

## **EMPLOYMENT MATTERS COMMITTEE**

**18 JULY 2012**

### **BUDGET PROPOSALS AND IMPLICATIONS FOR STAFF**

Report from: Tricia Palmer, Assistant Director, Organisational Services

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#### **Summary**

This report covers new reviews and transfers since 1 April 2011 and a summary of Employment Tribunals lodged.

#### **1. Budget and Policy Framework**

1.1 The staffing implications of budget reductions are a matter for this committee, which can decide on the policies and processes supporting any changes in staffing.

#### **2. Background**

2.1 The Employment Matters Committee on 11 April 2012 considered new reviews since 1 April 2011 and a summary of Employment Tribunals lodged.

2.2 The Committee on 29 February 2012 agreed that future reports include details of the transfer of staff to and from other employers and staffing changes under the Better for Less programme, this is set out from paragraph 3.8 onwards.

2.2 This report provides an update on the present position.

#### **3. Summary of the present position**

##### **3.1 Reviews from 1 April 2011**

The reviews are detailed on Page 1 of Appendix A. Progress on the reviews is set out below.

##### **3.2 Shalder House – Extra Care Service**

Following the decision by cabinet on 20 December 2011 to decommission the Shalder House Extra Care Service, the final residents have now moved out and the Shalder House building is now unoccupied. There were 13 staff employed by the service. One member of staff was redeployed through the Better for Less programme into one of the newly created admin hubs. 12 members of staff were put at risk of redundancy.

Of these 12 staff, 9 were successfully redeployed to other posts within the Council. Unfortunately it was not possible to identify suitable alternative posts for the remaining 3 staff, and therefore their employment terminated on the grounds of redundancy on 29 March 2012.

### 3.3 **Balfour Centre**

On 29 November 2011, the Cabinet gave permission for a formal consultation process to take place with service users and staff about the proposed decommissioning of the Balfour Centre.

The number of attendees at the Balfour Day Centre is falling. This is mainly due to the personalisation agenda, which has encouraged choice and raised expectations from service users and carers. The centre has become increasingly expensive to run when benchmarked against other providers of daytime opportunities with support.

There are currently 20 staff posts based at the Balfour Centre plus 2 drivers and 2 escorts employed in Integrated Transport. Consultation with these staff commenced on 12 December 2011 and ended on 6 February 2012. Cabinet on 14 February 2012 considered the outcome of consultations and noted the expression of interest from Medway Community Healthcare regarding the Balfour Day Centre and instructed officers to explore this, consult with service users, carers and staff and report back to Cabinet for determination in due course. This has since been reported back to Cabinet on 12 June 2012 and it has been decided that the Balfour's services will be run by Medway Community Health Care for 6 months and all staff will be seconded to the organisation.

If this is successful, council staff working at the Balfour will be transferred to Medway Community Healthcare.

### 3.4 **Waste Services – Graffiti removal and pest control teams**

The Graffiti removal service has previously been funded by an external grant of £100,000 per annum but this funding ceased at the end of 2011/12. Following approval of the 2012/2013 budget at Council on 23 February 2012, the Graffiti service will have to be maintained with reduced operating costs. To ensure a smooth running of the service it was proposed that there would be closer working and cover provided between the graffiti removal technicians and senior pest control technicians at times of peak demand or staff shortages due to leave / sickness.

The reduction in funding would result in a reduction of 1FTE from 3FTE graffiti removal technicians. Consultation ran from 28 February to 22 March 2012. An alternative option came up on the last day of consultation to bring in house a contract, which would result in the required revenue generation and avoid any redundancies. The option was subject to a trial of some machinery, which took place week commencing 18 June. The trial was successful and therefore no redundancies are required.

### 3.5. **MACLS – Closure of Green street site**

Consultation on the closure of the site ended on 13 June 2012. The original proposal was closure of Green Street, moving all staff to the Rochester site, therefore doubling up on Refectory staff and Caretakers. It was then decided

to retain a site in Gillingham and 3 counter proposals have been received. These are presently being considered and an update will be given at the meeting.

