

Budget Book

2012/13

Approved by County Council 9 February 2012



KCC Budget Book 2012/13

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KCC Budget Book

SECTION 1

Introduction

Section 1 - KCC Budget Book

Introduction

- 1.1 Please see the “Medium Term Financial Plan 2012/15” for the Leader’s Foreword to this budget and the national and local context in which the budget has been set. The remainder of this introduction is a guide to help users navigate this budget book.
- 1.2 We have made some changes to the presentation of the revenue sections of this Budget Book to make the document more user-friendly. There are three places where you can find changes to the budget. One of those is in the Medium Term Financial Plan at Appendix A (iii), the other two are in this budget book, one within section 5 and the other within section 6. The index at the back of this book (at Appendix B) signposts you to the relevant page number for individual services within section 5 and 6.
- 1.3 We have continued with an alphabetical list of individual service budgets (see section 5), indicating which Portfolio is responsible for each line in the Budget and showing key performance and activity levels. This format was well received when it was introduced in 2011/12 and there have been only minor changes in descriptions of the services we provide and to remove figures that are so small they are immaterial.
- 1.4 The services continue to be split into four main sections, and within those sections have been further split into meaningful categories to guide the reader to the correct service area. The table below shows the main headings and categories, as presented in the budget pages that follow.

Main Heading	Categories
Direct Service to the Public	Adults & Older People
	Children’s Services
	Community Services
	Environment
	Highways
	Local Democracy
	Planning and Transport Strategy
	Regeneration & Economic Development
	Regulatory Services
	Schools Budgets
	Schools Services
	Transport Services
Waste Management	
Financing Items	
Assessment Services	
Management, Support Services (inc. centrally managed budgets) and Overheads	

- 1.5 A new addition to the Budget Book for 2012/13 is a “variation statement” (see section 6), which summarises changes between 2011/12 and 2012/13 for each line of the A-Z. The purpose of this change is to support the transparency agenda and to help the reader follow the main reasons for a

change between financial years in any particular budget service area. We would also refer the reader to ‘What we spend’ section of kent.gov.uk. The index at the back of the book (Appendix B) will be a useful tool for navigating between the variation statements.

- 1.6 We have shown the detailed transactions that make up the Base Adjustments – Internal section. To help the reader we have added a “type” flag to explain why each adjustment has been necessary. The “type” flags used are:

Type	Description of adjustment
11/12	These adjustments relate to budget realignments in 2011/12 and have been reflected through this year’s budget monitoring process
GIN	These adjustments are in the main between Gross and Income and have a nil net effect.
A-Z tfr	These adjustments relate to the transfer of budgets between A to Z service lines
DSG	These adjustments relate to the delegation of Dedicated Schools Grant (DSG) to Schools or realignment of DSG budgets

- 1.7 The Directorate service management and support costs are shown separately at the end of the budget pages. As a result of the restructuring of the council, comparison of these costs by services with previous year’s budget books is not feasible.
- 1.8 The revenue budgets have also been presented by Directorate (split by responsible manager) in section 8. Information on staffing levels within each unit can be obtained within individual business plans.

Technical Adjustment - Post County Council

- 1.9 Since the revenue budgets were approved at County Council on 9 February 2012, the Council has agreed its Total Contribution Pay awards for 2011/12 financial year performance. The approved budget contains £2m for this pressure which has been held within an unallocated budget within Financing Items. Now that the awards have been agreed, this budget has now been allocated to individual portfolios, directorates and service lines, to reflect the increased costs to individual staffing budgets. This is a technical adjustment in line with our revenue budget adjustment protocols. Technical adjustments apply where there is no change in policy, including allocation of grants and previously unallocated budgets and savings targets where further information regarding allocations and spending plans has become available since the budget setting process, and where adjustments have been necessary to better reflect the split of services across the A-Z budget headings.
- 1.10 The technical adjustment has resulted in the following changes to portfolio totals.

	Portfolio Totals approved by County Council £000's	Technical Adjustments for TCP allocations £000's	Adjusted Portfolio Totals £000's
Adult Social Care and Public Health	335,639	365	336,004
Business Strategy, Performance and Health Reform	52,447	291	52,738
Customer and Communities	79,496	430	79,926
Democracy and Partnerships	7,193	19	7,212
Education, Learning and Skills	59,395	125	59,520
Environment, Highways and Waste	149,307	228	149,535
Finance and Business Support	64,201	-1,838	62,363
Regeneration and Enterprise	3,643	29	3,672
Specialist Children's Services	153,000	351	153,351
TOTALS	904,321	0	904,321

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SECTION 2

Council Tax 2012/13

COUNCIL TAX 2012-13

COUNCIL TAX BASE, PRECEPT AND COUNCIL TAX RATES

DISTRICT COUNCIL	COUNCIL TAX BASE	PRECEPT - KCC council tax to be collected	PROPERTY BAND	TAX RATE PROPORTION OF BAND D	TAX RATE
		£			
Ashford	46,075.60	48,277,092	Band A	6 / 9	£698.52
Canterbury	52,353.00	54,854,426			
Dartford	35,069.50	36,745,121	Band B	7 / 9	£814.94
Dover	40,188.44	42,108,644			
Gravesham	35,551.53	37,250,182	Band C	8 / 9	£931.36
Maidstone	60,985.30	63,899,178			
Sevenoaks	50,860.03	53,290,122	Band D	1	£1,047.78
Shepway	40,019.05	41,931,160			
Swale	48,401.04	50,713,642	Band E	11 / 9	£1,280.62
Thanet	47,194.74	49,449,705			
Tonbridge and Malling	49,256.68	51,610,164	Band F	13 / 9	£1,513.46
Tunbridge Wells	45,605.93	47,784,981			
			Band G	15 / 9	£1,746.30
			Band H	2	£2,095.56
Total	551,560.84	577,914,417			

Note

These figures reflect only the County Council tax rates. Both the Kent Police Authority, Kent & Medway Fire & Rescue Authority and the District Councils' requirements are shown separately on the Council Tax bills

KCC Budget Book

SECTION 3

Capital Investment Plans

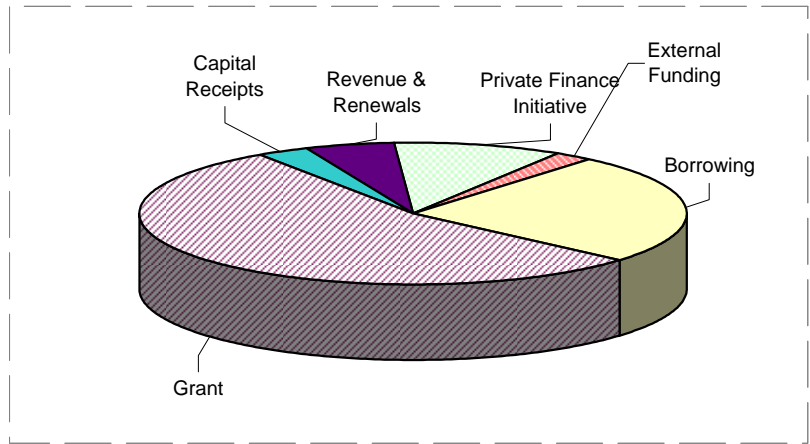
CAPITAL INVESTMENT PLANS SUMMARY

HOW FINANCED, DISTRIBUTED AND SPENT

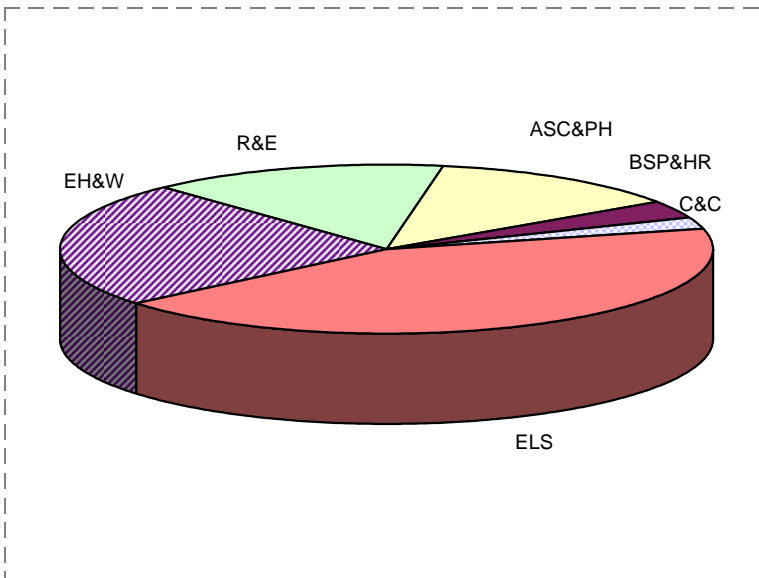
The Capital Budget for the three years 2012/15 is **£692.5m** and the following diagrams summarise how this expenditure is financed, distributed by portfolio and what it is spent on.

Financed by

	£m
Borrowing	175.3
Grant	374.2
Capital Receipts	21.8
Revenue & Renewals	35.9
Private Finance Initiative	70.4
External Funding	14.9
	692.5



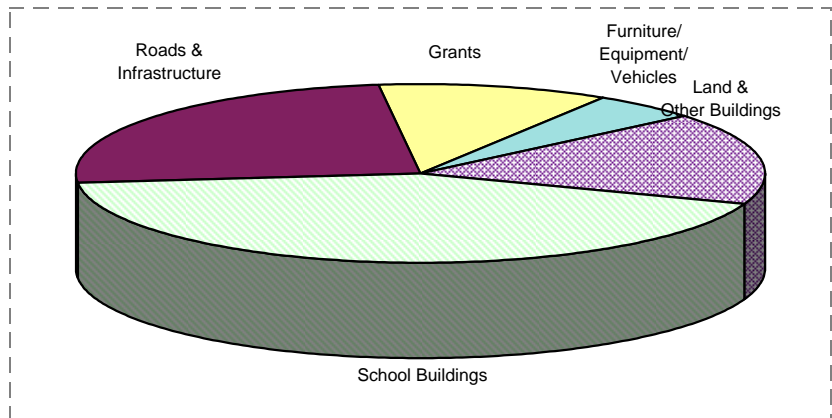
Spent by



	£m
Adults Social Care & Public Health (ASC&PH)	89.2
Business Strategy, Performance & Health Reform (BSP&HR)	22.5
Customer & Communities (C&C)	15.7
Education, Learning & Skills (ELS)	295.9
Environment, Highways & Waste (EH&W)	167.8
Regeneration & Enterprise (R&E)	101.2
Specialist Children's Services (SCS)	0.2
	692.5

Spent on

	£m
School Buildings	296.7
Roads & Infrastructure	171.3
Grants & Advances	73.8
Furniture/Equipment/Vehicles	34.6
Land & Other Buildings	116.1
	692.5



Row ref	SUMMARY											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
2012/15 Funded By:												
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1	Adults Social Care & Public Health	92,933	3,768	937	6,279	5,286	1,441		4,802	70,420		
2	Business Strategy, Performance & Health Reform	40,447	17,971	14,979	1,625	3,950		561	1,361			
3	Customer & Communities	27,047	11,350	12,104		2,127	350	310	806			
4	Education, Learning & Skills	687,324	365,757	45,979		205,884	3,361	30,895	9,826		25,622	
5	Environment, Highways & Waste	608,582	212,512	52,174	20	106,983	3,601	253	4,464	300	228,275	
6	Regeneration & Enterprise	119,658	13,488	40,972		50,000	225	5,292	4,681		5,000	
7	Specialist Children's Services	15,168	14,947	218				3				
8	Total Cash Limit	1,591,159	639,793	167,363	7,924	374,230	8,978	5,858	35,920	21,776	70,420	258,897
2012/15 Funded By:												
	Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI		
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES												
9	Adults Social Care & Public Health	3,429		14		3,414			1			
10	Business Strategy, Performance & Health Reform	9,168		4,085		3,950		61	1,072			
11	Customer & Communities	11,885		9,443		2,127			315			
12	Education, Learning & Skills	61,217				35,217		26,000				
13	Environment, Highways & Waste	113,801		12,853		96,800	48	3,800	300			
14	Total Rolling Programmes	199,500		26,395		141,508	48	29,861	1,688			
	Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
INDIVIDUAL PROJECTS												
15	Adults Social Care & Public Health	89,504	3,768	923	6,279	1,872	1,441		4,801	70,420		
16	Business Strategy, Performance & Health Reform	31,279	17,971	10,894	1,625			500	289			
17	Customer & Communities	15,162	11,350	2,661			350	310	491			
18	Education, Learning & Skills	626,107	365,757	45,979		170,667	3,361	4,895	9,826		25,622	
19	Environment, Highways & Waste	494,781	212,512	39,321	20	10,183	3,553	253	664		228,275	
20	Regeneration & Enterprise	119,658	13,488	40,972		50,000	225	5,292	4,681		5,000	
21	Specialist Children's Services	15,168	14,947	218				3				
22	Total Individual Projects	1,391,659	639,793	140,968	7,924	232,722	8,930	5,858	6,059	20,088	70,420	258,897
23	Total Cash Limit	1,591,159	639,793	167,363	7,924	374,230	8,978	5,858	35,920	21,776	70,420	258,897

Row ref	ADULTS SOCIAL CARE & PUBLIC HEALTH											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
2012/15 Funded By:												
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	ROLLING PROGRAMMES											
1	Asset Modernisation	15		14							1	
2	<i>Home Support Fund</i>	3,414				3,414						
3	Total Rolling Programmes	3,429		14		3,414					1	
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Kent Strategy for Services for Older People (OP):											
4	<i>OP Strategy - Specialist Care Facilities</i>	5,088	224	332	1,082		76			3,374		
5	<i>OP Strategy - Trinity Centre, Dartford</i>	1,000	1							999		
	Kent Strategy for Services for People with Learning Difficulties/Physical Disabilities:											
6	<i>Community Care Centre - Thameside Eastern Quarry/Ebbsfleet</i>	1,418					1,365			53		
7	<i>Learning Disability Good Day Programme</i>	6,823	1,260	104	5,154					305		
	Active Care/Active Lives Strategy:											
8	PFI - Excellent Homes for All - Development of new Social Housing for vulnerable people in Kent	70,420										70,420
	Developing Innovative and Modernising Services:											
9	<i>Capital Grant - IT Related Projects</i>	3,518	1,796			1,722						
10	<i>Public Access Development</i>	1,237	487	487	43	150				70		
11	Total Individual Projects	89,504	3,768	923	6,279	1,872	1,441			4,801	70,420	
12	TOTAL CASH LIMIT	92,933	3,768	937	6,279	5,286	1,441			4,802	70,420	

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

Row ref	BUSINESS STRATEGY, PERFORMANCE & HEALTH REFORM											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	<i>Modernisation of Assets</i>	5,768		4,085		1,300			61	322		
2	Disposal Costs	750								750		
3	Corporate Property Strategic Capital	2,650				2,650						
4	Total Rolling Programmes	9,168		4,085		3,950			61	1,072		
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
5	Connecting Kent	2,341	1,482	859								
6	Connecting with Kent	2,413	1,626	787								
7	Energy Efficiency and Renewable energy in the KCC estate	503	253	250								
8	Enterprise Resource Programme	1,898	648	750					500			
9	Integrated Children's System	1,326	652	674								
10	Oracle Release 12 - HR & Finance Modules	1,733	1,593	140								
11	Oracle Self Service Development	633	568	65								
12	Property Asset Management System	324	35							289		
13	Sustaining Kent - Maintaining the Infrastructure	10,247	8,823	1,424								
14	Workplace Transformation	9,861	2,291	5,945	1,625							
15	Total Individual Projects	31,279	17,971	10,894	1,625				500	289		
16	TOTAL CASH LIMIT	40,447	17,971	14,979	1,625	3,950			561	1,361		

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

Row ref	CUSTOMER & COMMUNITIES											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three Year Budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	Country Park Access and Development	105		105								
2	Library Modernisation Programme - adaptations and improvements to existing facilities	1,695		1,380						315		
3	Management & Modernisation of Assets	5,558		5,558								
4	Public Rights of Way - Structural Maintenance	2,127				2,127						
5	Public Sports Facilities Improvement - Capital Grant	300		300								
6	Small Community Projects	1,500		1,500								
7	Village Halls & Community Centres - Capital Grants	600		600								
8	Total Rolling Programmes	11,885		9,443		2,127				315		
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
9	Gateway phase 2 completion	7,202	4,797	2,405								
10	Libraries Invest to Save	1,730	1,560	170								
11	Community Facility at Edenbridge, Sevenoaks <i>New Library & Community Centre, Cheesemans</i>	1,006	758	-236				248		236		
12	<i>Green, Ashford - in response to housing developments</i>	350					350					
13	The Beaney, Canterbury	3,291	3,036							255		
14	Tunbridge Wells Library	444	210	172				62				
15	Web Platform	1,139	989	150								
16	Total Individual Projects	15,162	11,350	2,661			350	310		491		
17	TOTAL CASH LIMIT	27,047	11,350	12,104		2,127	350	310		806		

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	Annual Planned Enhancement Programme*	23,199				23,199						
2	Devolved Formula Capital Grants for Schools for Pupil Referral Units	270				270						
3	Devolved Formula Capital Grants for Schools	11,748				11,748						
4	Schools Revenue Contribution to Capital	26,000							26,000			
5	Total Rolling Programmes	61,217				35,217			26,000			
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Basic Need Schemes - to provide additional pupil places:												
6	Future Basic Need Schemes*	31,987				27,544				4,443		
7	Basic Needs Projects under £1m	969					969					
8	Goat Lees Primary School, Ashford	2,685	210	2,241		186	48					
9	Repton Park Primary School, Ashford	6,100	2,941	815			2,344					
10	Aylesham Primary School, Dover	1,000										1,000
11	Cheesemans Green Primary School, Ashford	4,300										4,300
12	Ebbsfleet Station Primary School, Gravesham	5,100										5,100
13	John Wesley Primary School, Ashford	2,500										2,500
14	Lansdowne Primary School, Sittingbourne	2,500										2,500
15	Rushenden Primary School, Queenborough	3,000										3,000
16	St Peter & St Paul Primary School, Leybourne	2,000										2,000

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Modernisation Programme - Improving & upgrading school buildings including removal of temporary classrooms:											
1	Frittenden Primary School, Tunbridge Wells	755	705			50						
2	Halfway House Primary School, Sheerness	2,378	858			1,520						
3	Kingsmead Primary School, Canterbury	2,017	218	1,799								
4	Wrotham School, Sevenoaks	3,000	509	600		1,891						
5	Modernisation Programme	20,005				20,005						
	Special Schools Review - major projects supporting the special schools review:											
6	The Wyvern School, Ashford (Buxford Site)	3,000	1,801	1,199								
7	Special Schools Review - Phase 2	30,000	195	29,805								
8	Special Schools Review projects under £1m	1,137	1,048	89								
	Development Opportunities - projects partly/entirely funded by income from land disposal:											
9	Bromstone Primary School, Thanet	3,088										3,088
10	Headcorn Primary School, Maidstone	1,184										1,184
11	Whitehill Primary School, Gravesend	950										950
	Primary Improvement Programme Projects (PCP):											
12	Archbishops Courtney Primary School, Maidstone	3,257	3,180			77						
13	Beaver Green Primary School, Ashford	2,903	2,897			6						
14	Eastchurch CE Primary School, Sheerness	4,710	4,700			10						
15	Richmond Primary School, Sheerness	1,300	1,142			158						
16	Rose Street Primary School, Sheerness	1,383	1,378			5						
17	West Minster Primary School, Sheerness	1,300	373			927						
18	Primary Improvement Programme Projects under £1m	1,576	1,568			8						

Row ref	EDUCATION, LEARNING & SKILLS											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
	Academy Projects:											
1	Academies Unit Costs Other Projects	4,680	3,235	1,445								
2	Cornwallis Academy, Maidstone	35,328	34,167	178						983		
3	Dover Christ Church Academy	10,252	134			10,118						
4	Duke of York Academy, Deal	24,240				24,240						
5	Isle of Sheppey Academy, Sheerness	49,578	27,531	2,624		19,423						
6	John Wallis Academy, Ashford	7,615	32			7,583						
7	Knole Academy, Sevenoaks	16,947	170			16,777						
8	Longfield Academy, Dartford	24,597	23,797	130		670						
9	Marsh Academy, New Romney	16,627	15,014	217		689				707		
10	Skinners Kent Academy, Tunbridge Wells	20,399	6,805	44		13,394				156		
11	Spires Academy, Canterbury	13,694	11,026	525		743				1,400		
12	St Augustines Academy, Maidstone	11,545				11,545						
13	Wilmington Enterprise Academy, Dartford	13,056	200			12,856						
	Building Schools for the Future Projects:											
14	BSF Wave 3 Build Costs	208,045	204,545	1,363						2,137		
15	BSF Unit Costs (including SecTT)	12,820	12,720	100								
16	BSF Wave 5 unit costs	1,750	1,250	500								
	Other Projects:											
17	One-off Schools Revenue to Capital	5,000	105						4,895			
18	Unit Review	3,500	1,195	2,305								
19	Ursuline College (Specialist Schools)	350	108			242						
20	Total Individual Projects	626,107	365,757	45,979		170,667	3,361		4,895	9,826		25,622
21	TOTAL CASH LIMIT	687,324	365,757	45,979		205,884	3,361		30,895	9,826		25,622

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

* only the 2012/13 allocation has been announced. Estimates have been included for 13/14 and 14/15. Individual projects are to be identified and prioritised prior to approved programmes being announced.

