Focus on the workforce development needs for settings providing for two year olds, including increasing the number of graduates in these settings**
- **Support the skills development of the workforce in relation to the early identification of and response to need, particularly for children in the early years with special educational needs and disabilities**
- **Provide advanced training for SENCO practitioners in settings that work with children with complex special educational needs.**

6. Support for Childminders

There are currently over 1,500 childminders, who are a key part of the supply of early education and childcare provision in Kent, including Free Early Education places for two year olds. KCC currently has a service level agreement with the Professional Association for Childcare and Early Years (PACEY) to develop a sustainable childcare market through quality childminders.

Cutting across all strategic aims and priorities, we will continue to give priority to supporting childminders, working with them to:

- strengthen existing networks
- ensure sufficiency and sustainability
- support continuous improvement

9. Recognising Success

We will know that we have been successful in achieving our Strategic Aims when, by 2017:

- The number of all children achieving a Good Level of Development at the end of the EYFS has increased from 64 to 80 percent
- The gap between all children and those ever having been in receipt of Free School Meals has narrowed from 18.7 to 14.5 percent
- The percentage of early years setting judged by Ofsted to be 'good' or 'outstanding' has increased from 87 to 90 percent
- We have delivered high quality free places for two year olds in line with agreed Government targets
- The number of two year olds eligible for a Free Early Education place and accessing this has increased from 79 to 95 percent
- The percentage of eligible two year olds taking up a free place and being placed in a good or outstanding setting has increased from 83 to 95 percent
- 90 percentage of providers are working as part of a Collaboration
- The percentage of private, voluntary and independent early years settings with a graduate in situ has increased from 58 to 70.

Performance Targets for each year for the period 2014 – 2017 are attached as Appendix Three.

10. Implementation, Monitoring and Evaluation

A three year Implementation Plan will be developed to take forward the finally agreed Strategy for early education, early years and out of school childcare group providers and childminders. This will set out clear actions, timescales, resources and monitoring arrangements.

APPENDIX ONE

National Context

The national context for the Early Years and Childcare Strategy 2014 – 2017 is the Government's document *More Affordable Childcare*. Published in July 2013, *More Affordable Childcare* sets out the Government's plans to:

- help families to meet the costs of childcare
- increase the amount of affordable provision
- give parents the right information so they can make informed choices about childcare.

Key messages within *More Affordable Childcare* are:

Helping families to meet the costs of childcare

(a) New funding

Phasing in from autumn 2015, a new scheme will be introduced to offer tax-free childcare to working families. From April 2016, £200 million of additional support with childcare costs will be provided, within Universal Credit.

(b) Funded early education

The commitment remains to funding 15 hours a week of early education for all three and four year olds, extending to around 20 per cent of two year olds from September 2013 and around 40 per cent of two year olds from September 2014.

Increasing the amount of affordable provision

(a) Improving regulation and removing barriers

The Government intends to improve regulation by bringing forward legislation to introduce a new childcare registration system, following consultation. This would replace the current system with a single, consistent set of welfare and safeguarding requirements for all childcare providers.

(b) Making better use of schools

The Government would like to see Primary school sites open for more hours each day and for more weeks each year and intends to work with schools and childcare providers to look at ways in which it can be made easier for out-of-hours provision to be made available on school sites. Schools will continue to have autonomy to make decisions about the hours that they are open.

Improving quality

The Government intends to further improve the quality of early years provision by:

- reforming qualifications and introducing early years teachers and early years educators
- strengthening the inspection regime by Ofsted
- introducing childminder agencies to increase the number of childminders and improve the training and support they can access.

Helping parents make informed choices

The Government wants parents to tell them how best to improve the information available about childcare providers in their area and intend to ask an independent organisation to work with parents to find out what they think of the current information sources and make recommendations in the spring 2014 about which channels are most useful to parents and how services might be improved.

Implications for local authorities

Acting as champions for disadvantaged children and their families

Local authorities play an important support and challenge role with schools as the champions of children and parents, especially the most disadvantaged. They focus their resources on supporting and intervening in those schools which require most improvement. The Government wants to ensure local authorities take a similar role in the early years. As champions of children and parents, local authorities will be required to identify harder to reach families, make sure they understand the early education and childcare support available to them, and support them to choose an early education provider for their child. It will be particularly important that local authorities play this role in supporting the implementation of early learning for two year olds.

Quality improvement

Local authorities will continue to play an important part in ensuring there is high quality provision in their areas. However, at a time when resources are under pressure, the Government believes local authorities should not undertake their own quality assessments of providers (which is Ofsted's role) but should focus on challenging and securing support for early years providers who 'require improvement'. The Government will therefore reform the law to no longer require local authorities to make additional quality-based requirements on good or outstanding private, voluntary and independent sector providers.