### **3.6 Restructure in Housing HRA (Housing Revenue Account)**

Consultation on a restructure within the Housing HRA Team ended on 25 June 2012. The proposals include deleting 1.5 FTE service manager posts, leaving just one service manager post with overall responsibility for the HRA; introducing a pilot project to test the viability of expanding the role of the Sheltered Housing Managers to cover two separate sheltered schemes each; Introducing a new fixed term post, targeted in helping residents understand the impact of the impending welfare benefit reforms; increasing the number of Housing Officer posts from 4 to 6, in order to address feedback from residents about lack a of visibility of Housing Officer on estates; deleting the three Housing Assistant posts, which are more administrative based, in order to help fund the new Housing Officer posts and deleting the post of the Team Leader (Finance) and create a new Client Side Services Officer post (B1) to undertake a wider role covering finance and complaints, and interfacing with the Performance and Intelligence hub of Better for Less.

The restructure proposal would create 7 new posts and delete 7 existing posts. The new team structure would be better placed to deliver the HRA service, and respond to the feedback from recent tenants satisfaction surveys. The proposed changes would be cost-neutral.

### **3.7 Achieving Better for Less**

A separate report covering Better for Less phase one was presented to the Committee at its meeting on 18 January 2012.

Consultation for phase 2 of the programme began on 23 April 2012 and ends on 23rd July 2012. During this phase of the programme we are implementing the shared customer contact and administration functions for phase 2 services. We are also implementing the new shared category management and performance & intelligence teams for all services at the same time. The services affected by changes in this consultation are:

- Early Years Service
- Integrated Youth Support Service
- Commissioning & Strategy
- Older People Services
- Greenspaces and Heritage
- Festivals Arts Theatres and Events
- Parking
- Integrated Transport
- Traffic, Road Safety and Capital Projects
- Leisure Services
- Tourism
- Libraries
- Adult and Community Learning
- Children's Independent Safeguarding and Review team
- Community Interpreting Service
- Local Land Charges and Licensing
- RMI Exchequer (creditors and debtors)
- Customer First (switchboard and Community Interpreting Service only)

- Asset and Property Services
- Building and Design Services
- Housing Performance and Service Improvement
- Legal Services
- Performance and Management Information
- Research and Review
- Strategic Procurement

The change proposals that have been identified in relation to customer contact and administration, will have significant implications for existing management and staffing structures and will result in the reshaping of all council teams within scope, and will see some staff moving to newly created shared service teams.

Performance and Intelligence will be looking at the way we develop our strategies and how effectively we manage our performance and drive improvement across the council. The project will help reduce the number of strategies we have and focus on delivery of the improvements set out in those strategies. The proposed model will create a performance and intelligence hub for both of the council's directorates as well as a restructured central hub. This will affect all areas of the council that currently have performance management, service improvement, consultation and engagement activities.

Category Management will focus on the potential to achieve significant savings on our third party spend through more effective procurement and contract management. The first phase of this project will help us to fully identify those savings. In later phases we will work to deliver these savings. To help achieve this and deliver continued savings in the future we will be reviewing the council's current commissioning and procurement functions to deliver a category management approach through a central shared category management team working closely with specialist service teams. This new team will help us deliver and sustain efficiencies across every department that has a role in purchasing or commissioning services.

Furthermore, because of the impact of the customer contact, administration, performance and intelligence and category management functions moving out of the teams within the designated service areas, it will be necessary to consider how remaining specialist roles and functions are organised. The proposals for how this will be achieved have been formulated and are included as part of the overall consultation.

With a transformation programme on this scale, it is, unfortunately, inevitable that the size of the council's workforce will need to reduce. It is anticipated that the second phase could result in the loss of a maximum of 75 full time equivalent staff from the services involved.

### 3.8 **Schools**

There were 9 consultations completed during the spring period in Medway Schools, with an implementation date of 1 September 2012. These are detailed in Appendix B.

Those not reported on in the last report are:-  
St James VA – closure of the school breakfast club;

Robert Napier – Changes in the curriculum needs in MFL, resulting in a reduction in teachers.

Kingfisher Primary – reduction in the need for nursery provision;

Bligh Junior – re-organisation of senior leadership team prior to federation;

Silverbank Park – re-organisation of ‘onside’ counselling facilities.

### **3.9 Transfers to and from the Council**

#### **3.10 CCTV Partnership**

On 13 March 2012, Cabinet approved proposals for a CCTV Services Partnership between Medway, Swale, Maidstone and Gravesham Councils, ensuring it fits with corporate priorities and it meets stakeholders’ expectations.

The Partnership is effectively a joint contractual arrangement, initially between the four Councils. Medway Council is the Host Council whereby all other Councils in the Partnership Arrangement transferred delivery of their CCTV functions to Medway Control Centre (MCC). As a Host Council, MCC has delegated authority for the running of the service and as such is responsible for the employment of staff, procurement of goods and services and other responsibilities outlined in the agreement.