Row ref	ENVIRONMENT , HIGHWAYS & WASTE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Three year budget		Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	Commercial Services Vehicles Plant & Equipment	3,800							3,800			
2	Highway Major Enhancement/Other Capital Enhancement/Bridge Assessment & Strengthening	89,946		10,000		79,946						
3	Integrated Transport Schemes under £1million	10,554				10,254				300		
4	Major Schemes - Preliminary Design Fees	900		900								
5	Members Highway Fund	6,600				6,600						
6	Land compensation and Part 1 claims arising from completed Highways projects	2,001		1,953			48					
7	Total Rolling Programmes	113,801		12,853		96,800	48		3,800	300		
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Environment and Waste:												
8	Archaeological Resource Centre - KCC Contribution	900		900								
9	Coldharbour Gypsy Site	1,370	358	438		574						
10	Energy and Water Efficiency Investment Fund - External	1,361	653	50				50	528			80
11	Energy Reduction & Water Efficiency Investment	1,786	1,650						136			
12	Sandwich Sea Defences	3,640		3,640								
Household Waste Recycling Centres (HWRCs) and Transfer Stations(TSs)												
13	East Kent Joint Waste Project	4,601	3,601	1,000								
14	HWRC - Herne Bay	1,595	345	1,250								
15	HWRC - Tonbridge & Malling	2,300		2,300								
16	HWRC - West Kent	2,600										2,600
17	Mid Kent Joint Waste Project	4,440		4,440								
18	TS/HWRC - Ashford	5,000	850	4,150								
19	TS/HWRC - Swale	3,630		3,630								

Row ref	ENVIRONMENT , HIGHWAYS & WASTE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
				2012/15 Funded By:								
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Kent Highway Services:												
1	Cyclo Park	8,140	7,937					203				
2	<i>A228 Colts Hill Strategic Link - Major road scheme</i>	25,000										25,000
3	Ashford Ring Road - Major road scheme	15,573	15,476				97					
4	East Kent Access Phase 2 - Major road scheme	87,001	82,324	3,827		850						
5	Growth without Gridlock Initiatives	10,000		10,000								
6	Kent Highway Partnership - Co-Location Depots	22,073	21,933	120	20							
7	<i>Kent Thameside Strategic Transport Programme</i>	145,311	527			8,370	819					135,595
8	Rushenden Link (Sheppey) - Major road scheme	11,474	10,804	670								
9	Sittingbourne Northern Relief Road - Major road scheme	31,535	28,898				2,637					
10	<i>South East Maidstone Strategic Link - Major road scheme</i>	35,000										35,000
11	Street Lighting Timing	2,906		2,906								
Ashford's Future Schemes:												
12	<i>A28 Chart Road</i>	15,000										15,000
13	Drovers roundabout junction	19,075	18,925			150						
14	<i>Orchard Way Railway Bridge</i>	15,000										15,000
15	Victoria Way	18,470	18,231			239						
16	Total Individual Projects	494,781	212,512	39,321	20	10,183	3,553	253	664			228,275
17	TOTAL CASH LIMIT	608,582	212,512	52,174	20	106,983	3,601	253	4,464	300		228,275

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

Row ref	REGENERATION & ENTERPRISE											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
1	Empty Property Initiative	17,576	5,576							7,000		5,000
2	Eurokent Road (East Kent)	6,398	5,973				225	5,292		-5,092		
3	Regional Growth Fund	40,000				40,000						
4	Rural Broadband Demo Project	1,584	1,064	520								
5	Regeneration Fund Projects	12,100	875	8,452						2,773		
6	Margate Housing	10,000		10,000								
7	Broadband	20,000		10,000		10,000						
8	Local Authority Mortgage Scheme	12,000		12,000								
9	Total Individual Projects	119,658	13,488	40,972		50,000	225	5,292		4,681		5,000
10	TOTAL CASH LIMIT	119,658	13,488	40,972		50,000	225	5,292		4,681		5,000

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

Row ref	SPECIALIST CHILDREN'S SERVICES											
SECTION 3 - CAPITAL INVESTMENT PLANS 2012/13 TO 2014/15												
			2012/15 Funded By:									
		Total cost of scheme	Previous Spend	Borrowing	PEF2	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	PFI	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
1	Multi Agency Specialist Hubs (Children Development Centres)	14,917	<i>14,912</i>	2				3				
2	Service Redesign	251	<i>35</i>	216								
3	Total Individual Projects	15,168	<i>14,947</i>	218				3				
4	TOTAL CASH LIMIT	15,168	<i>14,947</i>	218				3				

Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

KCC Budget Book

SECTION 4

Portfolio Revenue Budget Summary

Section 4 - Portfolio Revenue Budget Summary

WHO IS RESPONSIBLE FOR THE BUDGET?

REVENUE SPENDING

Ref row	2011/12 Revised Base	Portfolio	2012/13 Approved Budget								
	Net Cost £000s		Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	Change	Cabinet Members
1	348,162	Adult Social Care & Public Health	77,340	374,864	452,204	-116,200	336,004	0	336,004	-12,158	GG
2	55,537	Business Strategy, Performance and Health Reform	39,867	50,094	89,961	-31,739	58,222	-5,484	52,738	-2,799	RG
3	91,498	Customer and Communities	59,817	71,429	131,246	-49,772	81,474	-1,548	79,926	-11,572	MH
4	6,856	Democracy and Partnerships	2,582	4,890	7,472	-260	7,212	0	7,212	356	AK
5	69,978	Education, Learning and Skills	602,722	317,440	920,162	-148,154	772,008	-712,488	59,520	-10,458	MW
6	148,738	Environment, Highways and Waste	16,502	160,332	176,834	-26,052	150,782	-1,247	149,535	797	BS
7	48,725	Finance and Business Support	22,963	153,297	176,260	-20,999	155,261	-92,898	62,363	13,638	JS
8	4,560	Regeneration & Enterprise	2,552	2,622	5,174	-1,502	3,672	0	3,672	-888	KL
9	135,000	Specialist Children's Services	78,678	139,199	217,877	-5,745	212,132	-58,781	153,351	18,351	JW
10	909,054	BUDGET REQUIREMENT	903,023	1,274,167	2,177,190	-400,423	1,776,767	-872,446	904,321	-4,733	
		Funded by:									
11	-1,663	Other un-ring-fenced Grants						-3,437	-3,437		
12	-315,987	Formula Grant						-303,446	-303,446		
13	-14,325	Council Tax Freeze Grant						-14,446	-14,446		
14	-1,400	New Homes Bonus						-2,839	-2,839		
15	-1,991	Deficit/(Surplus) on tax collection for previous year							-2,239		
16	-573,688	Council Tax							-577,914		
17	0	TOTAL	903,023	1,274,167	2,177,190	-400,423	1,776,767	-1,196,614	0		

KCC Budget Book

SECTION 5

A-Z Service Analysis

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Adults and Older People								
			<i>Direct Payments</i>								
1	9,672	ASC&PH	Learning Disability	0	11,573	11,573	-547	11,026	0	11,026	Approximately 1000 clients are expected to be receiving an on-going direct payment. These people have been assessed as being eligible for social care support, but have chosen to arrange and pay for their own care and support services instead of receiving them directly from the local authority. There will also be a number of one-off direct payments made during the year for such things as items of equipment and respite care.
2	732	ASC&PH	Mental Health	0	995	995	0	995	0	995	Approximately 200 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
3	5,494	ASC&PH	Older People	0	7,008	7,008	-787	6,221	0	6,221	Around 1000 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
4	7,895	ASC&PH	Physical Disability	0	9,561	9,561	-374	9,187	0	9,187	Around 1000 clients are expected to be receiving an on-going direct payment ; there will also be a number of one-off direct payments made during the year.
			<i>Domiciliary Care</i>								
5	5,642	ASC&PH	Learning Disability	2,639	3,630	6,269	-1,187	5,082	0	5,082	Domiciliary care provided by the independent sector supporting approximately 420 people to live at home. In addition this service provides: support to 120 people through the independent living scheme and other domiciliary support
6	598	ASC&PH	Mental Health	0	532	532	-80	452	0	452	Services provided through the independent sector supporting people to live at home

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
7	34,485	ASC&PH	Older People	6,197	37,639	43,836	-12,033	31,803	0	31,803	Domiciliary care provided by the independent sector supporting nearly 5,000 people to live at home. In addition this service provides: - the Kent Enablement at Home Service which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills; and a number of small contracts for services primarily with Health, including the night sitting service, recuperative care and rapid response.
8	7,129	ASC&PH	Physical Disability	269	7,291	7,560	-576	6,984	0	6,984	Domiciliary care provided by the independent sector supporting approximately 950 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
			<i>Nursing and Residential Care</i>								
9	70,390	ASC&PH	Learning Disability	2,036	74,128	76,164	-6,459	69,705	0	69,705	620 clients are provided services through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients through the independent sector and 88 respite beds across various KCC
10	5,924	ASC&PH	Mental Health	0	6,929	6,929	-875	6,054	0	6,054	10,300 weeks of residential care provided through the independent sector. This service also provides approximately 3,000 weeks of permanent residential care for preserved rights clients through the independent sector.
11	23,477	ASC&PH	Older People - Nursing	0	44,812	44,812	-22,674	22,138	0	22,138	Around 1,500 clients provided this service through the independent sector. This service administers the payment of the health element of the nursing cost and reclaims this from PCT's

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
12	50,605	ASC&PH	Older People - Residential	10,991	74,358	85,349	-36,494	48,855	0	48,855	Approximately 2,900 clients on average provided through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients provided through the independent sector. In-house this provides 201 residential care beds and 60 nursing care beds.
13	11,567	ASC&PH	Physical Disability	0	13,813	13,813	-1,969	11,844	0	11,844	Approximately 260 clients provided this service through the independent sector.
			Supported Accommodation								
14	27,709	ASC&PH	Learning Disability	462	32,636	33,098	-3,694	29,404	0	29,404	Services provided through the independent sector for approximately 620 people in supported accommodation/supported living.
15	1,359	ASC&PH	Physical Disability / Mental Health	0	2,552	2,552	-274	2,278	0	2,278	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
16	13,742	ASC&PH	Contributions to Voluntary Organisations	0	16,044	16,044	-902	15,142	0	15,142	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
			Day Care								
17	13,114	ASC&PH	Learning Disability	6,767	6,344	13,111	-503	12,608	0	12,608	Day care/day services provided both in the independent sector and in-house
18	3,769	ASC&PH	Older People	1,124	2,329	3,453	-195	3,258	0	3,258	Day care/day services provided both in the independent sector and in-house
19	1,581	ASC&PH	Physical Disability / Mental Health	0	1,565	1,565	-38	1,527	0	1,527	Day care/day services provided both in the independent sector and in-house
20	1,507	C&C	Drug & Alcohol services	916	15,181	16,097	-13,615	2,482	-1,070	1,412	5,470 adults across Kent accessing structured alcohol and drug treatment; 401 young people accessing structured young persons services

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
21	5,852	ASC&PH	Other Adult Services	1,049	16,886	17,935	-23,780	-5,845	0	-5,845	A range of other services including: - approximately 240,000 home delivered hot meals; Occupational Therapy & Sensory Disability services working in partnership with Health, Hi Kent and Kent Association for the Blind to provide approximately 56,000 items of equipment. Community outreach support to clients with mental health problems; providing support for people with a disability to fund and keep work; collaborating with health on the delivery of Telehealth and Telecare services.
22	565	ASC&PH	Safeguarding	469	340	809	-236	573	0	573	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
23	29,739	C&C	Supporting People	395	25,353	25,748	0	25,748	0	25,748	24,000 vulnerable people receiving support to enable independent living in their own homes
			Children's Services								
			<i>Education and Personal</i>								
24	2,553	ELS	14 to 19 year olds	1,234	1,846	3,080	-534	2,546	-1,006	1,540	A range of services for young people including preparation for employment, vocational training, apprenticeships, and Skills Force
25	1,492	ELS	Attendance & Behaviour	10,284	8,568	18,852	-349	18,503	-17,689	814	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and provision of alternative education services for those excluded or at risk of exclusion from school, or missing school for health reasons.
26	19,222	SCS	Children's Centres	14,524	3,255	17,779	0	17,779	0	17,779	97 children's centres delivering support and advice to families
27	9,787	ELS	Connexions	0	6,787	6,787	0	6,787	0	6,787	Contract with Connexions service for the provision of information, advice and guidance to young people

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
28	7,128	SCS & ELS	Early Years and Childcare	3,734	5,613	9,347	-107	9,240	-5,043	4,197	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
29	916	SCS	Early Years Education	0	41,276	41,276	0	41,276	-39,500	1,776	Payments made to over 740 PVI providers for up to 15 hours a week of free entitlement places for 3 & 4 year olds (equates to over 9.5 million hours of provision) plus over 325,000 hours of free places for disadvantaged 2 year olds
30	3,315	ELS	Education Psychology Service	2,599	316	2,915	-13	2,902	0	2,902	Statutory assessment of children with special educational needs
31	0	ELS	Free School Meals	0	1,288	1,288	0	1,288	-1,288	0	Provision of free school meals for primary schools who had decided not to take delegation of this budget. This budget will be fully delegated to schools from August 2012
32	1,363	ELS	Individual Learner Support (incl. Minority Communities Achievement and Partnership with Parents services)	8,720	1,461	10,181	-2,330	7,851	-6,653	1,198	A range of specialist services to support children with learning difficulties and disabilities in local authority maintained schools, to provide advice and support on meeting the needs and raising the achievement of minority ethnic children and young people including those that don't speak English as a main language and the provision of support to parents of disabled children and children with Special Educational Needs.
33	0	ELS	Statemented Pupils	929	6,515	7,444	-3,680	3,764	-3,764	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units
34	1,928	SCS	Virtual School Kent	1,808	833	2,641	0	2,641	-704	1,937	Supporting approx 1,600 looked after children focussing on their education & health needs