Where a provider receives a 'requires improvement' or 'inadequate' rating from Ofsted, this will continue to trigger intervention by the local authority, based on the issues raised by inspection. Local authorities will therefore specify that these 'requires improvement' providers take-up appropriate support as a condition of funding. Local authorities will also need to make sure that these providers can access training and support, and where such support is not available, to provide it directly.

We know that the quality of provision is particularly important for disadvantaged children. New guidance on early education therefore sets out the expectation that local authorities should only fund early learning places for two year olds in settings judged to be 'good' or 'outstanding'. The Government is considering whether, from September 2015, to require that local authorities only fund early learning places for two year olds in settings judged to be 'good' or 'outstanding'. The Government will provide an annual update of existing benchmarking data on the proportion of providers rated 'good' or 'outstanding' in each local authority area. For the first time, from this year, it will include data on the proportion of children accessing their funded place in a provider rated as 'good' or 'outstanding' in each area.

Sufficiency

The local authority role in relation to the sufficiency of early years and childcare provision is unchanged to make sure that there is a diverse, sufficient and sustained market of early education and childcare provision that meets the needs of parents and carers.

Statutory guidance

In the context of more affordable childcare, the DfE issued revised statutory guidance for local authorities which took effect from September 2013. It includes new elements relating to early years provision for two year olds from lower income families and providing information, advice and training to childcare providers. It sets out a changed role for local authorities to enable them to focus, in particular, on identifying and supporting disadvantaged children to take up their early education place.

Evidence shows that high quality early education at age two brings benefits to children's development. The statutory guidance also reflects the Government's intention that, as far as possible, early education for two-year-olds from lower income households is delivered by providers who have achieved an overall rating of 'outstanding' or 'good' in their most recent Ofsted inspection report. The Government is considering whether to require that, in future, such early education could only be delivered by 'good' and 'outstanding' providers.

The DfE has introduced measures to repeal the requirement on local authorities to statutorily assess the sufficiency of childcare in their area and also intends to introduce measures at the earliest opportunity to replace the duty on local authorities to provide information, advice and training to childcare providers.

APPENDIX TWO

Local Context

Kent's Early Years and Childcare Strategy 2014 – 2017 links to the wider context of a range of local priorities and plans that affect families, children and young people, as follows:

- *Bold Steps for Kent*, Kent County Council's (KCC'S) medium term plan
- *Facing the Challenge*, KCC's plan for transformation in the light of current challenges and pressures
- *Bold Steps for Education*
- *Every Day Matters*, KCC's Children and Young People's Strategic Plan 2012 -2015
- *KCC's Child Poverty Strategy 2013 – 2016*
- *KCC's Education, Learning and Skills (ELS) School Improvement Strategy*. This includes the provision of advice, support and challenge for the EYFS in schools (nursery and reception) and also for Year 1, to give continuity and progression for learners via effective transition
- *The ELS Commissioning Plan*, setting out how KCC will ensure there are sufficient places of high quality for all learners, in line with statutory requirements, including early education and childcare
- *KCC's SEND Strategy*
- *Kent's multi agency Early Intervention and Prevention Strategy*
- *The Children's Centre Strategy 2013 – 2016*, the strategic and operational interface between this and the early years and childcare strategy being crucial
- *Health initiatives, including the Healthy Child Programme, the Health Visitor Implementation Plan 2011-2015 and Family Nurse Partnerships.*

APPENDIX THREE

Performance Targets

Between 2014 and 2017, progress will have been made against key targets as indicated in the table below.

Target	2013	2014	2015	2016	2017
Early Years Foundation Stage Profile (new framework). Percentage of children reaching a 'good level of development' (GLD)	63.5	68	72	76	80
Percentage of settings judged by Ofsted to be good or outstanding	87	87.5	88	89	90
Percentage of two year olds eligible for the Free Entitlement taking up their place	79	83	87	91	95
Percentage of two year olds eligible for the Free Entitlement placed in good or outstanding settings, or those on a clear pathway towards this	83	86	89	92	95
Narrowing the gap (new EYFS framework). Percentage difference in GLD between all children and those in receipt of free school meals.	18.7	17.5	16.5	15.5	14.5
Percentage of early years providers working as part of a collaboration	N/A	60	70	80	90
Percentage of private, voluntary and independent early years providers with an early years graduate <i>(N.B Targets dependent on level of funding for bursaries)</i>	58	62	65	68	70