The Partnership is managed through the Executive Board, which is made up of the Head of the partnership, local authority representatives and representatives from the private sector, if appropriate. The Partnership enables the provision of improved and more cost effective CCTV services.

Medway Council consulted with staff and Trade Unions who are supportive of the Partnership. Consultation has also been undertaken with Gravesham Council, Maidstone Council, Profile Security and Securitas (private companies currently undertaking the Councils CCTV services), and 17 affected staff were transferred into Medway Council under TUPE regulations on 1 April 2012.

#### **3.11 Medway Telehealthcare Services**

On 15 February 2012, the Procurement Board agreed that Medway Control Centre (MCC) could tender for the operation of its engineering team within the Telehealthcare Service. The outsourcing of this service will ensure that Medway Telehealthcare Services have a wider pool of resources available to them, enabling MCC to meet current business demands and future growth of Telecare and Telehealth.

The current staffing structure for the installation of Telehealthcare has evolved as the business has grown and the engineering team is now made up of 2 full time Installation Officers (Telecare Base Unit and pendants) and 1 full time Engineer (sensors). The plan was that these three existing members of staff would be transferred under TUPE regulations to the successful tenderer.

The tender closed on 23 March 2012 and the contract was awarded to Red Alert. Following ongoing consultation with Red Alert they confirmed on 20 June 2012 that they were unable to pursue the telehealthcare contract due to the expense of providing a comparable pension scheme. Staff have been informed of this decision.

Work is ongoing to determine the best course of action, including whether to re-tender the operation of the engineering team within the Telehealthcare Service or to look at alternative measures such as an internal re-organisation.

### **3.12 Hi Kent Deaf Services**

The contract with Hi Kent for deaf services was given notice to terminate on 31 March 2012 as it was more cost effective to deliver this service in house. Two staff transferred in to Medway on 1 April 2012 and accepted Medway's terms and conditions of service.

### **3.13 Link Service Centres**

On 29 November 2011, the Cabinet gave permission for a formal consultation process to take place with service users and staff about the proposed outsourcing of the Linked Service Centres – Robert Bean Lodge (62 employees), Platters Farm Lodge (53 employees) and Nelson Court (50 employees).

Benchmarking of Robert Bean Lodge, Platters Farm Lodge and Nelson Court against the independent sector demonstrated that the services were relatively expensive and that efficiencies could be achieved without compromising the quality of outcomes delivered by each service.

The decision was taken at Cabinet on 14 February 2012 to outsource the three Linked Service Centres and adopt the implementation plan as detailed in the DIA. Once the tender evaluation process has concluded consultation with staff will commence.

### **3.14 Brook Theatre Cleaning Service**

There are currently three staff employed by Medway Council to undertake the cleaning at the Brook Theatre. The Service Manager is currently exploring options and costs of outsourcing this service. Outsourcing would most likely result in a TUPE transfer for the existing three staff members. No timeframes have yet been agreed.

### **3.15 CAMHS (Child and Adolescent Mental Health Services) Tier 3 Service**

Medway Council currently employs four staff to work alongside the current health provider KMPT, in delivering Child and Adolescent Mental Health Services (CAMHS). Following a re-tendering process the Primary Care Trust has now appointed a new service provider (Sussex Partnership). The four Medway Council employees will be transferred to the new Service provider under TUPE. The new provider will take over the service provision with effect from 1 September 2012.

### **3.16 Mental Health Services**

The transfer of 57 staff to the Council was achieved on 1 February 2012. This was a transitional arrangement pending further proposals to Cabinet on options in June 2012. Cabinet on 12 June 2012 considered a number of options and decided to retain the service in Council management and to review the matter after a twelve month period, setting out the weightings on the advantages and disadvantages of any options put forward for future delivery of the service.

### **3.17 Transfers to Academies**

The following schools have converted to Academies. Chatham Grammar for Boys, Sir Joseph Williamson Mathematical School, Rainham Mark Grammar, Cliffe Woods Primary, Hundred of Hoo, Chatham Grammar Girls, Thomas Aveling, Walderslade Girls, Greenacre and High Halstow.

Since the last report, All Faiths Primary has converted also. Chattenden is due to convert on 1 July 2012, and Robert Napier, Glencoe Junior, Elaine Primary and St James VA are scheduled for conversion on 1 September 2012.

#### **Other School transfers**

TUPE transfers into schools are due to take place with regards to a very small number of staff at Napier Primary (cleaners); Pilgrim (cleaners); and Woodlands (catering).