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
35	6,222	C&C	Youth Service	5,384	3,400	8,784	-2,636	6,148	-50	6,098	Over 220,000 attendances at youth centres; 42,369 attendances at street-based projects; 4,822 young people on Duke of Edinburgh Award; 89,421 daytime outdoor education sessions; 30,000 votes cast in Kent Youth County Council
36	3,608	C&C	Youth Offending Service	3,832	1,929	5,761	-2,319	3,442	0	3,442	4,907 assessments conducted; 786 court sessions attended; 2,702 reports produced; 2,122 young people on remand; 1,222 young people on community based penalties supervised; support for 80 young people in custody; 200 parenting interventions delivered; 150 mediation cases delivered; 3,000 young offenders aged 10-17
			Social Services								
37	7,096	SCS	Adoption	1,960	6,361	8,321	-49	8,272	0	8,272	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship orders
38	280	SCS	Asylum Seekers	4,508	10,817	15,325	0	15,325	-14,245	1,080	Supporting 700 unaccompanied asylum seekers (225 under 18, 475 over 18)
39	1,367	SCS	Children's Support Services	2,302	178	2,480	-1,043	1,437	0	1,437	Out of hours emergency service and family group conferencing
40	29,953	SCS	Fostering	3,924	29,096	33,020	-237	32,783	0	32,783	Short and medium family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,150 children and independent fostering agencies for 125 children.
41	4,298	SCS	Leaving Care (formerly 16+ service)	0	5,127	5,127	0	5,127	0	5,127	Supporting children leaving care and ongoing children's services for those aged 16+ still in local authority care, and aftercare service for young people aged 18+. Now excluding residential care and fostering.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
42	4,694	SCS	Legal Charges	0	6,315	6,315	0	6,315	0	6,315	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
43	12,538	SCS	Preventative Children's Services	3,534	16,005	19,539	-829	18,710	-3,500	15,210	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
44	9,902	SCS	Residential Children's Services	2,386	11,511	13,897	-2,149	11,748	0	11,748	In house and independent sector residential care for 65 children (both looked after and non looked after children, including those with a disability).
45	3,416	SCS	Safeguarding	3,886	449	4,335	-316	4,019	0	4,019	Performance management of services for vulnerable children in Kent
			Community Services								
46	923	C&C	Archive Service (incl. Museum Development)	1,090	239	1,329	-329	1,000	0	1,000	8,000 documents produced for researchers (service closure prior to Kent History Centre opening); 10,000 Modern Records Centre enquiries; 7,000 visitors to archive search rooms; Management of 2,080 cubic metres of manuscript collections; 3,000 postal enquiries; 16,000 telephone enquiries.
47	2,009	C&C	Arts Development (incl. grant to Turner Contemporary)	405	1,238	1,643	0	1,643	0	1,643	£2.7m of funding levered into the Arts and Culture (£10.96 levered in for every £1 match funded by KCC) in Kent as well as supporting bids with further leverage in excess of £2m; 167,932 people engaging in the arts, facilitated by the unit. Over 300,000 visitors to the Turner Contemporary gallery since opening in April 2011.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
48	5,000	C&C	Big Society Fund	0	0	0	0	0	0	0	One off funding in 2011/12, but with money available to spend in 2012/13. A fund to support new and existing social enterprises, boosting employment opportunities in Kent and helping to grow the economy.
49	-200	C&C	Community Learning Services	11,144	5,407	16,551	-16,765	-214	0	-214	34,630 student enrolments for Adult Learning programmes consisting of: 29,400 students attending Personal and Community Development learning; 4,500 Adults attending family programmes and 730 Neighbourhood Learning in Deprived Communities; 200 new adult apprenticeships; 590 new starts for work-based learning; 180 new starts for 16-18 apprenticeships and 650 attending foundation learning courses.
50	1,750	C&C	Community Safety	381	823	1,204	-21	1,183	-205	978	Leads the co-ordination and delivery of safer and stronger communities for the people of Kent
51	2,840	C&C	Community Wardens	2,732	164	2,896	0	2,896	0	2,896	101 KCC Community Wardens deployed across Kent
52	3,996	C&C	Contact Centre & Consumer Direct	5,428	964	6,392	-2,332	4,060	-89	3,971	Contact Centre handling 1.2m calls from the public annually. From April 2012 Consumer Direct will be delivering first level consumer advice to people in both England and Wales as part of a new contract.
53	1,786	C&C	Gateways	461	2,077	2,538	-444	2,094	0	2,094	Contribution towards running costs for 10 Gateways with district councils serving over 400,000 customer transactions
54	14,279	C&C	Library Services	10,120	5,404	15,524	-1,844	13,680	0	13,680	Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 6.4m items (mostly books); supporting 6.7m physical visits, 1.8m virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 2,000 home library service customers; 1,550 blind and partially sighted Postal Loan service customers; 6,000 clients in Prison Library service.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
55	609	ASC&PH & BSP&HR	Public Health (incl. Local Involvement Network)	64	553	617	-117	500	0	500	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
56	1,174	C&C	Sports Development	868	1,490	2,358	-1,373	985	0	985	30,000 young people involved in Kent School Games from 550 schools; 1,200 athletes supported to compete at national level in run up to 2012 Olympic and Paralympic Games; 1,357 coaches, leaders, officials, volunteers, teachers trained; 800,000 page views on Kent sport website; £2.4m investment levered into Sport in Kent; 2,000 volunteers registered with the Kent event Team, to support sport, leisure & cultural events in the build up to the London 2012 Games
57	945	C&C	Supporting Independence & Employment	1,196	356	1,552	-587	965	0	965	100 KCC apprenticeships facilitated; 65 vulnerable learner apprenticeships delivered. Service also facilitates disadvantaged groups to support them into paid, voluntary employment, further education and training.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Environment								
58	705	C&C	Country Parks	875	703	1,578	-919	659	-16	643	Manage 16 Country Parks covering 1,750 acres; 1.5m visitors per year; deliver environmental education to 9,000 children.
59	2,024	C&C	Countryside Access (incl. Public Rights of Way)	1,676	1,230	2,906	-905	2,001	-118	1,883	Define & maintain 6,847km of Public Rights of Way and deliver the Explore Kent service which handles 79,700 letters, phone calls and emails received from the public annually and reviews over 1.8m page views on the Explore Kent website
60	1,738	EH&W	Environmental Management (incl. Coastal Protection)	1,843	3,415	5,258	-1,786	3,472	-1,044	2,428	Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change
			Highways								
			<i>Highways Maintenance</i>								
61	3,238	EH&W	Adverse Weather	0	3,238	3,238	0	3,238	0	3,238	Includes provision for 73 salting runs, salting approximately 4,000km of the highway per run
62	2,496	EH&W	Bridges and other structures	195	2,471	2,666	-259	2,407	0	2,407	Maintenance of 2,700 bridges and structures and two road tunnels
63	13,927	EH&W	General maintenance and emergency response	3,132	11,260	14,392	-486	13,906	0	13,906	Inspection and maintenance of 8,500km of highway and 6,000km of pavements.
64	3,303	EH&W	Highways drainage	152	3,036	3,188	-82	3,106	0	3,106	Maintenance of 340,000 road drainage gullies
65	232	EH&W	Signs, lines and bollards	0	0	0	0	0	0	0	Separate budget line no longer exists in 2012/13 therefore now included within general maintenance and highway improvements budgets
66	3,611	EH&W	Streetlight maintenance	344	3,424	3,768	-167	3,601	0	3,601	Maintenance for 120,000 streetlights
			<i>Highways Safety and Management</i>								
67	833	EH&W	Development Planning	1,788	371	2,159	-1,283	876	0	876	Includes developer agreements & developer plans, local development framework and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
68	1,477	EH&W	Highway improvements	334	1,277	1,611	-120	1,491	0	1,491	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent crashes. Reduction from 2011/12 due to transfer to new budget line Development Planning
69	970	EH&W	Road safety	695	3,008	3,703	-2,720	983	0	983	Reduce road casualties through educational campaigns and engineering measures and provide funding to support the Kent and Medway Safety Camera Partnership
70	5,104	EH&W	Streetlight energy	0	5,845	5,845	0	5,845	0	5,845	Payment for electricity to light 120,000 streetlights
71	2,872	EH&W	Traffic management	2,070	3,519	5,589	-2,653	2,936	0	2,936	Running cost and maintenance for 15,000 traffic lights and providing congestion reduction measures
72	3,163	EH&W	Tree maintenance, grass cutting and weed control	21	3,339	3,360	-170	3,190	0	3,190	Maintenance of 11million sq metres of grass areas and 500,000 trees
			Local Democracy								
73	443	C&C	Community Engagement	660	60	720	0	720	0	720	Community Engagement Officers
74	2,198	C&C & D&P	Member Grants (incl. Elections)	0	2,513	2,513	0	2,513	0	2,513	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
			Planning and Transport Strategy								
75	759	EH&W	Planning & Transport Policy	634	619	1,253	-15	1,238	0	1,238	Developing key strategic transport improvements such as new Lower Thames Crossing, solutions to Operation Stack and enhancements to the rail network. Strategic influencing and producing the Minerals & Waste Development Framework and the Local Transport Plan
76	602	EH&W	Planning Applications	913	216	1,129	-550	579	0	579	Receiving and processing over 530 planning applications and submissions each year

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Regeneration & Economic Development								
77	4,395	R&E	Development staff and projects	2,386	2,622	5,008	-1,502	3,506	0	3,506	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
			Regulatory Services								
78	2,284	C&C	Coroners	680	2,157	2,837	-475	2,362	0	2,362	Investigation of 7,500 deaths in suspicious circumstances reported to Coroner resulting in 4,400 post mortems and 750 inquests. Service also deals with 3,000 body removals.
79	649	C&C	Emergency Planning	636	224	860	-199	661	0	661	Provision of all KCC emergency planning and business continuity requirements in accordance with law; provision of support to pan -Kent resilience portfolio, including Olympic Games resilience; consultancy and training services to district customers.
80	-173	C&C	Registration	2,361	390	2,751	-3,135	-384	0	-384	Over 26,800 births and death registered, over 4,650 civil marriage ceremonies registered and conducted, 2,100 new citizens naturalised.
81	3,437	C&C	Trading Standards	3,179	936	4,115	-785	3,330	0	3,330	1,000 businesses given information, advice or guidance; 784 licences issued; 200 Buy with Confidence issued; 80 campaigns initiated; 159 alert messages sent. Service incorporates Kent Scientific Services dealing with 6000 analytical and 960 calibration laboratory samples.
			Schools Budgets								
82	0	ELS	Independent Special School placements	0	12,549	12,549	-2,993	9,556	-9,556	0	Placements for over 290 children with severe special educational needs whose needs cannot be met within maintained schools
83	0	ELS	PFI Schools Scheme	0	23,871	23,871	-9,012	14,859	-14,859	0	Service charges for 11 PFI schools

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
84	0	ELS	Schools Delegated budgets	566,645	187,317	753,962	-113,146	640,816	-640,816	0	Budgets managed directly by almost 500 local authority maintained schools
			Schools Services								
85	0	ELS	Meals	21	442	463	0	463	-463	0	Contribution to the cost of school meals to improve quality and take up. This budget will be delegated to schools from August 2012
86	102	ELS	Non delegated staff costs	0	2,644	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals
87	485	ELS	Other Services	722	6,391	7,113	-3,141	3,972	-3,505	467	Crossing Patrols, collective licences, provision of temporary mobile classrooms, tree safety, coordination of cleaning and refuse contracts and various other minor non delegated budgets
88	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
89	6,251	ELS	School Improvement	3,689	1,892	5,581	-828	4,753	-250	4,503	Providing advice, guidance and challenge to primary, secondary and special schools and PRUs to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 7,000 school governors
90	-431	ELS	Special School and Hospital recoupment	0	1,660	1,660	-4,880	-3,220	2,420	-800	Payments to other local authorities for Kent pupils educated in other local authority special schools and hospitals. Income from other local authorities for pupils educated in KCC maintained special schools
91	4,945	ELS	Teachers Pension costs	0	7,829	7,829	-684	7,145	-2,000	5,145	Cost of teacher early retirements

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			Transport Services								
92	16,304	EH&W	Concessionary Fares	0	16,307	16,307	-27	16,280	0	16,280	17 million free bus journeys for elderly people
93	11,152	EH&W	Freedom Pass	0	13,648	13,648	-2,459	11,189	0	11,189	Over 26,400 passes issued to young people aged 11 to 16 for free bus travel
94	1,570	ELS	Home to College Transport	0	1,973	1,973	-367	1,606	0	1,606	Transport to and from further education colleges for 2,000 post 16 students
95	13,917	ELS	Home to School Transport (Mainstream)	0	13,600	13,600	-584	13,016	0	13,016	Transport to and from school for 17,000 eligible children
96	17,039	ELS	Home to School Transport (Special Educational Need)	26	17,246	17,272	0	17,272	0	17,272	Specialist transport arrangements for 3,900 children with special educational needs
97	7,865	EH&W	Subsidised Bus Routes	257	9,773	10,030	-2,370	7,660	0	7,660	Support for over 200 otherwise uneconomic bus routes
98	648	EH&W	Transport Planning	300	164	464	-15	449	-203	246	Improve public transport and access to key services. Reduction from 2011/12 due to new budget line Development Planning under Highway Services above
			Waste Management								
			<i>Recycling and diversion from landfill</i>								
99	7,307	EH&W	Household Waste recycling centres	0	8,235	8,235	-1,109	7,126	0	7,126	Operation of 19 sites providing recycling facilities for 4 million visitors per year
100	679	EH&W	Partnership & waste co-ordination	0	715	715	-126	589	0	589	Collaborative working and public campaigns to reduce overall waste and increase recycling
101	5,232	EH&W	Payments to Waste Collection Authorities (District Councils)	0	5,333	5,333	-102	5,231	0	5,231	Payments to support recycling initiatives that reduce the amount of waste that would otherwise have to be disposed of (through more costly routes, e.g. landfill)
102	9,653	EH&W	Recycling Contracts and Composting	0	10,976	10,976	-614	10,362	0	10,362	Processing around 332,000 tonnes (45%) of domestic waste produced in Kent

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

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	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			<i>Waste Disposal</i>								
103	513	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	749	749	-266	483	0	483	
104	29,046	EH&W	Disposal Contracts	0	28,853	28,853	-430	28,423	0	28,423	Treatment and/or disposal of 398,000 tonnes (55%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (98,000 tonnes)
105	8,508	EH&W	Haulage & Transfer Stations	0	8,686	8,686	-75	8,611	0	8,611	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
106	6,880	EH&W	Landfill Tax	0	7,543	7,543	0	7,543	0	7,543	Unavoidable tax on waste disposed of via landfill
107	706,688		Total Direct Services to the Public	738,985	1,044,661	1,783,646	-331,444	1,452,202	-766,679	685,523	
			<u>Financing Items</u>								
108	464	D&P	Audit Fees	0	464	464	0	464	0	464	
109	1,368	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
110	-7,261	EH&W	Commercial Services (net contribution)	0	0	0	-7,761	-7,761	0	-7,761	Contribution from Commercial Services towards KCC overheads
111	3,240	F&BS	Contingency for Children's Improvement Plan	749	0	749	0	749	0	749	
112	2,352	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	3,302	3,302	0	3,302	0	3,302	Annual contribution towards ICT infrastructure replacement
113	-11,245	F&BS	Contribution to/from reserves	0	4,646	4,646	0	4,646	0	4,646	
114	3,429	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
115	4,000	F&BS	Modernisation of the Council	0	3,500	3,500	0	3,500	0	3,500	One-off costs associated with restructure of the council including redundancy provision

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

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	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
116	119,671	F&BS	Net Debt costs (incl. Investment Income)	0	133,071	133,071	-10,077	122,994	0	122,994	
117	1,328	F&BS	Other	0	2,328	2,328	0	2,328	0	2,328	
118	3,150	F&BS	Unallocated	98	2,150	2,248	0	2,248	0	2,248	
119	-5,711	F&BS	Underspend rolled forward from previous year	0	-3,079	-3,079	0	-3,079	0	-3,079	
120	-85,054	F&BS	Unringfenced Government Grants	0	0	0	0	0	-90,510	-90,510	
121	29,731		Total Financing Items	847	151,461	152,308	-17,838	134,470	-90,510	43,960	
			<u>Assessment Services</u>								
122	37,792	ASC&PH	Adult's Social Care Staffing	37,936	2,152	40,088	-1,981	38,107	0	38,107	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
123	30,475	SCS	Children's Social Care Staffing	36,539	1,746	38,285	-819	37,466	-66	37,400	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
124	1,851	ELS	Assessment of Children's Educational Needs	1,660	0	1,660	0	1,660	-514	1,146	Assessment of children with Special Educational Needs
125	70,118		Total Assessment Services	76,135	3,898	80,033	-2,800	77,233	-580	76,653	
			<u>Management, Support Services and Overheads</u>								
			Directorate Management and Support for:								
126	2,806	ELS	Education, Learning and Skills (ELS)	3,825	8,933	12,758	-3,303	9,455	-6,039	3,416	
127	13,730	SCS & ASC&PH	Families and Social Care (FSC)	9,342	5,360	14,702	-681	14,021	-766	13,255	

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost			Staffing	Non staffing	Gross Expenditure	Service Income	Net Expenditure	Govt. Grants	Net Cost	
	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
128	7,887	EH&W	Enterprise and Environment (E&E)	3,824	4,312	8,136	-407	7,729	0	7,729	
129	5,234	C&C	Customer & Communities (C&C)	5,398	464	5,862	-1,089	4,773	0	4,773	
130	-1,929	R&E, BSP&HR & ASC&PH	Business Strategy & Support (BSS)	626	2,509	3,135	-193	2,942	-4,388	-1,446	
			Support to Frontline Services:								
131	13,112	D&P & F&BS	Finance and Procurement	17,071	3,791	20,862	-5,290	15,572	-2,388	13,184	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
132	12,141	F&BS & BSP&HR	Human Resources	12,185	7,059	19,244	-8,781	10,463	0	10,463	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.
133	23,720	BSP&HR	Property and Infrastructure	5,867	20,412	26,279	-2,426	23,853	-505	23,348	Responsibility for the management of KCC's land and property portfolio. This involves strategic asset management across the estate (Corporate Landlord) and is supported by the provision of professional property services delivered in-house and via external consultants.
134	19,187	BSP&HR	Information, Communications and Technology (ICT)	16,829	14,814	31,643	-13,376	18,267	-591	17,676	The division works collaboratively with the business to deliver value for money ICT products and services which enable KCC to better serve the people of Kent. The Kent Public Services Network and the majority of telecommunication costs for KCC, are included here.

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

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	£000s			£000s	£000s	£000s	£000s	£000s	£000s	£000s	
135	4,161	F&BS & D&P & BSP&HR	Business Strategy	3,419	871	4,290	-322	3,968	0	3,968	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
136	-1,457	BSP&HR	Governance and Law	7,334	3,005	10,339	-12,470	-2,131	0	-2,131	Provides legal advice and services to KCC, public bodies and other local authorities.
137	3,925	D&P	Democratic and Members	1,336	2,617	3,953	-3	3,950	0	3,950	The cost of supporting the 84 elected members of the County Council and the responsibility for the council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007.
138	102,517		Total Management, Support Services and Overheads	87,056	74,147	161,203	-48,341	112,862	-14,677	98,185	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
139	909,054		TOTAL	903,023	1,274,167	2,177,190	-400,423	1,776,767	-872,446	904,321	

KCC Budget Book

SECTION 6

**A-Z Variation
Statements**

A to Z Variation Statement
Adults & Older People - Direct Payments - Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			10,076	10,076	-516	9,560	-18	9,542
Base Adjustments - Internal	Type							
Realignment to reflect clients choosing Direct Payments as opposed to services provided by payments to Vol Orgs	11/12		545	545		545		545
Direct Payments to Carers transfer from Direct Payments Older People	11/12		15	15		15		15
LD Transfer Grant gross realignment	11/12		202	202		202		202
Removal of Social Care Reform Grant transition funding			-650	-650		-650		-650
<i>Sub Total - Base Adjustments - Internal</i>		0	112	112	0	112	0	112
Base Adjustments - External								
Transfer of Learning Disability and Health Reform Grant to be held centrally				0		0	18	18
<i>Revised Base</i>		0	10,188	10,188	-516	9,672	0	9,672
Unavoidable pressures funded in indicative cash limits								
Prices								
Social Care Provision			108	108		108		108
Demand/Demographic Led								
Demographic Pressure			1,277	1,277	-18	1,259		1,259
<i>Sub-Total Pressures</i>		0	1,385	1,385	-18	1,367	0	1,367
Savings and Income								
Income Generation								
Income increase in-line with Benefits Uplift				0	-6	-6		-6
FYE of Increase Charging - non residential				0	-7	-7		-7
<i>Sub-total Income Generation</i>		0	0	0	-13	-13	0	-13
<i>Sub-total Income and Savings</i>		0	0	0	-13	-13	0	-13
Approved Budget 2012/13		0	11,573	11,573	-547	11,026	0	11,026

A to Z Variation Statement
Adults & Older People - Direct Payments - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		732	732	0	732	0	732
<i>Revised Base</i>	0	732	732	0	732	0	732
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		7	7		7		7
<u>Demand/Demographic Led</u>							
Demographic Pressure		256	256		256		256
<i>Sub-Total Pressures</i>	0	263	263	0	263	0	263
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	995	995	0	995	0	995

A to Z Variation Statement
Adults & Older People - Direct Payments - Older People

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,314	6,314	-665	5,649	0	5,649
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
East Kent Carers Payments from Vol Orgs - reallocation of carers funding for changes in commissioning of services		45	45		45		45
Removal of Social Care Reform Grant transition funding		-200	-200		-200		-200
<i>Sub Total - Base Adjustments - Internal</i>	0	-155	-155	0	-155	0	-155
<i>Revised Base</i>	0	6,159	6,159	-665	5,494	0	5,494
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		63	63		63		63
<u>Demand/Demographic Led</u>							
Demographic Pressure - increased demand		786	786	-71	715		715
<i>Sub-Total Pressures</i>	0	849	849	-71	778	0	778
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-25	-25		-25
FYE of Increase Charging - non residential			0	-26	-26		-26
<i>Sub-total Income Generation</i>	0	0	0	-51	-51	0	-51
<i>Sub-total Income and Savings</i>	0	0	0	-51	-51	0	-51
Approved Budget 2012/13	0	7,008	7,008	-787	6,221	0	6,221