### **3.18 Stirling Centre**

Medway Council has agreed to enter into a development agreement with a new operator for the running of the Stirling Centre. As part of this agreement the new operator will be making significant investment into the updating of the building and facilities available to the public, whilst being able to utilise these for school use. 17 staff will initially be transferring on a secondment arrangement to the new operator whilst they seek admitted body status to the LGPS. Discussions are still ongoing to determine when staff will permanently transfer to the new provider under TUPE regulations.

### **3.19 Public Health**

Discussions have begun and a local public health transition plan is being produced collaboratively between Medway and the NHS. The plan will detail how the transfer of public health functions will be coordinated and managed between the sender and receiver organisation in April 2013.

The progress of the plan will be reported to the Health Transition board. Tricia Palmer – Assistant Director Organisational Services sits on this board as a Medway representative.

The transfer of around 70 staff into Medway will be guided by the requirements of the TUPE regulations and/or the Cabinet Office “Staff Transfers in the Public Sector Statement of Practice” (COSOP) guidance. The Human Resources functions of both Medway and the NHS are working together to effect a smooth transition of staff.

### **3.20 Medway Swale Estuary Partnership**

The transfer of Medway Swale Estuary Partnership into the Council was achieved on 1 February 2012. Consultation is currently being undertaken to extend the contract of employment and transfer the employee onto Medway Council Terms and Conditions of Services with effect from 1 July 2012.

### **3.21 Deangate Ridge Golf Course**

The contract with Foxy's Golf Limited (provider of Golf services to Deangate Ridge) was given notice to terminate on 6 August 2012 as it is more cost effective to deliver this service in house. The Council believes that two staff should transfer in to Medway on 7 August 2012. However, a challenge has been received from Foxy's Golf Ltd disputing this number of employees and

believes that more should transfer. Discussions and work are ongoing to resolve this issue before August 2012.

### **3.22 Drug and Alcohol Action Team (DAAT)**

There is a proposal to transfer one employee from Medway DAAT to Kent DAAT (KDAAT) as the function of service user engagement will move to KDATT once the Section 75 Agreement is reached. Discussions have recently commenced on how to achieve this transfer.

## **4. Support for Staff**

4.1 The Council recognises that this is an unsettling time for everyone and is making every effort to support staff. In addition to the individual meetings with managers, the HR service is providing support for affected employees and wherever possible we will redeploy individuals into new roles.

4.2 The Council has also engaged Job Centre Plus to provide sessions on benefits advice; tax implications and financial advice.

4.3 The Council's employee assistance provider (Care First) provides a free counselling and information line 24/7, 365 days a year. The Care First information line is managed by Citizen Advice Bureau trained advisers and can offer advice on a wide range of issues, which affect daily life such as employment, benefits, housing, debt etc. Care First has provided a set of learning sessions for managers in managing change.

4.4 We also encourage staff to talk to their trade unions to ensure that they get the necessary support. An Industrial Chaplain is also providing opportunities for staff to contact him for support.

4.5 There have been regular communications with all staff to keep them up-to-date with the budget proposals. The Chief Executive sends out regular e-mails and there have been articles in *The Headlines* (staff newsletter). A bespoke "Achieving Better for Less" website for communicating progress of the review to employees went live in October. There is also an employee consultation email address where staff can make their comments, suggestions for saving money and ask questions. Line managers have been encouraged to brief staff on a regular basis.

## **5. Risk management**

5.1 The risks in relation to these changes relate to both the services and staff involved. For the purposes of this report it is important to focus on the risk to staff. In addition to the personal implications for employees there are also some risks in losing highly valued skills. Recruitment arrangements have been reviewed (for example, there is no recruitment to administrative posts) and every effort is made to redeploy staff with transferable skills. This will go some way to mitigate these risks.

5.2 There is always a risk that staff will exercise their right to appeal against their dismissal and to date 8 staff have done so.

5.3 There have been 20 Employment Tribunal applications lodged from January 2011 to date, where the Council has been a named Respondent. Seven of

these claims related to redundancy dismissals. To date the Council has successfully defended all claims that have gone to a hearing.

- 5.4 There is delegated authority to the Assistant Director (Corporate Services) to authorise payment in respect of claims against the Council, in consultation with the relevant Director, where the claim does not exceed £5,000, and with the Chief Finance Officer and the relevant Portfolio Holder where the claim exceeds £5000 but does not exceed £10,000. This applies to limited cases where it is deemed to be more cost effective to reach a commercial settlement.

## **6. Financial and legal implications**

- 6.1 The proposed redundancies are being carried out in accordance with the Council's reorganisation procedure, and formal consultation with the trade unions and staff has taken place.
- 6.2 The Council must ensure that the process for any proposed redundancies complies with the required statutory obligations to inform and consult employees both collectively and individually under Section 188 of The Trade Union and Labour Relations (Consolidation) Act 1992. The Council is also under a duty to inform the secretary of state under Section 193 of the above Act about proposed redundancies.
- 6.3 The process adopted must be in accordance with the Council's redundancy procedure and comply with the general principles of fairness to minimise the risk of successful unfair dismissal claims.
- 6.4 The costs of redundancy and early retirement are continually being evaluated. Full Council on 24 February 2011 agreed that £3 million of the General Reserve be earmarked as a contingency for severance and associated costs as part of the 2010/2011 accounts closure. Any redundancy costs in schools would not be a charge against the earmarked reserves and will be reflected in the Children and Adults Directorate revenue monitoring as a pressure. In some circumstances schools are liable for redundancy costs.

## **7. Diversity Impact Assessments**

- 7.1 Service DIAs have been completed on the areas subject to reductions. The staffing DIA for the reductions agreed by Members and Directors in February 2011 was submitted to this Committee on 28 September 2011.

## **8. Recommendation**

- 8.1 The Employment Matters Committee is asked to note:
- The present position.
  - The support arrangements for staff.

**Lead officer contact**

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**Background papers**

Cabinet Report - Public Spending Reduction 29 June 2010

Employment Matters Committee 28 July 2010

Council Report 29 July 2010

Employment Matters Committee 16 September 2010

Employment Matters Committee 2 November 2010

Employment Matters Committee 7 December 2010

Cabinet Report on Budget 21 December 2010

Cabinet Report on Budget 27 January 2011

Employment Matters Committee 1 February 2011

Council Report 24 February 2011

Employment Matters Committee 16 March 2011

Employment Matters Committee 29 June 2011

Employment Matters Committee 28 September 2011

Employment Matters Committee 3 November 2011

Employment Matters Committee 18 January 2012

Employment Matters Committee 29 February 2012

Employment Matters Committee 11 April 2012

Cabinet Report on the Balfour Centre and Mental Health Services 12 June 2012

APPENDIX A		SUMMARY OF REDUCTIONS				
DEPT	AREA	NO. OF POSTS	CONSULTATION	OUTCOME	NO. OF REDUNDANCIES	NO. REDEPLOYED OR GOT POSTS WITHIN COUNCIL
BSD	Member Services	1	Not required	Post deleted due to elections outcome	1	0
	Member Services	1	9 Jun 11 for 30 days	No Change	1	0
	Teenage Pregnancy	2	11 Apr 11 for 30 days	No Change	2	0
	MACLS	1	31 Oct 11 for 10 days.	No Change	1	0
	MACLS Closure of Green Street	3	14 May 12 for 30 days	Not yet known	Not yet known	Not yet known
C&A	Youth Offending Team	3	14 June 11 for 30 days.	No Change	3	0
	Medway Youth Service	2	17 May 11 for 30 days.	No Change	2	0
	Youth House	1	6 June to 8 July 11	No Change	1	0
	Home School Support	3	9 June to 11 July 11	No Change	1	2
	Shalder House - Extra Care Service	12	15 Nov 11 for 30 days	No Change	3	9
	Balfour Centre	20	12 December 11 to 6 February 12	Not yet known	Not yet known	Not yet known
	Duke of Edinburgh Team - Youth	4	5 Dec 11 to 3 Jan 12	No Change	0	1
RCC	Chatham World Heritage Team	1	31 May 11 for 30 days.	No change	0	1
	Community Librarians and Acquisitions	1	15 July 11 for 30 days	No change	1	0
	Housing HRA	7	26 May 12 for 30 days	Not yet known	Not yet known	Not yet known
	Waste Services - Pest Control and Graffiti teams	1	28 Feb to 22 Mar 12	New machinery resulted in no need for redundancy	0	0
Council wide	Better for Less Phase 1	524	4 July to 30 September 11	Phase 1 proposals were implemented	14	510
	Better for Less Phase 2	570	23 April to 23 July 12	Not yet known	Not yet known	Not yet known
<b>TOTALS</b>		<b>1157</b>			<b>30</b>	<b>523</b>