A to Z Variation Statement
Adults & Older People - Direct Payments - Physical Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		8,248	8,248	-353	7,895	0	7,895
<i>Revised Base</i>	0	8,248	8,248	-353	7,895	0	7,895
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		82	82		82		82
<u>Demand/Demographic Led</u>							
Demographic Pressure		1,231	1,231	2	1,233		1,233
<i>Sub-Total Pressures</i>	0	1,313	1,313	2	1,315	0	1,315
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-10	-10		-10
FYE of Increase Charging - non residential			0	-13	-13		-13
<i>Sub-total Income Generation</i>	0	0	0	-23	-23	0	-23
Total Adjustments	0	1,313	1,313	-21	1,292	0	1,292
Approved Budget 2012/13	0	9,561	9,561	-374	9,187	0	9,187

A to Z Variation Statement
Adults & Older People - Domiciliary Care - Learning Disability

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,619	4,764	7,383	-959	6,424	-452	5,972
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
LD Transfer Grant gross realignment	11/12	-253	13	-240		-240		-240
Transfer Independent Living Centres to Domi LD from Domi PD	11/12	112	5	117		117		117
Reallocate Daycare/MH Domiciliary Saving to Provisional Charging	11/12			0	-13	-13		-13
Jubilee House Health Income/Gross realignment	11/12	270		270	-270	0		0
Budget realignment	GIN	-6	6	0		0		0
Savings realignment to Domiciliary Older People and Domiciliary Physically Disabled - Realignment of Review of Domiciliary procurement/enhanced rates savings			68	68		68		68
Realignment of Savings etc		-14		-14		-14		-14
Realignment of budgets within FSC Directorate			-791	-791	91	-700		-700
<i>Sub Total - Base Adjustments - Internal</i>		109	-699	-590	-192	-782	0	-782
<u>Base Adjustments - External</u>								
Transfer of Learning Disability and Health Reform Grant to be held centrally				0		0	452	452
<i>Revised Base</i>		2,728	4,065	6,793	-1,151	5,642	0	5,642
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff travel			9	9		9		9
Employers NI increase		4		4		4		4
Kent Scheme Pay Award		25		25		25		25
Total Contribution Pay		12		12		12		12
<i>Sub-total Pay</i>		41	9	50	0	50	0	50
<u>Prices</u>								
Transport			1	1		1		1
Social Care Provision			43	43		43		43
<i>Sub-total Prices</i>		0	44	44	0	44	0	44
<u>Unavoidable Government/Legislative Pressures</u>								
Learning Disability Transfer and Health Reform Grant - increase in expenditure			1	1		1		1
<u>Demand/Demographic Led</u>								
Demographic Pressure			-242	-242		-242		-242
<i>Sub-Total Pressures</i>		41	-188	-147	0	-147	0	-147
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift FYE of Increase Charging - non residential				0	-14	-14		-14
				0	-22	-22		-22
<i>Sub-total Income Generation</i>		0	0	0	-36	-36	0	-36
<u>Efficiency savings</u>								
Review of Community Service Procurement			-228	-228		-228		-228
<u>Service Reforms</u>								
Consistent application of fair access to care services policy			-19	-19		-19		-19
Review of In-house services - LD		-130		-130		-130		-130
<i>Sub-total Service Reforms</i>		-130	-19	-149	0	-149	0	-149
<i>Sub-total Income and Savings</i>		-130	-247	-377	-36	-413	0	-413
Total Adjustments		20	-1,134	-1,114	-228	-1,342	452	-890
Approved Budget 2012/13		2,639	3,630	6,269	-1,187	5,082	0	5,082

A to Z Variation Statement
Adults & Older People - Domiciliary - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		882	882	-80	802	0	802
Base Adjustments - Internal							
<u>Removal of £16K Domiciliary Procurement</u>		16	16		16		16
<u>Removal of £80K Domiciliary Income Saving as MH service don't yet charge</u>			0	80	80		80
<u>Realignment of budgets within FSC Directorate</u>		-300	-300		-300		-300
Sub Total - Base Adjustments - Internal	0	-284	-284	80	-204	0	-204
Revised Base	0	598	598	0	598	0	598
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
<u>Social Care Provision</u>		9	9		9		9
<u>Demand/Demographic Led</u>							
<u>Demographic Pressure</u>		-71	-71		-71		-71
Sub-Total Pressures	0	-62	-62	0	-62	0	-62
Savings and Income							
<u>Income Generation</u>							
<u>FYE of Increase Charging - non residential</u>			0	-80	-80		-80
<u>Service Reforms</u>							
<u>Consistent application of fair access to care services policy</u>		-4	-4		-4		-4
Sub-total Income and Savings	0	-4	-4	-80	-84	0	-84
Approved Budget 2012/13	0	532	532	-80	452	0	452

A to Z Variation Statement
Adults & Older People - Domiciliary - Older People

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	6,114	40,679	46,793	-10,679	36,114	0	36,114
Base Adjustments - Internal							
<u>Type</u>							
Reallocation of Domiciliary Review Savings - Good practice guidelines		42	42		42		42
Reallocate Daycare Saving to Domiciliary			0	-398	-398		-398
Provisional Charging - Realloc of savings targets							
Correction to Domiciliary Procurement savings		-118	-118		-118		-118
Realignment of Savings etc		-5	-5		-5		-5
Removal of Social Care Reform Grant transition funding		-1,150	-1,150		-1,150		-1,150
<i>Sub Total - Base Adjustments - Internal</i>	0	-1,231	-1,231	-398	-1,629	0	-1,629
<i>Revised Base</i>	6,114	39,448	45,562	-11,077	34,485	0	34,485
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		69	69		69		69
Employers NI increase	8		8		8		8
Kent Scheme Pay Award	49		49		49		49
Total Contribution Pay	29		29		29		29
<i>Sub-total Pay</i>	86	69	155	0	155	0	155
<u>Prices</u>							
Transport		3	3		3		3
Social Care Provision		383	383		383		383
<i>Sub-total Prices</i>	0	386	386	0	386	0	386
<u>Demand/Demographic Led</u>							
Demographic Pressure		-189	-189	353	164		164
<i>Sub-Total Pressures</i>	86	266	352	353	705	0	705
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-409	-409		-409
FYE of Increase Charging - non residential			0	-900	-900		-900
<i>Sub-total Income Generation</i>	0	0	0	-1,309	-1,309	0	-1,309
Savings and mitigations:							
<u>Identified in published 2011-13 MTP</u>							
Fall out of early Retirement Costs	-2		-2		-2		-2
<u>Efficiency savings</u>							
Review of Community Service Procurement		-1,625	-1,625		-1,625		-1,625
Agency Staff	-1		-1		-1		-1
<i>Sub-total Efficiency savings</i>	-1	-1,625	-1,626	0	-1,626	0	-1,626
<u>Service Reforms</u>							
Consistent application of fair access to care services policy		-450	-450		-450		-450
<i>Sub-total Income and Savings</i>	-3	-2,075	-2,078	-1,309	-3,387	0	-3,387
Approved Budget 2012/13	6,197	37,639	43,836	-12,033	31,803	0	31,803

A to Z Variation Statement
Adults & Older People - Domiciliary - Physical Disability

Portfolio :
 Directorate :

ASC&PH
 FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	380	7,363	7,743	-520	7,223	0	7,223
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Reallocate Daycare Saving to Domiciliary Provisional Charging			0	-19	-19		-19
Reallocation of Domiciliary Review Savings		8	8		8		8
Transfer Independent Living Centres to Domiciliary LD from Domiciliary PD	-112	-5	-117		-117		-117
Correction to Domiciliary Procurement savings		34	34		34		34
<i>Sub Total - Base Adjustments - Internal</i>	-112	37	-75	-19	-94	0	-94
<i>Revised Base</i>	268	7,400	7,668	-539	7,129	0	7,129
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		8	8		8		8
Total Contribution Pay	1		1		1		1
<i>Sub-total Pay</i>	1	8	9	0	9	0	9
<u>Prices</u>							
Social Care Provision		70	70		70		70
<u>Demand/Demographic Led</u>							
Demographic Pressure		119	119	29	148		148
<i>Sub-Total Pressures</i>	1	197	198	29	227	0	227
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-20	-20		-20
FYE of Increase Charging - non residential			0	-46	-46		-46
<i>Sub-total Income Generation</i>	0	0	0	-66	-66	0	-66
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of Community Service Procurement		-279	-279		-279		-279
<u>Service Reforms</u>							
Consistent application of fair access to care services policy		-27	-27		-27		-27
<i>Sub-total Income and Savings</i>	0	-306	-306	-66	-372	0	-372
Approved Budget 2012/13	269	7,291	7,560	-576	6,984	0	6,984

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Learning Disability

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,233	70,845	73,078	-3,256	69,822	-17,787	52,035
Base Adjustments - Internal								
	<u>Type</u>							
Realign to reflect other income due to LD	11/12		2,377	2,377	-2,377	0		0
Saving realignment	11/12		76	76		76		76
GIN virement to realign Health income cash limit	GIN		600	600	-600	0		0
Preserved Rights client transfer to Mental Health Residential			-37	-37	5	-32		-32
Client transfer from MH			18	18	-6	12		12
Realignment of Savings etc		-12		-12		-12		-12
LD Transfer Grant gross realignment		3	-40	-37		-37		-37
Realignment of budgets within FSC Directorate			561	561		561		561
<i>Sub Total - Base Adjustments - Internal</i>		-9	3,555	3,546	-2,978	568	0	568
Base Adjustments - External								
Removal of Learning Disability and Health Reform Grant				0		0	17,787	17,787
<i>Revised Base</i>		2,224	74,400	76,624	-6,234	70,390	0	70,390
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		19		19		19		19
Total Contribution Pay		10		10		10		10
<i>Sub-total Pay</i>		32	1	33	0	33	0	33
<u>Prices</u>								
Social Care Provision			731	731		731		731
Other			4	4		4		4
<u>Unavoidable Government/Legislative Pressures</u>								
Learning Disability Transfer and Health Reform Grant - increase in expenditure			391	391		391		391
<u>Demand/Demographic Led</u>								
Demographic Pressure			1,046	1,046	36	1,082		1,082
<i>Sub-Total Pressures</i>		32	2,173	2,205	36	2,241	0	2,241
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-261	-261		-261
Savings and mitigations:								
<u>Efficiency savings</u>								
Review of LD and PD Residential and Supported Accommodation procurement			-2,445	-2,445		-2,445		-2,445
<u>Service Reforms</u>								
Review of In-house services - LD		-220		-220		-220		-220
<i>Sub-total Income and Savings</i>		-220	-2,445	-2,665	-261	-2,926	0	-2,926
Approved Budget 2012/13		2,036	74,128	76,164	-6,459	69,705	0	69,705

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,756	6,756	-852	5,904	0	5,904
<u>Base Adjustments - Internal</u>							
Client AS reassessment - Moved from MH to LD		-18	-18	6	-12		-12
Client CD reassessment - Moved from LD to MH		37	37	-5	32		32
<i>Sub Total - Base Adjustments - Internal</i>	0	19	19	1	20	0	20
<i>Revised Base</i>	0	6,775	6,775	-851	5,924	0	5,924
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		54	54		54		54
<u>Demand/Demographic Led</u>							
Demographic Pressure		100	100	3	103		103
<i>Sub-Total Pressures</i>	0	154	154	3	157	0	157
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-27	-27		-27
<i>Sub-total Income and Savings</i>	0	0	0	-27	-27	0	-27
Approved Budget 2012/13	0	6,929	6,929	-875	6,054	0	6,054

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Older People - Nursing

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		45,547	45,547	-22,053	23,494	0	23,494
<u>Base Adjustments - Internal</u>							
Reallocation of Good Practice Guidelines			0	-17	-17		-17
Waivers savings							
<i>Revised Base</i>	0	45,547	45,547	-22,070	23,477	0	23,477
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		373	373		373		373
<u>Demand/Demographic Led</u>							
Demographic Pressure		-1,023	-1,023		-1,023		-1,023
<i>Sub-Total Pressures</i>	0	-650	-650	0	-650	0	-650
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-604	-604		-604
Savings and mitigations:							
<u>Service Reforms</u>							
Encouraging Self Funders of Residential Care to seek independent financial advice		-85	-85		-85		-85
<i>Sub-total Income and Savings</i>	0	-85	-85	-604	-689	0	-689
Approved Budget 2012/13	0	44,812	44,812	-22,674	22,138	0	22,138

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Older People - Residential

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		11,445	74,361	85,806	-34,038	51,768	-56	51,712
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Realign budgets and Commissioning Transfer	11/12	331	107	438	4	442		442
Integrated Care Centre realignment - KCC Hosted PFI Scheme	11/12		1,922	1,922	-1,922	0		0
Reallocation of Good Practice Guidelines	11/12			0	-33	-33		-33
Waivers savings								
LD Campus Grant Gross Correction	11/12		49	49		49		49
Realignment of Savings etc	11/12		-44	-44		-44		-44
Removal of Social Care Reform Grant transition funding			-550	-550	0	-550		-550
Realignment of budgets within FSC Directorate		-27	-1,750	-1,777	750	-1,027		-1,027
<i>Sub Total - Base Adjustments - Internal</i>		304	-266	38	-1,201	-1,163	0	-1,163
<u>Base Adjustments - External</u>								
Removal of Learning Disability and Health Reform Grant				0		0	56	56
<i>Revised Base</i>		11,749	74,095	85,844	-35,239	50,605	0	50,605
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			6	6		6		6
Employers NI increase		15		15		15		15
Kent Scheme Pay Award		76		76		76		76
Total Contribution Pay		52		52		52		52
<i>Sub-total Pay</i>		143	6	149	0	149	0	149
<u>Prices</u>								
Transport			1	1		1		1
Social Care Provision			651	651		651		651
Other			53	53		53		53
<i>Sub-total Prices</i>		0	705	705	0	705	0	705
<u>Demand/Demographic Led</u>								
Demographic Pressure			-200	-200	57	-143		-143
<i>Sub-Total Pressures</i>		143	511	654	57	711	0	711
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-1,312	-1,312		-1,312
Savings and mitigations:								
<u>Efficiency savings</u>								
Agency Staff		-13		-13		-13		-13
<u>Service Reforms</u>								
Encouraging Self Funders of Residential Care to seek independent financial advice			-165	-165		-165		-165
Older Persons Strategy		-738	-76	-814		-814		-814
Consistent application of client transport policy			-7	-7		-7		-7
Review of in-house services (OP)		-150		-150		-150		-150
<i>Sub-total Service Reforms</i>		-888	-248	-1,136	0	-1,136	0	-1,136
<i>Sub-total Income and Savings</i>		-901	-248	-1,149	-1,312	-2,461	0	-2,461
Approved Budget 2012/13		10,991	74,358	85,349	-36,494	48,855	0	48,855

A to Z Variation Statement
Adults & Older People - Nursing & Residential - Physical Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,513	12,513	-1,738	10,775	-150	10,625
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Reallocation of PD Procurement savings		-107	-107		-107		-107
LD Campus Grant Gross Correction		-101	-101		-101		-101
Realignment of budgets within FSC Directorate		1,200	1,200	-200	1,000		1,000
<i>Sub Total - Base Adjustments - Internal</i>	0	992	992	-200	792	0	792
Base Adjustments - External							
Transfer of Learning Disability and Health Reform Grant to be held centrally			0		0	150	150
<i>Revised Base</i>	0	13,505	13,505	-1,938	11,567	0	11,567
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		121	121		121		121
<u>Demand/Demographic Led</u>							
Demographic Pressure		277	277	35	312		312
<i>Sub-Total Pressures</i>	0	398	398	35	433	0	433
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-66	-66		-66
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of LD and PD Residential and Supported Accommodation procurement		-90	-90		-90		-90
<i>Sub-total Income and Savings</i>	0	-90	-90	-66	-156	0	-156
Approved Budget 2012/13	0	13,813	13,813	-1,969	11,844	0	11,844

A to Z Variation Statement
Adults & Older People - Supported Accommodation Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	320	30,863	31,183	-3,452	27,731	-15,537	12,194
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
LD Transfer Grant gross realignment		-137	-137		-137		-137
Transfer Resource Centres to LD Supp Accom from PD	147	8	155	-5	150		150
Savings realignment	-1	28	27	-1	26		26
Realignment of budgets within FSC Directorate		-41	-41	-20	-61		-61
<i>Sub Total - Base Adjustments - Internal</i>	146	-142	4	-26	-22	0	-22
Base Adjustments - External							
Transfer of Learning Disability and Health Reform Grant to be held centrally			0		0	15,537	15,537
<i>Revised Base</i>	466	30,721	31,187	-3,478	27,709	0	27,709
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Kent Scheme Pay Award	4		4		4		4
Total Contribution Pay	2		2		2		2
<i>Sub-total Pay</i>	6	0	6	0	6	0	6
<u>Prices</u>							
Social Care Provision		305	305		305		305
<u>Unavoidable Government/Legislative Pressures</u>							
Learning Disability Transfer and Health Reform Grant - increase in expenditure		363	363		363	0	363
<u>Demand/Demographic Led</u>							
Demographic Pressure		2,101	2,101	-130	1,971		1,971
<i>Sub-Total Pressures</i>	6	2,769	2,775	-130	2,645	0	2,645
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-53	-53		-53
FYE of Increase Charging - non residential			0	-33	-33		-33
<i>Sub-total Income Generation</i>	0	0	0	-86	-86	0	-86
Savings and mitigations:							
<u>Identified in published 2011-13 MTP</u>							
Fall out of early Retirement Costs	-11		-11		-11		-11
<u>Efficiency savings</u>							
Agency Staff	1		1		1		1
Review of LD and PD Residential and Supported Accommodation procurement		-854	-854		-854		-854
<i>Sub-total Efficiency savings</i>	1	-854	-853	0	-853	0	-853
<i>Sub-total Income and Savings</i>	-10	-854	-864	-86	-950	0	-950
Approved Budget 2012/13	462	32,636	33,098	-3,694	29,404	0	29,404

A to Z Variation Statement

Adults & Older People - Supported Accommodation Physical Disability/Mental Health

Portfolio :
Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,210	1,210	-255	955	0	955
<u>Base Adjustments - Internal</u>							
Realignment from Daycare		100	100		100		100
Reallocation of PD Procurement savings		4	4		4		4
Realignment of budgets within FSC Directorate		300	300		300		300
<i>Sub Total - Base Adjustments - Internal</i>	0	404	404	0	404	0	404
<i>Revised Base</i>	0	1,614	1,614	-255	1,359	0	1,359
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Social Care Provision		13	13		13		13
<u>Demand/Demographic Led</u>							
Demographic Pressure		929	929	-18	911		911
<i>Sub-Total Pressures</i>	0	942	942	-18	924	0	924
Savings and Income							
<u>Income Generation</u>							
Income increase in-line with Benefits Uplift			0	-1	-1		-1
Savings and mitigations:							
<u>Efficiency savings</u>							
Review of LD and PD Residential and Supported Accommodation procurement		-4	-4		-4		-4
<i>Sub-total Income and Savings</i>	0	-4	-4	-1	-5	0	-5
Total Adjustments	0	1,342	1,342	-19	1,323	0	1,323
Approved Budget 2012/13	0	2,552	2,552	-274	2,278	0	2,278

A to Z Variation Statement
Adults & Older People - Contributions to Voluntary Organisations