APPENDIX B								
SCHOOLS	NO. OF		Teaching	support	CONSULTATION (less than 20 at each Est) date started for 28 days	OUTCOME (consultation ended /no change to proposals /counter proposals)	NO. OF REDUNDANCIES number projected	NO.REDEPLOYED within Schools
	POSTS	FTE						
New Road Primary	3	3.00	3		23.01.2012	no change	2	1
Horsted Federation	2	2.00	2		08.03.2012	no change	0	
Barnsole Federation	2	1.20	1	1	20.01.2012	no change	2	
Napier Primary	2	1.40		2	16.03.2012	no change	1	
St James VA	3	0.93		3	27.06.2012	no change	3	
Rober Napier	2	1.44	2		27.04.2012	no change	2	
Kingfisher Primary	1	0.70		1	14.06.2012	no change	1	
Bligh Junior	1	1.00	1		18.04.2012	no change	1	
Silverbank Park	1	1.00		1	25.04.2012	no change	1	
<b>TOTALS</b>								
	<b>17</b>	<b>12.67</b>	<b>9</b>	<b>8</b>			<b>13</b>	



<b>APPENDIX C</b>				
<b>TRANSFERS IN SINCE 1 APRIL 2011</b>				
<b>DEPT</b>	<b>AREA</b>	<b>NO. OF STAFF</b>	<b>DETAILS</b>	<b>EFFECTIVE DATE</b>
RCC	CCTV	17	Partnership between Medway, Swale, Maidstone and Gravesham	01-Apr-12
	Medway Swale Estuary	1	Hosting arrangements moved from Kent to Medway	01-Feb-12
	Deangate Ridge Golf Course	2	From Foxy's Golf Limited	07-Aug-12
C&A	Hi Kent	2	Contract brought in house	01-Apr-12
	Mental Health Services	57	Contract brought back to Medway	01-Feb-12
	Public Health	70	National transfer to local authorities	01-Apr-13
Schools	Napier Primary	6	Cleaners transferring in to school	01-Aug-12
	Pilgrim	4	Cleaners transferring in to school	01-Aug-12
	Woodlands	4	Catering Staff transferring in to school	01-Aug-12
<b>TOTAL</b>		<b>163</b>		
<b>TRANSFERS OUT SINCE 1 APRIL 2011</b>				
<b>DEPT</b>	<b>AREA</b>	<b>NO. OF STAFF</b>	<b>DETAILS</b>	<b>EFFECTIVE DATE</b>
RCC	Telehealthcare	3	Tendering process closed 23 March 2012. The awarded provider has now pulled out.	To be determined
	Stirling Centre	17	Initially transfer on secondment whilst new operator resolves pension issues	To be determined
	Brook Theatre Cleaning Service	3	Outsource the service	To be determined
C&A	Link Service Centres	165	Tendering process to commence	To be determined
	CAMHS Tier 3	4	Transferring to Sussex Partnership	01-Sep-12
	Balfour Centre	20	Initial secondment. If successful, transfer to Medway Community Healthcare	To be determined
Public Health	Drug and Alcohol Action Team	1	Transferring to Kent Drug and Alcohol Action Team	To be determined
<b>SUB TOTAL</b>		<b>213</b>		
Schools	Chatham Grammar Boys	160	Converted to an Academy	01-Apr-11
	Sir Joseph Williamson Mathematical	179	Converted to an Academy	01-Apr-11
	Rainham Mark Grammar	145	Converted to an Academy	01-Jul-11
	Cliffe Woods Primary	43	Converted to an Academy	01-Jul-11

	Hundred of Hoo	189	Converted to an Academy	01-Sep-11
	Chatham Grammar Girls	100	Converted to an Academy	01-Sep-11
	Thomas Aveling	152	Converted to an Academy	01-Sep-11
	Walderslade Girls	119	Converted to an Academy	01-Nov-11
	Greenacre	157	Converted to an Academy	01-Apr-12
	High Halstow Primary	29	Converted to an Academy	01-Apr-12
	All Faiths Primary	56	Converted to an Academy	01-Jun-12
	Chattenden Primary	41	Converting to an Academy	01-Jul-12
	Robert Napier	202	Converting to an Academy	01-Sep-12
	Glencoe Junior	46	Converting to an Academy	01-Sep-12
	Elaine Primary	78	Converting to an Academy	01-Sep-12
	St James VA	42	Converting to an Academy	01-Sep-12
	<b>SUB TOTAL FOR SCHOOLS</b>	<b>1738</b>		
	<b>TOTAL</b>	<b>1951</b>		