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	110	15,416	15,526	-902	14,624	0	14,624
<u>Base Adjustments - Internal</u>							
Realignment to reflect clients choosing Direct Payments as opposed to services provided by payments to Vol Orgs		-545	-545		-545		-545
EK Carers Payments to DP		-60	-60		-60		-60
LDDF Staffing transfer to Other Adults	-110	-194	-304		-304		-304
Realignment of budgets within FSC Directorate		27	27		27		27
<i>Sub Total - Base Adjustments - Internal</i>	-110	-772	-882	0	-882	0	-882
<i>Revised Base</i>	0	14,644	14,644	-902	13,742	0	13,742
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Pressure funded from NHS Support for Social Care Grant		1,400	1,400		1,400		1,400
<i>Sub-Total Pressures</i>	0	1,400	1,400	0	1,400	0	1,400
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	16,044	16,044	-902	15,142	0	15,142

A to Z Variation Statement
Adults & Older People - Day Care Learning Disability

Portfolio :
 Directorate :

ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,670	6,154	12,824	-418	12,406	-18	12,388
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Realign budgets between Other Services and Day Care LD	11/12	277	91	368	-74	294		294
LD Transfer Grant gross realignment	11/12	11	2	13		13		13
Remove Daycare Charging Savings	11/12			0	238	238		238
Budget realignment	GIN	-55	55	0		0		0
Realignment of Savings etc		-37		-37		-37		-37
Realignment of budgets within FSC Directorate			211	211	-11	200		200
<i>Sub Total - Base Adjustments - Internal</i>		196	359	555	153	708	0	708
<u>Base Adjustments - External</u>								
Removal of Learning Disability and Health Reform Grant				0		0	18	18
<i>Revised Base</i>		6,866	6,513	13,379	-265	13,114	0	13,114
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			6	6		6		6
Employers NI increase		10		10		10		10
Kent Scheme Pay Award		58		58		58		58
Total Contribution Pay		32		32		32		32
<i>Sub-total Pay</i>		100	6	106	0	106	0	106
<u>Prices</u>								
Transport			21	21		21		21
Social Care Provision			46	46		46		46
Other			2	2		2		2
<i>Sub-total Prices</i>		0	69	69	0	69	0	69
<i>Sub-Total Pressures</i>		100	75	175	0	175	0	175
Savings and Income								
<u>Income Generation</u>								
FYE of Increase Charging - non residential				0	-238	-238		-238
Savings and mitigations:								
<u>Efficiency savings</u>								
Day Services Review - LD			-88	-88		-88		-88
Agency Staff		1		1		1		1
<i>Sub-total Efficiency savings</i>		1	-88	-87	0	-87	0	-87
<u>Service Reforms</u>								
Review of In-house services - LD		-200		-200		-200		-200
Consistent application of client transport policy			-156	-156		-156		-156
<i>Sub-total Service Reforms</i>		-200	-156	-356	0	-356	0	-356
<i>Sub-total Income and Savings</i>		-199	-244	-443	-238	-681	0	-681
Approved Budget 2012/13		6,767	6,344	13,111	-503	12,608	0	12,608

A to Z Variation Statement
Adults & Older People - Day Care Older People

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,775	2,726	4,501	-210	4,291	0	4,291
Base Adjustments - Internal							
Realign OPM MTP and Commissioning Transfer	-341	-116	-457	15	-442		-442
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge			0	84	84		84
Realignment of Savings etc	-2	-2	-4		-4		-4
Removal of Social Care Reform Grant transition funding		-160	-160		-160		-160
<i>Sub Total - Base Adjustments - Internal</i>	-343	-278	-621	99	-522	0	-522
<i>Revised Base</i>	1,432	2,448	3,880	-111	3,769	0	3,769
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	7		7		7		7
Total Contribution Pay	5		5		5		5
<i>Sub-total Pay</i>	13	0	13	0	13	0	13
Prices							
Transport		5	5		5		5
Other		2	2		2		2
Social Care Provision		19	19		19		19
<i>Sub-total Prices</i>	0	26	26	0	26	0	26
<i>Sub-Total Pressures</i>	13	26	39	0	39	0	39
Savings and Income							
Income Generation							
FYE of Increase Charging - non residential			0	-84	-84		-84
Savings and mitigations:							
Service Reforms							
Older Persons Strategy	-321	-65	-386		-386		-386
Consistent application of client transport policy		-80	-80		-80		-80
<i>Sub-total Service Reforms</i>	-321	-145	-466	0	-466	0	-466
<i>Sub-total Income and Savings</i>	-321	-145	-466	-84	-550	0	-550
Approved Budget 2012/13	1,124	2,329	3,453	-195	3,258	0	3,258

A to Z Variation Statement
Adults & Older People - Day Care Physical Disability/Mental Health

Portfolio :
 Directorate :

ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			1,695	1,695	-38	1,657	0	1,657
Base Adjustments - Internal	Type							
Transfer of Cash Limit to Supp Accom	11/12		-100	-100		-100		-100
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge	11/12			0	22	22		22
Realignment of budgets within FSC	11/12			0	2	2		2
<i>Sub Total - Base Adjustments - Internal</i>		0	-100	-100	24	-76	0	-76
<i>Revised Base</i>		0	1,595	1,595	-14	1,581	0	1,581
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Transport			4	4		4		4
Social Care Provision			13	13		13		13
<i>Sub-total Prices</i>		0	17	17	0	17	0	17
<i>Sub-Total Pressures</i>		0	17	17	0	17	0	17
Savings and Income								
<u>Income Generation</u>								
FYE of Increase Charging - non residential				0	-24	-24		-24
Savings and mitigations:								
<u>Service Reforms</u>								
Consistent application of client transport policy			-47	-47		-47		-47
<i>Sub-total Income and Savings</i>		0	-47	-47	-24	-71	0	-71
Approved Budget 2012/13		0	1,565	1,565	-38	1,527	0	1,527

A to Z Variation Statement
Adults & Older People - Drug & Alcohol Services

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,018	15,362	16,380	-12,558	3,822	-2,272	1,550
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Transfer Youth Substance Misuse from ELS	11/12		140	140		140		140
Realignment of efficiency savings moved from Registration	11/12	-15		-15		-15		-15
C&C share TCP Savings	11/12	-7		-7		-7		-7
KDAAT - Increased Client income for Drug Rehab Programme	11/12		10	10	-10	0		0
Comm Safety/KDAAT - Reduction in HO Community Safety ABG/LSSG Adjustment	11/12		-50	-50		-50		-50
Budget Recast adjustments between Libraries and KDAAT	11/12	-30		-30		-30		-30
Removal of Internal Recharge for EIG	11/12		-140	-140	140	0		0
Realignment of cash limits within service	GIN	-8	8	0	-1,202	-1,202	1,202	0
New Income - Integrated Drug Treatment Services (IDTS) -Prisons Increase from the Home	GIN		548	548	-548	0		0
Reduced Income from KDAAT Partners	GIN		-583	-583	583	0		0
New Income - Additional income from PCT's	GIN	20		20	-20	0		0
Transfer of budget to Directorate Management and Support	A-Z tfr	-80	-1	-81		-81		-81
<i>Sub Total - Base Adjustments - Internal</i>		-120	-68	-188	-1,057	-1,245	1,202	-43
<i>Revised Base</i>		898	15,294	16,192	-13,615	2,577	-1,070	1,507
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
Total Contribution Pay		7		7		7		7
<i>Sub-total Pay</i>		18	1	19	0	19	0	19
<u>Prices</u>								
Transport			1	1		1		1
<i>Sub-Total Pressures</i>		18	2	20	0	20	0	20
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease car			-1	-1		-1		-1
<u>Service Reforms</u>								
Reduction in HO Community Safety LSSG			-114	-114		-114		-114
<i>Sub-total Income and Savings</i>		0	-115	-115	0	-115	0	-115
Approved Budget 2012/13		916	15,181	16,097	-13,615	2,482	-1,070	1,412

A to Z Variation Statement
Adults & Older People - Other Adult Services

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,344	12,895	14,239	-8,157	6,082	0	6,082
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Realignment of budgets between Other Services and Day Care LD	11/12	-277	-91	-368	74	-294		-294
Realignment of Savings etc	11/12		-4	-4		-4		-4
Remove Daycare Saving and Reallocate to Domiciliary Prov Charge				0	4	4		4
Transfer Independent Living Centres to Domiciliary LD from Domiciliary PD		-147	-8	-155	5	-150		-150
Removal of Social Care Reform Grant transition funding			-90	-90		-90		-90
LDDF Staffing transfer to Other Adults		110	194	304		304		304
<i>Sub Total - Base Adjustments - Internal</i>		-314	1	-313	83	-230	0	-230
<i>Revised Base</i>		1,030	12,896	13,926	-8,074	5,852	0	5,852
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			10	10		10		10
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		18		18		18		18
Total Contribution Pay		5		5		5		5
<i>Sub-total Pay</i>		26	10	36	0	36	0	36
<u>Prices</u>								
Transport			1	1		1		1
<u>Unavoidable Government/Legislative Pressures</u>								
Pressure funded from NHS Support for Social Care Grant			4,006	4,006		4,006		4,006
<i>Sub-Total Pressures</i>		26	4,017	4,043	0	4,043	0	4,043
Savings and Income								
<u>Income Generation</u>								
Income increase in-line with Benefits Uplift				0	-46	-46		-46
FYE of Increase Charging - non residential				0	-4	-4		-4
NHS Support for Social Care				0	-15,656	-15,656		-15,656
<i>Sub-total Income Generation</i>		0	0	0	-15,706	-15,706	0	-15,706
<u>Savings and mitigations:</u>								
<u>Identified in published 2011-13 MTP</u>								
Fall out of early Retirement Costs		-4		-4		-4		-4
<u>Efficiency savings</u>								
Agency Staff		-3		-3		-3		-3
Essential/Lease user			-2	-2		-2		-2
<i>Sub-total Efficiency savings</i>		-3	-2	-5	0	-5	0	-5
<u>Service Reforms</u>								
Review of In-house services - PD			-25	-25		-25		-25
<i>Sub-total Income and Savings</i>		-7	-27	-34	-15,706	-15,740	0	-15,740
Approved Budget 2012/13		1,049	16,886	17,935	-23,780	-5,845	0	-5,845

A to Z Variation Statement
Adults & Older People - Safeguarding

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			0		0		0
Base Adjustments - Internal							
Transfer from FSC Directorate Management and Support	467	266	733	-236	497		497
Realignment of Savings etc	-6		-6		-6		-6
Transfer of budget from Adults Social Care Staffing		74	74		74		74
<i>Sub Total - Base Adjustments - Internal</i>	461	340	801	-236	565	0	565
<i>Revised Base</i>	461	340	801	-236	565	0	565
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	5		5		5		5
Total Contribution Pay	2		2		2		2
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
<i>Sub-Total Pressures</i>	8	0	8	0	8	0	8
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	469	340	809	-236	573	0	573

A to Z Variation Statement
Adults & Older People - Supporting People

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		530	29,552	30,082	0	30,082	0	30,082
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Share of TCP savings	11/12	-4		-4		-4		-4
Realignment of budgets across the C&C Directorate	11/12		-257	-257		-257		-257
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-78	-3	-81		-81		-81
Realignment of cash limits	GIN	-62	62	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-144	-199	-343	0	-343	0	-343
<i>Revised Base</i>		386	29,353	29,739	0	29,739	0	29,739
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		5		5		5		5
Total Contribution Pay		3		3		3		3
<i>Sub-total Pay</i>		9	0	9	0	9	0	9
<i>Sub-Total Pressures</i>		9	0	9	0	9	0	9
Savings and Income								
<u>Service Reforms</u>								
Review of service priorities (Full Year Effect)			-4,000	-4,000		-4,000		-4,000
<i>Sub-total Income and Savings</i>		0	-4,000	-4,000	0	-4,000	0	-4,000
Approved Budget 2012/13		395	25,353	25,748	0	25,748	0	25,748

A to Z Variation Statement
Children Services - Education & Personal - 14 to 19 Year olds

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,644	3,748	5,392	-2,144	3,248	-1,376	1,872
Base Adjustments - Internal							
<u>Flexible 14-19 Funding transferred to Management & Support</u>							
Apprentices team transfer from Communities	209	91	300		300		300
Transfer Alternative Curriculum monitoring team to 14-19 unit	297	246	543		543	-543	0
Reduction in Young Apprentices grant				694	0		0
Cessation of minor grants				82	0		0
Realignment of gross and income for Skills Studios	-362	-139	-501	501	0		0
Reduction in Skills Force				333	0		0
Realignment of gross budget for Kent Science Resource Centre	-185	185	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>	-41	-1,144	-1,185	1,610	425	-125	300
Base Adjustments - External							
Remove EIG income budget and hold centrally			0		0	381	381
<i>Revised Base</i>	1,603	2,604	4,207	-534	3,673	-1,120	2,553
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	2		2		2		2
Kent Scheme Pay Award	6		6		6		6
Total Contribution Pay	12		12		12		12
<i>Sub-total Pay</i>	20	0	20	0	20	0	20
<i>Sub-Total Pressures</i>	20	0	20	0	20	0	20
Savings and Income							
<u>Service Reforms</u>							
ELS restructure Skills and Employability	-389	-758	-1,147		-1,147	114	-1,033
<i>Sub-total Income and Savings</i>	-389	-758	-1,147	0	-1,147	114	-1,033
Approved Budget 2012/13	1,234	1,846	3,080	-534	2,546	-1,006	1,540

A to Z Variation Statement
Children Services - Education & Personal - Attendance & Behaviour Service

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		13,194	8,316	21,510	-1,778	19,732	-18,589	1,143
Base Adjustments - Internal								
	Type							
Revision of Kent Safe Schools Income Target	11/12	-1,060	-636	-1,696	1,696	0		0
PRUs share of dedicated schools grant	11/12		796	796		796	-796	0
Realignment of PRU gross and income	11/12		294	294	-294	0		0
Revision of income target on Attendance and Behaviour	GIN		-27	-27	27	0		0
Realignment of budgets - Kent Safe Schools (now external organisation)	GIN	-475	475	0		0		0
Transfer Alternative Curriculum monitoring team to 14-19 unit	A-Z tfr	-219	-324	-543		-543	543	0
Transfer to Individual Learner Support due to restructure	A-Z tfr	-181	-20	-201		-201	134	-67
Realignment of Health Needs budget	A-Z tfr		200	200		200	-200	0
<i>Sub Total - Base Adjustments - Internal</i>		-1,935	758	-1,177	1,429	252	-319	-67
Base Adjustments - External								
Remove EIG income budget and hold centrally				0		0	416	416
<i>Revised Base</i>		11,259	9,074	20,333	-349	19,984	-18,492	1,492
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		7		7		7		7
Total Contribution Pay		13		13		13		13
<i>Sub-total Pay</i>		22	0	22	0	22	0	22
<i>Sub-Total Pressures</i>		22	0	22	0	22	0	22
Savings and Income								
Efficiency savings								
Reduction in staff travel			-1	-1		-1		-1
Service Reforms								
ELS restructure - Advocacy and Entitlement		-997		-997		-997	803	-194
ELS - Cessation of Project Salus			-505	-505		-505		-505
<i>Sub-total Service Reforms</i>		-997	-505	-1,502	0	-1,502	803	-699
<i>Sub-total Income and Savings</i>		-997	-506	-1,503	0	-1,503	803	-700
Approved Budget 2012/13		10,284	8,568	18,852	-349	18,503	-17,689	814

A to Z Variation Statement
Children Services - Education & Personal - Childrens Centres

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	14,355	4,121	18,476	0	18,476	-18,476	0
Base Adjustments - Internal							
<u>EIG smoothing</u>	893		893		893		893
Transfer of Children's Centre property budgets to Corporate Landlord (EIG element)		-1,336	-1,336		-1,336		-1,336
Transfer of Children's Centres central development team to Children's Centres		1,189	1,189		1,189		1,189
<i>Sub Total - Base Adjustments - Internal</i>	893	-147	746	0	746	0	746
Base Adjustments - External							
Transfer EIG income budget and hold centrally			0		0	18,476	18,476
<i>Revised Base</i>	15,248	3,974	19,222	0	19,222	0	19,222
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	16		16		16		16
Kent Scheme Pay Award	84		84		84		84
Total Contribution Pay	69		69		69		69
<i>Sub-total Pay</i>	169	0	169	0	169	0	169
<i>Sub-Total Pressures</i>	169	0	169	0	169	0	169
Savings and Income							
<u>Removal of one-off funding</u>							
Review of Early Years and Childcare/EIG Transitional protection	-893		-893		-893		-893
<u>Service Reforms</u>							
Review of Early Years and Childcare		-719	-719		-719		-719
<i>Sub-total Income and Savings</i>	-893	-719	-1,612	0	-1,612	0	-1,612
Approved Budget 2012/13	14,524	3,255	17,779	0	17,779	0	17,779

A to Z Variation Statement
Children Services - Education & Personal - Connexions

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,787	9,787	0	9,787	-9,787	0
<u>Base Adjustments - External</u>							
Remove EIG income budget and hold centrally			0		0	9,787	9,787
<i>Revised Base</i>	0	9,787	9,787	0	9,787	0	9,787
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Service Reforms</u>							
Connexions		-3,000	-3,000		-3,000		-3,000
<i>Sub-total Income and Savings</i>	0	-3,000	-3,000	0	-3,000	0	-3,000
Approved Budget 2012/13	0	6,787	6,787	0	6,787	0	6,787

A to Z Variation Statement

Children Services - Education & Personal - Early Years & Childcare Advisory Services

Portfolio :	SCS & ELS						
Directorate :	FSC & ELS						
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	6,457	7,284	13,741	-107	13,634	-13,634	0
<u>Base Adjustments - Internal</u>							
	<u>Type</u>						
Transfer of CFIS to Contact Centre (CCS&I)	11/12	-94	0	-94	0	-94	0
Transfer of Children's Centre maintenance budgets to Corporate Landlord (EIG element)		0	-180	-180	0	-180	0
Transfer of Children's Centres central development team to Children's Centres		0	-1,189	-1,189	0	-1,189	0
<u>Base Adjustments - External</u>							
Transfer EIG income budget and hold centrally		0	0	0	0	8,591	8,591
<i>Revised Base</i>		<u>6,363</u>	<u>5,915</u>	<u>12,278</u>	<u>-107</u>	<u>12,171</u>	<u>-5,043</u>
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase		4	0	4	0	4	0
Kent Scheme Pay Award		17	0	17	0	17	0
Total Contribution Pay		14	0	14	0	14	0
<i>Sub-total Pay</i>		<u>35</u>	<u>0</u>	<u>35</u>	<u>0</u>	<u>35</u>	<u>0</u>
<i>Sub-Total Pressures</i>		<u>35</u>	<u>0</u>	<u>35</u>	<u>0</u>	<u>35</u>	<u>0</u>
Savings and Income							
<u>Service Reforms</u>							
Review of Early Years and Childcare		-124	-302	-426	0	-426	0
ELS restructure - Early Years Unit		-2,540	0	-2,540	0	-2,540	0
<i>Sub-total Income and Savings</i>		<u>-2,664</u>	<u>-302</u>	<u>-2,966</u>	<u>0</u>	<u>-2,966</u>	<u>0</u>
Approved Budget 2012/13		<u>3,734</u>	<u>5,613</u>	<u>9,347</u>	<u>-107</u>	<u>9,240</u>	<u>-5,043</u>

A to Z Variation Statement
Children Services - Education & Personal - Early Years Education

Portfolio :
 Directorate :

SCS
ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		42,860	42,860	0	42,860	-42,860	0
Base Adjustments - External							
Remove EIG income budget and hold centrally			0		0	916	916
Realignment of PVI Budget in line with July settlement (DSG) - tfr to schools delegated		-2,444	-2,444		-2,444	2,444	0
Base Adjustments - External	0	-2,444	-2,444	0	-2,444	3,360	916
<i>Revised Base</i>	0	40,416	40,416	0	40,416	-39,500	916
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Increase take up of free Early Years education for 2 year olds		860	860		860		860
<i>Sub-Total Pressures</i>	0	860	860	0	860	0	860
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	41,276	41,276	0	41,276	-39,500	1,776

A to Z Variation Statement
Children Services - Education & Personal - Education Psychology Services

Portfolio : ELS
 Directorate : ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,979	349	3,328	-13	3,315	0	3,315
<i>Revised Base</i>	2,979	349	3,328	-13	3,315	0	3,315
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	8		8		8		8
Kent Scheme Pay Award	2		2		2		2
Total Contribution Pay	5		5		5		5
<i>Sub-total Pay</i>	15	0	15	0	15	0	15
<i>Sub-Total Pressures</i>	15	0	15	0	15	0	15
Savings and Income							
<u>Efficiency savings</u>							
Reduction in staff travel		-2	-2		-2		-2
<u>Service Reforms</u>							
ELS restructure - Assessment	-395	-31	-426		-426		-426
<i>Sub-total Income and Savings</i>	-395	-33	-428	0	-428	0	-428
Approved Budget 2012/13	2,599	316	2,915	-13	2,902	0	2,902

A to Z Variation Statement
Children Services - Education & Personal - Free School Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,864	3,864	0	3,864	-3,864	0
<u>Base Adjustments - Internal</u>							
Delegation of free school meals (from Aug 2012)		-2,576	-2,576		-2,576	2,576	0
<i>Revised Base</i>	0	1,288	1,288	0	1,288	-1,288	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	1,288	1,288	0	1,288	-1,288	0

A to Z Variation Statement

Children Services - Education & Personal - Individual Learner Support (including Minority Communities Achievement Service and Partnership with Parents)

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,427	1,768	11,195	-676	10,519	-9,074	1,445
Base Adjustments - Internal								
	<u>Type</u>							
Realignment of Specialist Teaching Service budgets	11/12		-19	-19	19	0		0
Gross and income cash limits for traded services	GIN	1,676	307	1,983	-1,983	0		0
Minor realignment of gross and income budgets	GIN		-2	-2	2	0		0
Transfer from School Improvement	A-Z tfr	-578	-136	-714	60	-654		-654
Transfer from Attendance and Behaviour due to restructure	A-Z tfr	181	20	201		201	-134	67
Delegation of Minority Communities Achievement Service (MCAS)	DSG	-1,676	-307	-1,983		-1,983	1,983	0
Removal of Specialist Teaching Service income target	GIN		-132	-132	132	0		0
Realignment of MCAS income no longer received			-116	-116	116	0		0
<i>Sub Total - Base Adjustments - Internal</i>		-397	-385	-782	-1,654	-2,436	1,849	-587
Base Adjustments - External								
Remove EIG income budget and hold centrally				0		0	505	505
<i>Revised Base</i>		9,030	1,383	10,413	-2,330	8,083	-6,720	1,363
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		8		8		8		8
Total Contribution Pay		14		14		14		14
<i>Sub-total Pay</i>		23	0	23	0	23	0	23
<i>Sub-Total Pressures</i>		23	0	23	0	23	0	23
Savings and Income								
<u>Service Reforms</u>								
ELS restructure - Advocacy and Entitlement		-333	78	-255		-255	67	-188
<i>Sub-total Income and Savings</i>		-333	78	-255	0	-255	67	-188
Approved Budget 2012/13		8,720	1,461	10,181	-2,330	7,851	-6,653	1,198

A to Z Variation Statement
Children Services - Education & Personal - Statemented Pupils

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,209	6,515	9,724	-3,680	6,044	-6,044	0
<u>Base Adjustments - Internal</u>							
Transfer to Directorate Management and Support	-211		-211		-211	211	0
Delegation of SEN services	-2,069		-2,069		-2,069	2,069	0
<i>Revised Base</i>	929	6,515	7,444	-3,680	3,764	-3,764	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	929	6,515	7,444	-3,680	3,764	-3,764	0

A to Z Variation Statement

Children Services - Education & Personal - Virtual School Kent (for Looked After Children)

Portfolio :	SCS							
Directorate :	FSC							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,293	261	1,554	0	1,554	-304	1,250
Base Adjustments - Internal	Type							
Transfer of Children Adolescent Mental Health Service (CAHMS) funding to Virtual School Kent	11/12	106	122	228		228		228
Additional VSK Funding from ELS - DSG	11/12	400		400		400	-400	0
Transfer from Fostering	11/12		450	450		450		450
<i>Sub Total - Base Adjustments - Internal</i>		506	572	1,078	0	1,078	-400	678
<i>Revised Base</i>		1,799	833	2,632	0	2,632	-704	1,928
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Total Contribution Pay		9		9		9		9
<i>Sub-Total Pressures</i>		9	0	9	0	9	0	9
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		1,808	833	2,641	0	2,641	-704	1,937

A to Z Variation Statement
Children Services - Education & Personal - Youth Service

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		6,652	3,728	10,380	-4,593	5,787	-50	5,737
Base Adjustments - Internal	Type							
Tfr of Outdoor Education Property budgets to Corporate Landlord	11/12		-208	-208		-208		-208
Swattenden recharge income from Appledore project to tfr to Corporate Landlord	11/12			0	10	10		10
Tfr of Youth Service cleaning staff from Corporate Landlord	11/12	174		174		174		174
Transfer Youth Opportunities funding from ELS (EIG)	11/12		600	600		600		600
Realignment of efficiency savings moved from Registration	11/12	-20		-20		-20		-20
C&C share TCP Savings	11/12	-10		-10		-10		-10
Realignment of budgets across the C&C Directorate	11/12		-11	-11		-11		-11
Realignment of cash limit due to loss of funding from ELS	11/12	-247	-140	-387	387	0		0
Unattainable Income Targets for Youth Centres	11/12	-39	-65	-104	104	0		0
Realignment of cash limit for revised income position for Outdoor Education	11/12	-119	15	-104	104	0		0
Removal of cross Directorate recharging for Positive Activities for Young People	11/12	-130	-333	-463	463	0		0
Reduction in funding Foundation Learning Programme	11/12	-24		-24	24	0		0
Reduction in funding for House on the move	11/12	-22	-105	-127	127	0		0
Transfer of Budget re YOS/Youth Mgt Restructure	11/12	37		37		37		37
Removal of Internal Recharge for EIG	11/12		-600	-600	600	0		0
Extension of Cookham Wood Project - increased funding	11/12	29	-8	21	-21	0		0
Transfer of proportion of 1 fte to BSS (HR)	11/12		-6	-6		-6		-6
Tfr of Ridgeway Centre (Foundation Learning Programme) premises budget to Corporate Landlord	GIN		-7	-7		-7		-7
Removal of funding for Cookham Wood Project - ceased	GIN	-44	-1	-45	45	0		0
Removal of funding for House on the Move Project - ceased	GIN	-24	-36	-60	60	0		0
Removal of funding for Foundation Learning Programme - ceased	GIN	-38	-9	-47	54	7		7
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-85	-2	-87		-87		-87
Realignment of cash limit within Portfolio		7		7		7		7
Sub Total - Base Adjustments - Internal		-555	-917	-1,472	1,957	485	0	485
Revised Base		6,097	2,811	8,908	-2,636	6,272	-50	6,222
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			5	5		5		5
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		14		14		14		14
Total Contribution Pay		39		39		39		39
Sub-total Pay		56	5	61	0	61	0	61
Prices								
Transport			3	3		3		3
Service Strategies & Improvements								
Review of service provision - creation of commissioning budget			210	210		210		210
Repayment of one off saving								
One-off underspend			387	387		387		387
Sub-Total Pressures		56	605	661	0	661	0	661

A to Z Variation Statement
Children Services - Education & Personal - Youth Service

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Savings and Income							
<u>Identified in published 2011-13 MTP</u>			0		0		0
Staff restructure - back office/management/support review	-175		-175		-175		-175
Management review of integrated service model	-200		-200		-200		-200
<i>Sub-total Identified in published 2011-13 MTP</i>	-375	0	-375	0	-375	0	-375
<u>Efficiency savings</u>							
Essential/Lease Car		-1	-1		-1		-1
<u>Service Reforms</u>							
Review of service provision-commissioning model staff impact	-394		-394		-394		-394
Review of Service Provision (hybrid model) in Youth - Property Impact		-15	-15		-15		-15
<i>Sub-total Income and Savings</i>	-769	-16	-785	0	-785	0	-785
Approved Budget 2012/13	5,384	3,400	8,784	-2,636	6,148	-50	6,098

A to Z Variation Statement
Children Services - Education & Personal - Youth Offending Service

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,400	2,119	6,519	-3,012	3,507	0	3,507
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Removal of recharging between YOS and Corporate Landlord	11/12		-90	-90		-90		-90
Realignment of efficiency savings moved from Registration	11/12	-15		-15		-15		-15
Various - C&C share TCP Savings	11/12	-25		-25		-25		-25
Secure Accommodation from CMC to YOS	11/12		100	100		100		100
Realignment of budgets across the C&C Directorate	11/12		-42	-42		-42		-42
YOS - Early Intervention Grant for Youth Crime Prevention	11/12	5	214	219		219	-219	0
YOS - Loss of Funding across YOS	11/12	-542	-151	-693	693	0		0
Transfer of Budget re YOS/Youth Mgt Restructure	11/12	-37		-37		-37		-37
Realignment of cash limits within service	GIN	164	-164	0		0		0
Removal of Senior Officers Medical Expenses			-2	-2		-2		-2
Realignment of cash limit within Portfolio		-7		-7		-7		-7
Realignment of cash limit	GIN	70	-70	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-387	-205	-592	693	101	-219	-118
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	219	219
<i>Revised Base</i>		4,013	1,914	5,927	-2,319	3,608	0	3,608
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			8	8		8		8
Employers NI increase		6		6		6		6
Kent Scheme Pay Award		35		35		35		35
Total Contribution Pay		28		28		28		28
<i>Sub-total Pay</i>		69	8	77	0	77	0	77
<u>Prices</u>								
Transport			1	1		1		1
Other - Secure Accommodation			3	3		3		3
Other - Mediation Services			7	7		7		7
<i>Sub-total Prices</i>		0	11	11	0	11	0	11
<i>Sub-Total Pressures</i>		69	19	88	0	88	0	88
Savings and Income								
<u>Identified in published 2011-13 MTP</u>								
Staff restructure - back office/management/support review		-50		-50		-50		-50
Management review of integrated service model		-200		-200		-200		-200
<i>Sub-total Identified in published 2011-13 MTP</i>		-250	0	-250	0	-250	0	-250
<u>Efficiency savings</u>								
Essential/lease Car			-4	-4		-4		-4
<i>Sub-total Income and Savings</i>		-250	-4	-254	0	-254	0	-254
Approved Budget 2012/13		3,832	1,929	5,761	-2,319	3,442	0	3,442

A to Z Variation Statement
Children Services - Social Services - Adoption

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,927	5,227	7,154	-49	7,105	0	7,105
<u>Base Adjustments - Internal</u>							
Realignment of Savings etc							
<u>Type</u> 11/12		-9	-9		-9		-9
Revised Base	1,927	5,218	7,145	-49	7,096	0	7,096
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel		3	3		3		3
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	21		21		21		21
Total Contribution Pay	9		9		9		9
Sub-total Pay	33	3	36	0	36	0	36
<u>Prices</u>							
Transport		1	1		1		1
Social Care Provision		89	89		89		89
Sub-total Prices	0	90	90	0	90	0	90
<u>Demand/Demographic Led</u>							
Increase in demand for Adoption		1,050	1,050		1,050		1,050
Sub-Total Pressures	33	1,143	1,176	0	1,176	0	1,176
Savings and Income							
Sub-total Income and Savings	0	0	0	0	0	0	0
Approved Budget 2012/13	1,960	6,361	8,321	-49	8,272	0	8,272

A to Z Variation Statement
Children Services - Social Services - Asylum Seekers

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	4,508	10,017	14,525	0	14,525	-14,245	280
<i>Revised Base</i>	4,508	10,017	14,525	0	14,525	-14,245	280
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Asylum		800	800		800		800
<i>Sub-Total Pressures</i>	0	800	800	0	800	0	800
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	4,508	10,817	15,325	0	15,325	-14,245	1,080

A to Z Variation Statement
Children Services - Social Services - Childrens Support Services

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,237	178	2,415	-1,043	1,372	0	1,372
<u>Base Adjustments - Internal</u>							
Realignment of Savings etc	-5		-5		-5		-5
<i>Revised Base</i>	2,232	178	2,410	-1,043	1,367	0	1,367
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	18		18		18		18
Total Contribution Pay	11		11		11		11
<i>Sub-total Pay</i>	32	0	32	0	32	0	32
<u>Demand/Demographic Led</u>							
Kinship & Family Group Conferencing	38		38		38		38
<i>Sub-Total Pressures</i>	70	0	70	0	70	0	70
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	2,302	178	2,480	-1,043	1,437	0	1,437

A to Z Variation Statement
Children Services - Social Services - Fostering

Portfolio : Directorate :	SCS FSC	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,876	28,075	31,951	-254	31,697	-171	31,526
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Gross/Income Directorate Realignment	11/12		-17	-17	17	0		0
Aiming High Realignment	11/12		-15	-15		-15		-15
Adjustment to VSK	11/12		-450	-450		-450		-450
Realignment of Savings etc	11/12	-19		-19		-19		-19
11-12 Budget Build Corrections-SCS County Posts	11/12		-95	-95		-95		-95
11-12 BB Budget Build Corrections-Non Staff	11/12		-36	-36		-36		-36
In House Fostering transfer from 16+ service	A-Z tfr		2,838	2,838		2,838		2,838
IFA from 16+ service	A-Z tfr		727	727		727		727
Transfer of Legal Services budget to new A to Z line	A-Z tfr		-4,694	-4,694		-4,694		-4,694
<i>Sub Total - Base Adjustments - Internal</i>		-19	-1,742	-1,761	17	-1,744	0	-1,744
<u>Base Adjustments - External</u>								
Transfer EIG income budget and hold centrally				0		0	171	171
<i>Revised Base</i>		3,857	26,333	30,190	-237	29,953	0	29,953
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			6	6		6		6
Employers NI increase		7		7		7		7
Kent Scheme Pay Award		41		41		41		41
Total Contribution Pay		19		19		19		19
<i>Sub-total Pay</i>		67	6	73	0	73	0	73
<u>Prices</u>								
Transport			14	14		14		14
Social Care Provision			413	413		413		413
Legal Element of Fostering				0		0		0
<i>Sub-total Prices</i>		0	427	427	0	427	0	427
<u>Demand/Demographic Led</u>								
Fostering			4,091	4,091		4,091		4,091
Kinship and FGC			592	592		592		592
				0		0		0
<i>Sub-total Demand/Demographic Led</i>		0	4,683	4,683	0	4,683	0	4,683
<i>Sub-Total Pressures</i>		67	5,116	5,183	0	5,183	0	5,183
Savings and Income								
<u>Efficiency savings</u>								
Savings from investment in Prevention services (LAC Strategy)			-2,353	-2,353		-2,353		-2,353
<i>Sub-total Efficiency savings</i>		0	-2,353	-2,353	0	-2,353	0	-2,353
<i>Sub-total Income and Savings</i>		0	-2,353	-2,353	0	-2,353	0	-2,353
Approved Budget 2012/13		3,924	29,096	33,020	-237	32,783	0	32,783

A to Z Variation Statement
Children Services - Social Services - Leaving Care (formerly 16+ service)

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,988	8,988	0	8,988	0	8,988
Base Adjustments - Internal							
	<u>Type</u>						
IS Residential		-1,125	-1,125		-1,125		-1,125
Independent Fostering Agencies		-727	-727		-727		-727
In House Fostering		-2,838	-2,838		-2,838		-2,838
<i>Sub Total - Base Adjustments - Internal</i>	0	-4,690	-4,690	0	-4,690	0	-4,690
<i>Revised Base</i>	0	4,298	4,298	0	4,298	0	4,298
Unavoidable pressures funded in indicative cash limits							
<u>Demand/Demographic Led</u>							
Leaving Care		829	829		829		829
<i>Sub-Total Pressures</i>	0	829	829	0	829	0	829
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	5,127	5,127	0	5,127	0	5,127

A to Z Variation Statement
Children Services - Social Services - Legal Charges

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
<u>Base Adjustments - Internal</u>							
Transfer of Legal Services budget to new A to Z line		4,694	4,694		4,694		4,694
<i>Revised Base</i>	0	4,694	4,694	0	4,694	0	4,694
Unavoidable pressures funded in indicative cash limits							
<u>Demand/Demographic Led</u>							
Legal		1,621	1,621		1,621		1,621
<i>Sub-Total Pressures</i>	0	1,621	1,621	0	1,621	0	1,621
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	6,315	6,315	0	6,315	0	6,315

A to Z Variation Statement
Children Services - Social Services - Preventative Services

Portfolio :	SCS							
Directorate :	FSC							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,484	12,868	16,352	-829	15,523	-8,091	7,432
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Aiming High Realignment	11/12		288	288		288		288
Budget Realignment	11/12		194	194		194		194
Realignment of Savings etc	11/12	-1		-1		-1		-1
Family Liaison Officers DSG Budget transfer from ELS		34		34		34	-34	0
<i>Sub Total - Base Adjustments - Internal</i>		33	482	515	0	515	-34	481
<u>Base Adjustments - External</u>								
Transfer EIG income budget and hold centrally				0		0	4,625	4,625
<i>Revised Base</i>		3,517	13,350	16,867	-829	16,038	-3,500	12,538
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Total Contribution Pay		17		17		17		17
<u>Prices</u>								
Transport			5	5		5		5
<u>Service Strategies & Improvements</u>								
Investment in Prevention Strategy			2,750	2,750		2,750		2,750
<i>Sub-Total Pressures</i>		17	2,755	2,772	0	2,772	0	2,772
Savings and Income								
<u>Efficiency savings</u>								
Social care procurement			-100	-100		-100		-100
<i>Sub-total Income and Savings</i>		0	-100	-100	0	-100	0	-100
Approved Budget 2012/13		3,534	16,005	19,539	-829	18,710	-3,500	15,210

A to Z Variation Statement
Children Services - Social Services - Residential Childrens Services

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,351	8,188	10,539	-1,895	8,644	-383	8,261
Base Adjustments - Internal							
<u>Additional Gross/Income</u>							
Aiming High realignment		254	254	-254	0		0
Realignment of Savings etc		145	145		145		145
IS Residential Transfer from 16+		-12	-12		-12		-12
A-Z tfr		1,125	1,125		1,125		1,125
<i>Sub Total - Base Adjustments - Internal</i>	0	1,512	1,512	-254	1,258	0	1,258
Base Adjustments - External							
Transfer EIG income budget and hold centrally			0		0	383	383
<i>Revised Base</i>	2,351	9,700	12,051	-2,149	9,902	0	9,902
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel		5	5		5		5
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	21		21		21		21
Total Contribution Pay	11		11		11		11
<i>Sub-total Pay</i>	35	5	40	0	40	0	40
Prices							
Transport		2	2		2		2
Demand/Demographic Led							
Residential Care		2,568	2,568		2,568		2,568
<i>Sub-Total Pressures</i>	35	2,575	2,610	0	2,610	0	2,610
Savings and Income							
Efficiency savings							
Savings from investment in Prevention services (LAC Strategy)		-764	-764		-764		-764
<i>Sub-total Income and Savings</i>	0	-764	-764	0	-764	0	-764
Approved Budget 2012/13	2,386	11,511	13,897	-2,149	11,748	0	11,748

A to Z Variation Statement
Children Services - Social Services - Safeguarding

Portfolio :
 Directorate :

SCS
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,534	151	3,685	-316	3,369	-41	3,328
<u>Base Adjustments - Internal</u>							
Transfer of Child Protection Chair to Safeguarding	65		65		65		65
Realignment of Savings etc	-18		-18		-18		-18
<i>Sub Total - Base Adjustments - Internal</i>	47	0	47	0	47	0	47
<u>Base Adjustments - External</u>							
Transfer EIG income budget and hold centrally			0		0	41	41
<i>Revised Base</i>	3,581	151	3,732	-316	3,416	0	3,416
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	34		34		34		34
Total Contribution Pay	18		18		18		18
<i>Sub-total Pay</i>	58	0	58	0	58	0	58
<u>Demand/Demographic Led</u>							
Increase in Safeguarding budget		298	298		298		298
<u>Service Strategies & Improvements</u>							
Social Care Staffing - additional posts	247		247		247		247
<i>Sub-Total Pressures</i>	305	298	603	0	603	0	603
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	3,886	449	4,335	-316	4,019	0	4,019

A to Z Variation Statement
Community Services - Archive Service (Inc. Museum Development)

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,164	233	1,397	-486	911	0	911
Base Adjustments - Internal							
Realign budget between Archives and Libraries		-51	-51	63	12		12
Archives recharge ceasing for Canterbury Cathedral	-94		-94	94	0		0
<i>Sub Total - Base Adjustments - Internal</i>	-94	-51	-145	157	12	0	12
<i>Revised Base</i>	1,070	182	1,252	-329	923	0	923
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	2		2		2		2
Kent Scheme Pay Award	10		10		10		10
Total Contribution Pay	8		8		8		8
<i>Sub-total Pay</i>	20	0	20	0	20	0	20
Service Strategies & Improvements							
Prudential Borrowing Costs - Kent History Centre		57	57		57		57
<i>Sub-Total Pressures</i>	20	57	77	0	77	0	77
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	1,090	239	1,329	-329	1,000	0	1,000

A to Z Variation Statement
Community Services - Arts Development (Inc. Turner Contemporary)

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	474	1,630	2,104	0	2,104	0	2,104
Base Adjustments - Internal							
<u>Share of TCP Savings</u>	-4		-4		-4		-4
Transfer Picture Store to Corporate Landlord		-15	-15		-15		-15
Loss of Senior Officers Medical Expenses		-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	-74	-1	-75		-75		-75
<i>Sub Total - Base Adjustments - Internal</i>	-78	-17	-95	0	-95	0	-95
<i>Revised Base</i>	396	1,613	2,009	0	2,009	0	2,009
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	5		5		5		5
Total Contribution Pay	3		3		3		3
<i>Sub-total Pay</i>	9	0	9	0	9	0	9
<i>Sub-Total Pressures</i>	9	0	9	0	9	0	9
Savings and Income							
<u>Removal of one-off funding</u>							
2012 Olympic & Paralympic Games		-75	-75		-75		-75
<u>Service Reforms</u>							
More robust funding criteria		-300	-300		-300		-300
<i>Sub-total Income and Savings</i>	0	-375	-375	0	-375	0	-375
Approved Budget 2012/13	405	1,238	1,643	0	1,643	0	1,643

A to Z Variation Statement
Community Services - Big Society Fund

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	5,000	5,000	0	5,000	0	5,000
<i>Revised Base</i>	0	5,000	5,000	0	5,000	0	5,000
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Removal of one-off funding</u>							
Big Society Fund		-5,000	-5,000		-5,000		-5,000
<i>Sub-total Income and Savings</i>	0	-5,000	-5,000	0	-5,000	0	-5,000
Total Adjustments	0	-5,000	-5,000	0	-5,000	0	-5,000
Approved Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Community Services - Community Learning Services

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	11,216	5,629	16,845	-17,045	-200	0	-200
Base Adjustments - Internal							
<u>CLS - Realignment of Cash Limits as new Grant Figures for 11-12 have been received</u>							
Centralisation of support services across Directorates							
<i>Sub Total - Base Adjustments - Internal</i>	-258	2	-256	256	0	0	0
<i>Revised Base</i>	10,958	5,607	16,565	-16,765	-200	0	-200
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	16		16		16		16
Kent Scheme Pay Award	89		89		89		89
Total Contribution Pay	81		81		81		81
<i>Sub-total Pay</i>	186	0	186	0	186	0	186
<i>Sub-Total Pressures</i>	186	0	186	0	186	0	186
Savings and Income							
<u>Efficiency savings</u>							
Hosting charge for use of properties - service reduction required		-200	-200		-200		-200
<i>Sub-total Income and Savings</i>	0	-200	-200	0	-200	0	-200
Approved Budget 2012/13	11,144	5,407	16,551	-16,765	-214	0	-214

A to Z Variation Statement
Community Services - Community Safety

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		440	1,621	2,061	-38	2,023	-205	1,818
Base Adjustments - Internal	Type							
Realignment of cash limits between Comm Safety & Trading Standards	11/12	-39		-39		-39		-39
Unachievable income target within Community Safety from external contributions and internal income	11/12		-18	-18	18	0		0
Transfer of staff and related costs from Business Support Team	11/12	50	1	51		51		51
Comm Safety/KDAAT - Reduction in HO Community Safety ABG/LSSG Adjustment	11/12		50	50		50		50
Realignment of cash limits between Community Safety and Community Wardens	A-Z tfr	2	-47	-45	-1	-46		-46
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-80	-3	-83		-83		-83
<i>Sub Total - Base Adjustments - Internal</i>		-67	-18	-85	17	-68	0	-68
<i>Revised Base</i>		373	1,603	1,976	-21	1,955	-205	1,750
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		4		4		4		4
Total Contribution Pay		3		3		3		3
<i>Sub-total Pay</i>		8	0	8	0	8	0	8
<i>Sub-Total Pressures</i>		8	0	8	0	8	0	8
Savings and Income								
Service Reforms								
Reduction in HO Community Safety LSSG (11/12), formerly Stronger, Safer Communities			-279	-279		-279		-279
Reduction in HO Community Safety LSSG (12/13), formerly Stronger, Safer Communities			-501	-501		-501		-501
<i>Sub-total Service Reforms</i>		0	-780	-780	0	-780	0	-780
<i>Sub-total Income and Savings</i>		0	-780	-780	0	-780	0	-780
Approved Budget 2012/13		381	823	1,204	-21	1,183	-205	978

A to Z Variation Statement
Community Services - Community Wardens

Portfolio : **C&C**
 Directorate : **C&C**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,687	182	2,869	-62	2,807	0	2,807
Base Adjustments - Internal	Type							
Share of TCP savings	11/12	-13		-13		-13		-13
Support Wardens programme (funded via FJF) finished in 10-11	11/12	-45	-15	-60	60	0		0
Realignment of cash limits between Community Safety and Community Wardens	A-Z tfr	50	-5	45	1	46		46
GIN adjustment to remove historical income cash limit	GIN		-1	-1	1	0		0
<i>Sub Total - Base Adjustments - Internal</i>		-8	-21	-29	62	33	0	33
<i>Revised Base</i>		2,679	161	2,840	0	2,840	0	2,840
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		5		5		5		5
Kent Scheme Pay Award		28		28		28		28
Total Contribution Pay		20		20		20		20
<i>Sub-total Pay</i>		53	2	55	0	55	0	55
Prices								
Transport			1	1		1		1
<i>Sub-Total Pressures</i>		53	3	56	0	56	0	56
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		2,732	164	2,896	0	2,896	0	2,896

A to Z Variation Statement
Community Services - Contact Centre & Consumer Direct

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	4,265	961	5,226	-2,136	3,090	-387	2,703
Base Adjustments - Internal							
	<u>Type</u>						
Tfr of staffing budgets to BSS HR & ICT	54		54		54		54
One of EIG funding for the Contact Centre	120		120		120		120
Transfer of CFIS to Contact Centre (CCS&I)	94		94		94		94
Tfr of Kent Contact and Assessment Services (KCAS) from ASC&PR (Gross and Income)	1,001	4	1,005	-156	849		849
Share of TCP saving	-42		-42		-42		-42
Additional income from Trading Standards South East Ltd	40		40	-40	0		0
Removal of Senior Officers Medical Expenses		-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	-78	-1	-79		-79		-79
<i>Sub Total - Base Adjustments - Internal</i>	<u>1,189</u>	<u>2</u>	<u>1,191</u>	<u>-196</u>	<u>995</u>	<u>0</u>	<u>995</u>
Base Adjustments - External							
Remove EIG income budget and hold centrally			0		0	298	298
<i>Revised Base</i>	<u>5,454</u>	<u>963</u>	<u>6,417</u>	<u>-2,332</u>	<u>4,085</u>	<u>-89</u>	<u>3,996</u>
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	9		9		9		9
Kent Scheme Pay Award	46		46		46		46
Total Contribution Pay	39		39		39		39
<i>Sub-total Pay</i>	<u>94</u>	<u>0</u>	<u>94</u>	<u>0</u>	<u>94</u>	<u>0</u>	<u>94</u>
<u>Prices</u>							
Transport		1	1		1		1
<i>Sub-Total Pressures</i>	<u>94</u>	<u>1</u>	<u>95</u>	<u>0</u>	<u>95</u>	<u>0</u>	<u>95</u>
Savings and Income							
<u>Removal of one-off funding</u>							
Removal of EIG Transitional protection	-120		-120		-120		-120
<i>Sub-total Income and Savings</i>	<u>-120</u>	<u>0</u>	<u>-120</u>	<u>0</u>	<u>-120</u>	<u>0</u>	<u>-120</u>
Approved Budget 2012/13	<u>5,428</u>	<u>964</u>	<u>6,392</u>	<u>-2,332</u>	<u>4,060</u>	<u>-89</u>	<u>3,971</u>

A to Z Variation Statement
Community Services - Gateways

Portfolio :
Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	534	1,851	2,385	-510	1,875	0	1,875
Base Adjustments - Internal							
<u>Share of TCP savings</u>	-5		-5		-5		-5
Realignment of budgets for Ashford Gateway Inc from Libs (Inc Int Clients)		-66	-66	66	0		0
Ashford Gateway Plus		-6	-6		-6		-6
Transfer of budget to Directorate Management and Support	-76	-2	-78		-78		-78
<i>Sub Total - Base Adjustments - Internal</i>	-81	-74	-155	66	-89	0	-89
<i>Revised Base</i>	453	1,777	2,230	-444	1,786	0	1,786
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	4		4		4		4
Total Contribution Pay	3		3		3		3
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
<u>Service Strategies & Improvements</u>							
Opening of new Gateways		300	300		300		300
<i>Sub-Total Pressures</i>	8	300	308	0	308	0	308
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	461	2,077	2,538	-444	2,094	0	2,094

A to Z Variation Statement
Community Services - Library Services

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		11,743	4,832	16,575	-2,052	14,523	-218	14,305
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr to Corporate Landlord - nappy bins/hygiene units in Libraries	11/12		-6	-6		-6		-6
Tfr back from Corporate Landlord of Libraries modernisation budget	11/12		30	30		30		30
Share of TCP Savings	11/12	-57		-57		-57		-57
Budget Recast adjustments Libraries and KDAAT	11/12	-98		-98		-98		-98
Libraries - Cash limit for CRB checks moved from CMC	11/12		6	6		6		6
Realignment of budgets within C&C	11/12	-3		-3		-3		-3
Realign budget between Archives and Libraries	11/12		51	51	-63	-12		-12
Transfer of proportion of 1 fte to BSS (HR)	11/12		-10	-10		-10		-10
Reduction of Audio Visual trading Income	GIN		-130	-130	130	0		0
Reduction in Modern Records Centre recharge	GIN		-86	-86	86	0		0
Stock Services contract to Medway libraries ceased	GIN	-14	-47	-61	61	0		0
Budget realignments within Libraries	GIN		-34	-34	34	0		0
Other	A-Z tfr		218	218		218		218
Delegation of DSG to schools	DSG		-218	-218		-218	218	0
Recharge to schools for Services (Instead of Loss of Senior Officers Medical Insurance	DSG		40	40	-40	0		0
Transfer of budget to Directorate Management and Support	A-Z tfr	-91	-1	-92		-92		-92
<i>Sub Total - Base Adjustments - Internal</i>		-263	-189	-452	208	-244	218	-26
<i>Revised Base</i>		11,480	4,643	16,123	-1,844	14,279	0	14,279
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			4	4		4		4
Employers NI increase		18		18		18		18
Kent Scheme Pay Award		98		98		98		98
Total Contribution Pay		74		74		74		74
<i>Sub-total Pay</i>		190	4	194	0	194	0	194
<u>Prices</u>								
Transport			1	1		1		1
Other			2	2		2		2
Civica Contract Inflation			6	6		6		6
<i>Sub-total Prices</i>		0	9	9	0	9	0	9
<u>Service Strategies & Improvements</u>								
Implementation of Radio Frequency Identification (self service) project			450	450		450		450
<u>Repayment of one off saving</u>								
One-off reduction in Book Fund			300	300		300		300
<i>Sub-Total Pressures</i>		190	763	953	0	953	0	953
Savings and Income								
<u>Identified in published 2011-13 MTP</u>								
Staff restructure - back office/management/support review		-100		-100		-100		-100
<u>Efficiency savings</u>								
Essential/Lease User			-2	-2		-2		-2
<u>Service Reforms</u>								
Other efficiency linked proposals		-500		-500		-500		-500
Implementation of Radio Frequency Identification (self service)		-950		-950		-950		-950
<i>Sub-total Service Reforms</i>		-1,450	0	-1,450	0	-1,450	0	-1,450
<i>Sub-total Income and Savings</i>		-1,550	-2	-1,552	0	-1,552	0	-1,552
Approved Budget 2012/13		10,120	5,404	15,524	-1,844	13,680	0	13,680

A to Z Variation Statement
Community Services - Local Involvement Network (LINK)

Portfolio : **C&C & BSP&HR**
 Directorate : **C&C & BSS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	0	440	440	0	440	0	440	
Base Adjustments - Internal	Type							
Tfr of Kent Link to Public Health	11/12	0	-440	-440	0	-440	0	-440
LINKs budget from CC Directorate	11/12	0	441	441	0	441	0	441
Salary tfr (allocated to wrong area of Public Health in 11/12)	A-Z tfr	32	0	32	0	32	0	32
Activity funded by Kent and Medway network money	GIN	32	28	60	-60	0	0	0
<i>Sub Total - Base Adjustments - Internal</i>		64	29	93	-60	33	0	33
<i>Revised Base</i>		64	469	533	-60	473	0	473
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		64	469	533	-60	473	0	473

A to Z Variation Statement
Community Services - Public Health

Portfolio : **ASC&PH & BSP&HR**
 Directorate : **FSC & BSS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	318	318	-148	170	0	170
Base Adjustments - Internal		Type					
Ceasing of income from NHS Eastern & Coastal PCT for House Project	0	-91	-91	91	0	0	0
Removal of annual draw down from reserves to fund 1 fte and fund from reduction in non-staffing budget	0	-34	-34	0	-34	0	-34
<i>Sub Total - Base Adjustments - Internal</i>	0	-125	-125	91	-34	0	-34
<i>Revised Base</i>	0	193	193	-57	136	0	136
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff travel (5p casual user rate increase)	0	1	1	0	1	0	1
<i>Sub-Total Pressures</i>	0	1	1	0	1	0	1
Savings and Income							
Service Reforms							
Rationalise Healthwatch Programme	0	-110	-110	0	-110	0	-110
<i>Sub-total Income and Savings</i>	0	-110	-110	0	-110	0	-110
Approved Budget 2012/13	0	84	84	-57	27	0	27

A to Z Variation Statement
Community Services - Sports Development

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,032	1,747	2,779	-1,373	1,406	0	1,406
Base Adjustments - Internal							
Tfr to Corporate Landlord of rent for Gibson Drive		-49	-49		-49		-49
Share of TCP Savings	-8		-8		-8		-8
Removal of Senior Officers Medical Expenses		-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	-171	-3	-174		-174		-174
<i>Sub Total - Base Adjustments - Internal</i>	-179	-53	-232	0	-232	0	-232
<i>Revised Base</i>	853	1,694	2,547	-1,373	1,174	0	1,174
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff Travel		1	1		1		1
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	8		8		8		8
Total Contribution Pay	6		6		6		6
<i>Sub-total Pay</i>	15	1	16	0	16	0	16
<i>Sub-Total Pressures</i>	15	1	16	0	16	0	16
Savings and Income							
Removal of one-off funding							
2012 Olympic & Paralympic Games		-125	-125		-125		-125
Open Golf at Sandwich		-80	-80		-80		-80
<i>Sub-total Removal of one-off funding</i>	0	-205	-205	0	-205	0	-205
<i>Sub-total Income and Savings</i>	0	-205	-205	0	-205	0	-205
Approved Budget 2012/13	868	1,490	2,358	-1,373	985	0	985

A to Z Variation Statement
Community Services - Supporting Independence & Supported Employment

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,386	4,259	5,645	-4,393	1,252	0	1,252
Base Adjustments - Internal								
	Type							
Share of TCP Savings	11/12	-7		-7		-7		-7
Realignment of cash limits within service	11/12		354	354	-354	0		0
Reduction of DWP funding Future Jobs Fund for 2011-12	11/12		-2,793	-2,793	2,793	0		0
Realignment of cash limits within service	GIN	34	-34	0		0		0
Transfer of Apprentices Budget to ELS	A-Z trf	-151	-149	-300		-300		-300
<i>Sub Total - Base Adjustments - Internal</i>		-124	-2,622	-2,746	2,439	-307	0	-307
Base Adjustments - External								
Removal of DWP funding Future Jobs Fund 12-13 (ceased)		-84	-1,283	-1,367	1,367	0		0
<i>Revised Base</i>		1,178	354	1,532	-587	945	0	945
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		8		8		8		8
Total Contribution Pay		9		9		9		9
<i>Sub-total Pay</i>		18	2	20	0	20	0	20
<i>Sub-Total Pressures</i>		18	2	20	0	20	0	20
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		1,196	356	1,552	-587	965	0	965

A to Z Variation Statement Environment - Country Parks

Portfolio :
Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,059	718	1,777	-966	811	-7	804
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr of salary costs from Ctry Parks to Comms & Engagement	11/12	-25		-25		-25		-25
Share of TCP Savings	11/12	-4		-4		-4		-4
Transfer of budget to Directorate Management and Support	A-Z tfr	-68	-2	-70		-70		-70
Realignment of cash limits within the Directorate	GIN	-74	-14	-88	97	9	-9	0
<i>Sub Total - Base Adjustments - Internal</i>		-171	-16	-187	97	-90	-9	-99
<i>Revised Base</i>		888	702	1,590	-869	721	-16	705
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
Total Contribution Pay		6		6		6		6
<i>Sub-total Pay</i>		17	1	18	0	18	0	18
<i>Sub-Total Pressures</i>		17	1	18	0	18	0	18
Savings and Income								
<u>Income Generation</u>								
Country Parks (increase % income to 68%)				0	-50	-50		-50
<i>Savings and mitigations:</i>								
<u>Service Reforms</u>								
Staff savings		-30		-30		-30		-30
<i>Sub-total Income and Savings</i>		-30	0	-30	-50	-80	0	-80
Total Adjustments		-184	-15	-199	47	-152	-9	-161
Approved Budget 2012/13		875	703	1,578	-919	659	-16	643

A to Z Variation Statement
Environment - Countryside Access (inc. Public Rights of Way)

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,852	1,308	3,160	-918	2,242	-154	2,088
Base Adjustments - Internal	Type							
PROW computer maintenance from E&E	11/12		8	8		8		8
Share of TCP Savings	11/12	-10		-10		-10		-10
Transfer of staff from Business Support	A-Z tfr	11		11		11		11
Removal of Senior Officers Medical Expenses			-1	-1		-1		-1
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-1	-72		-72		-72
Realignment of cash limits within the Directorate	GIN	-92	13	-79	43	-36	36	0
<i>Sub Total - Base Adjustments - Internal</i>		-162	19	-143	43	-100	36	-64
Revised Base		1,690	1,327	3,017	-875	2,142	-118	2,024
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel			2	2		2		2
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		18		18		18		18
Total Contribution Pay		12		12		12		12
<i>Sub-total Pay</i>		33	2	35	0	35	0	35
<i>Sub-Total Pressures</i>		33	2	35	0	35	0	35
Savings and Income								
Income Generation								
Countryside access				0	-30	-30		-30
Savings and mitigations:								
Service Reforms								
PROW network maintenance		-13	-62	-75		-75		-75
Countryside Access		-34	-37	-71		-71		-71
<i>Sub-total Service Reforms</i>		-47	-99	-146	0	-146	0	-146
<i>Sub-total Income and Savings</i>		-47	-99	-146	-30	-176	0	-176
Approved Budget 2012/13		1,676	1,230	2,906	-905	2,001	-118	1,883

A to Z Variation Statement
Environment - Environment Management (inc. Coastal Protection)

Portfolio : Directorate :	EH&W E&E	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,804	2,809	4,613	-1,343	3,270	-1,304	1,966
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Realignment of budgets within EHW portfolio	11/12	-20	273	253	-443	-190		-190
Reduction in 12/13 loan repayments			-38	-38		-38		-38
<i>Sub Total - Base Adjustments - Internal</i>		-20	235	215	-443	-228	0	-228
<i>Revised Base</i>		1,784	3,044	4,828	-1,786	3,042	-1,304	1,738
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		9		9		9		9
Total Contribution Pay		17		17		17		17
<i>Sub-total Pay</i>		28	0	28	0	28	0	28
<u>Unavoidable Government/Legislative Pressures</u>								
Surface Water Management - NEC		88	402	490		490		490
<u>Loss of Income</u>								
Flood Defence Grant				0		0	260	260
<i>Sub-Total Pressures</i>		116	402	518	0	518	260	778
Savings and Income								
<u>Service Reforms</u>								
Remove post - Heritage		-27		-27		-27		-27
Reduce Activity budgets			-24	-24		-24		-24
Reduce 1 FTE		-30		-30		-30		-30
Reduce Activity budgets			-7	-7		-7		-7
<i>Sub-total Service Reforms</i>		-57	-31	-88	0	-88	0	-88
<i>Sub-total Income and Savings</i>		-57	-31	-88	0	-88	0	-88
Approved Budget 2012/13		1,843	3,415	5,258	-1,786	3,472	-1,044	2,428

A to Z Variation Statement
Highway Services - Adverse Weather

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,655	2,655	0	2,655	0	2,655
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		505	505		505		505
12/13 H&T internal budget realignments		78	78		78		78
<i>Sub Total - Base Adjustments - Internal</i>	0	583	583	0	583	0	583
<i>Revised Base</i>	0	3,238	3,238	0	3,238	0	3,238
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	3,238	3,238	0	3,238	0	3,238

A to Z Variation Statement
Highway Services - Bridges & Other Structures

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	312	2,765	3,077	-433	2,644	0	2,644
Base Adjustments - Internal							
Budget realignment following restructuring	-116	-207	-323	139	-184		-184
12/13 H&T internal budget realignments	16	-15	1	35	36		36
<i>Sub Total - Base Adjustments - Internal</i>	-100	-222	-322	174	-148	0	-148
<i>Revised Base</i>	212	2,543	2,755	-259	2,496	0	2,496
Unavoidable pressures funded in indicative cash limits							
Pay							
Kent Scheme Pay Award	3		3		3		3
Total Contribution Pay	3		3		3		3
<i>Sub-total Pay</i>	6	0	6	0	6	0	6
Prices							
Maintenance contract		20	20		20		20
Gas and electricity		60	60		60		60
<i>Sub-total Prices</i>	0	80	80	0	80	0	80
<i>Sub-Total Pressures</i>	6	80	86	0	86	0	86
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-23		-23		-23		-23
Service Reforms							
Highways maintenance (one year only)		-152	-152		-152		-152
<i>Sub-total Income and Savings</i>	-23	-152	-175	0	-175	0	-175
Approved Budget 2012/13	195	2,471	2,666	-259	2,407	0	2,407

A to Z Variation Statement
Highway Services - General Maintenance & Emergency Response

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,452	9,784	13,236	-1,027	12,209	0	12,209
Base Adjustments - Internal							
Budget realignment following restructuring	-642	976	334	681	1,015		1,015
Redistribution of signs, lines and bollards budget		978	978		978		978
12/13 H&T internal budget realignments	315	-450	-135	-140	-275		-275
<i>Sub Total - Base Adjustments - Internal</i>	-327	1,504	1,177	541	1,718	0	1,718
<i>Revised Base</i>	3,125	11,288	14,413	-486	13,927	0	13,927
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	34		34		34		34
Total Contribution Pay	35		35		35		35
<i>Sub-total Pay</i>	75	0	75	0	75	0	75
Prices							
Maintenance contract		810	810		810		810
<i>Sub-Total Pressures</i>	75	810	885	0	885	0	885
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-68		-68		-68		-68
Highway maintenance		-700	-700		-700		-700
<i>Sub-total Identified in published 2011-13 MTP</i>	-68	-700	-768	0	-768	0	-768
Efficiency savings							
Management reductions		-138	-138		-138		-138
<i>Sub-total Income and Savings</i>	-68	-838	-906	0	-906	0	-906
Approved Budget 2012/13	3,132	11,260	14,392	-486	13,906	0	13,906

A to Z Variation Statement
Highway Services - Highway Drainage

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	374	3,471	3,845	-206	3,639	0	3,639
Base Adjustments - Internal							
Budget realignment following restructuring	-198	-216	-414	132	-282		-282
12/13 H&T internal budget realignments	-27	-19	-46	-8	-54		-54
<i>Sub Total - Base Adjustments - Internal</i>	-225	-235	-460	124	-336	0	-336
<i>Revised Base</i>	149	3,236	3,385	-82	3,303	0	3,303
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	3		3		3		3
Total Contribution Pay	4		4		4		4
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
<i>Sub-Total Pressures</i>	8	0	8	0	8	0	8
Savings and Income							
Identified in published 2011-13 MTP							
Overhead efficiencies through delayering & streamlining	-5		-5		-5		-5
Service Reforms							
Highways maintenance (one year only)		-200	-200		-200		-200
<i>Sub-total Income and Savings</i>	-5	-200	-205	0	-205	0	-205
Approved Budget 2012/13	152	3,036	3,188	-82	3,106	0	3,106

A to Z Variation Statement
Highway Services - Signs, Lines & Bollards

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	41	2,005	2,046	-74	1,972	0	1,972
Base Adjustments - Internal							
Budget realignment following restructuring	-21	-206	-227	74	-153		-153
Redistribution of signs, lines and bollards budget		-1,166	-1,166		-1,166		-1,166
12/13 H&T internal budget realignments	-20	-401	-421		-421		-421
<i>Sub Total - Base Adjustments - Internal</i>	-41	-1,773	-1,814	74	-1,740	0	-1,740
<i>Revised Base</i>	0	232	232	0	232	0	232
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
Identified in published 2011-13 MTP			0		0		0
Overhead efficiencies through delayering & streamlining		-40	-40		-40		-40
Service Reforms							
Highways maintenance (one year only)		-192	-192		-192		-192
<i>Sub-total Income and Savings</i>	0	-232	-232	0	-232	0	-232
Approved Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Highway Services - Streetlight Maintenance

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	340	3,745	4,085	-271	3,814	0	3,814
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring	81	-242	-161	-54	-215		-215
Correction of funding for street lighting team	-157		-157	157	0		0
12/13 H&T internal budget realignments	90	-79	11	1	12		12
<i>Sub Total - Base Adjustments - Internal</i>	14	-321	-307	104	-203	0	-203
<i>Revised Base</i>	354	3,424	3,778	-167	3,611	0	3,611
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	6		6		6		6
Total Contribution Pay	7		7		7		7
<i>Sub-total Pay</i>	14	0	14	0	14	0	14
<i>Sub-Total Pressures</i>	14	0	14	0	14	0	14
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-24		-24		-24		-24
<i>Sub-total Identified in published 2011-13 MTP</i>	-24	0	-24	0	-24	0	-24
<i>Sub-total Income and Savings</i>	-24	0	-24	0	-24	0	-24
Approved Budget 2012/13	344	3,424	3,768	-167	3,601	0	3,601

A to Z Variation Statement
Highway Services - Development Planning

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
Base Adjustments - Internal							
Redistribution of transport planning budgets	1,782	417	2,199	-1,315	884		884
12/13 H&T internal budget realignments	-37	-46	-83	32	-51		-51
<i>Sub Total - Base Adjustments - Internal</i>	<u>1,745</u>	<u>371</u>	<u>2,116</u>	<u>-1,283</u>	<u>833</u>	<u>0</u>	<u>833</u>
<i>Revised Base</i>	<u>1,745</u>	<u>371</u>	<u>2,116</u>	<u>-1,283</u>	<u>833</u>	<u>0</u>	<u>833</u>
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	18		18		18		18
Total Contribution Pay	<u>22</u>		<u>22</u>		<u>22</u>		<u>22</u>
<i>Sub-total Pay</i>	<u>43</u>	<u>0</u>	<u>43</u>	<u>0</u>	<u>43</u>	<u>0</u>	<u>43</u>
<i>Sub-Total Pressures</i>	<u>43</u>	<u>0</u>	<u>43</u>	<u>0</u>	<u>43</u>	<u>0</u>	<u>43</u>
Savings and Income							
<i>Sub-total Income and Savings</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Adjustments	<u>1,788</u>	<u>371</u>	<u>2,159</u>	<u>-1,283</u>	<u>876</u>	<u>0</u>	<u>876</u>
Approved Budget 2012/13	<u>1,788</u>	<u>371</u>	<u>2,159</u>	<u>-1,283</u>	<u>876</u>	<u>0</u>	<u>876</u>

A to Z Variation Statement
Highway Services - Highway Improvements

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,085	2,187	4,272	-2,356	1,916	0	1,916
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring	-934	-1,233	-2,167	1,841	-326		-326
Correction of funding for Member Highway Fund team	-415		-415	415	0		0
Redistribution of signs, lines and bollards budget		100	100		100		100
Redistribution of transport planning budgets	-803	-20	-823		-823		-823
12/13 H&T internal budget realignments	405	225	630	-20	610		610
<i>Sub Total - Base Adjustments - Internal</i>	<i>-1,747</i>	<i>-928</i>	<i>-2,675</i>	<i>2,236</i>	<i>-439</i>	<i>0</i>	<i>-439</i>
<i>Revised Base</i>	<i>338</i>	<i>1,259</i>	<i>1,597</i>	<i>-120</i>	<i>1,477</i>	<i>0</i>	<i>1,477</i>
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	17		17		17		17
Total Contribution Pay	22		22		22		22
<i>Sub-total Pay</i>	<i>42</i>	<i>0</i>	<i>42</i>	<i>0</i>	<i>42</i>	<i>0</i>	<i>42</i>
<u>Prices</u>							
Maintenance contract		18	18		18		18
<i>Sub-Total Pressures</i>	<i>42</i>	<i>18</i>	<i>60</i>	<i>0</i>	<i>60</i>	<i>0</i>	<i>60</i>
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-46		-46		-46		-46
<i>Sub-total Income and Savings</i>	<i>-46</i>	<i>0</i>	<i>-46</i>	<i>0</i>	<i>-46</i>	<i>0</i>	<i>-46</i>
Approved Budget 2012/13	334	1,277	1,611	-120	1,491	0	1,491

A to Z Variation Statement
Highway Services - Road Safety

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	772	2,149	2,921	-1,280	1,641	0	1,641
Base Adjustments - Internal							
Budget realignment following restructuring		-94	-94	67	-27		-27
12/13 H&T internal budget realignments	-89	952	863	-1,507	-644		-644
<i>Sub Total - Base Adjustments - Internal</i>	-89	858	769	-1,440	-671	0	-671
<i>Revised Base</i>	683	3,007	3,690	-2,720	970	0	970
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	5		5		5		5
Total Contribution Pay	6		6		6		6
<i>Sub-total Pay</i>	12	0	12	0	12	0	12
Prices							
Maintenance contract		1	1		1		1
<i>Sub-Total Pressures</i>	12	1	13	0	13	0	13
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	695	3,008	3,703	-2,720	983	0	983

A to Z Variation Statement
Highway Services - Streetlight Energy

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,955	4,955	0	4,955	0	4,955
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		149	149		149		149
<i>Sub Total - Base Adjustments - Internal</i>	0	149	149	0	149	0	149
<i>Revised Base</i>	0	5,104	5,104	0	5,104	0	5,104
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Gas and electricity		741	741		741		741
<i>Sub-Total Pressures</i>	0	741	741	0	741	0	741
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	5,845	5,845	0	5,845	0	5,845

A to Z Variation Statement

Highway Services - Traffic Management

Portfolio :
Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,019	3,550	5,569	-2,860	2,709	0	2,709
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		-63	-63	-64	-127		-127
Redistribution of signs, lines and bollards budget		87	87		87		87
12/13 H&T internal budget realignments	61	-129	-68	271	203		203
<i>Sub Total - Base Adjustments - Internal</i>	61	-105	-44	207	163	0	163
<i>Revised Base</i>	2,080	3,445	5,525	-2,653	2,872	0	2,872
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	21		21		21		21
Total Contribution Pay	25		25		25		25
<i>Sub-total Pay</i>	49	0	49	0	49	0	49
<u>Prices</u>							
Maintenance contract		66	66		66		66
Gas and electricity		19	19		19		19
<i>Sub-total Prices</i>	0	85	85	0	85	0	85
<u>Service Strategies & Improvements</u>							
Traffic management centre		50	50		50		50
<i>Sub-Total Pressures</i>	49	135	184	0	184	0	184
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-16		-16		-16		-16
Highway maintenance		-61	-61		-61		-61
<i>Sub-total Identified in published 2011-13 MTP</i>	-16	-61	-77	0	-77	0	-77
<u>Efficiency savings</u>							
Management reductions	-43		-43		-43		-43
<i>Sub-total Income and Savings</i>	-59	-61	-120	0	-120	0	-120
Approved Budget 2012/13	2,070	3,519	5,589	-2,653	2,936	0	2,936

A to Z Variation Statement
Highway Services - Tree Maintenance, Grass Cutting & Weed Control

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	26	3,796	3,822	-102	3,720	0	3,720
Base Adjustments - Internal							
Budget realignment following restructuring		-470	-470	-90	-560		-560
12/13 H&T internal budget realignments	0	-19	-19	22	3		3
<i>Sub Total - Base Adjustments - Internal</i>	0	-489	-489	-68	-557	0	-557
<i>Revised Base</i>	26	3,307	3,333	-170	3,163	0	3,163
Unavoidable pressures funded in indicative cash limits							
Prices							
Maintenance contract		32	32		32		32
<i>Sub-Total Pressures</i>	0	32	32	0	32	0	32
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Overhead efficiencies through delayering & streamlining	-5		-5		-5		-5
<i>Sub-total Income and Savings</i>	-5	0	-5	0	-5	0	-5
Approved Budget 2012/13	21	3,339	3,360	-170	3,190	0	3,190

A to Z Variation Statement
Local Democracy - Community Engagement Officers

Portfolio :
 Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	756	60	816	0	816	0	816
<u>Base Adjustments - Internal</u>							
Share of TCP savings	-7		-7		-7		-7
Redistribution of savings target between Community Liaison and Comms & Engagement	-275		-275		-275		-275
Centralisation of support services post re-	-91		-91		-91		-91
<i>Sub Total - Base Adjustments - Internal</i>	-373	0	-373	0	-373	0	-373
<i>Revised Base</i>	383	60	443	0	443	0	443
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	6		6		6		6
Total Contribution Pay	5		5		5		5
<i>Sub-total Pay</i>	12	0	12	0	12	0	12
<u>Service Strategies & Improvements</u>							
Decision to revise Community Engagement	275		275		275		275
<i>Sub-Total Pressures</i>	287	0	287	0	287	0	287
Savings and Income							
<u>Efficiency savings</u>							
Management Reductions	-10		-10		-10		-10
<i>Sub-total Income and Savings</i>	-10	0	-10	0	-10	0	-10
Approved Budget 2012/13	660	60	720	0	720	0	720

A to Z Variation Statement
Local Democracy - Member Grants incl. Elections

Portfolio :
 Directorate :

C&C & D&P
C&C & BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	2,198	2,198	0	2,198	0	2,198
<i>Revised Base</i>	0	2,198	2,198	0	2,198	0	2,198
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures Elections</u>	0	315	315	0	315	0	315
<i>Sub-Total Pressures</i>	0	315	315	0	315	0	315
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Total Adjustments	0	315	315	0	315	0	315
Approved Budget 2012/13	0	2,513	2,513	0	2,513	0	2,513

A to Z Variation Statement
Planning and Transport Strategy - Planning & Transport Policy

Portfolio :
 Directorate :

EH&W
E&E

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		605	256	861	-15	846	0	846
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Planning officer tfrd to BSS taken off Strat Man in error	11/12	-75		-75		-75		-75
Superannuation Adj removed from Strat Man in error	11/12	-6		-6		-6		-6
TCP tapering reduction taken from Strat Man in error	11/12	-6		-6		-6		-6
Realignment of budgets within E&E	GIN	74	-74	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-13	-74	-87	0	-87	0	-87
<i>Revised Base</i>		592	182	774	-15	759	0	759
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Kent Scheme Pay Award		6		6		6		6
Employers NI increase		1		1		1		1
Total Contribution Pay		11		11		11		11
<i>Sub-total Pay</i>		18	0	18	0	18	0	18
<u>Service Strategies & Improvements</u>								
Growth without Gridlock		63	437	500		500		500
<i>Sub-Total Pressures</i>		81	437	518	0	518	0	518
Savings and Income								
<u>Service Reforms</u>								
Removal of Transport Planning Post		-39		-39		-39		-39
<i>Sub-total Income and Savings</i>		-39	0	-39	0	-39	0	-39
Total Adjustments		29	363	392	0	392	0	392
Approved Budget 2012/13		634	619	1,253	-15	1,238	0	1,238

A to Z Variation Statement
Planning and Transport Strategy - Planning Applications

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,118		1,118	-500	618	0	618
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Superannuation Adj removed from Strat Man in error	11/12	-8		-8		-8		-8
TCP tapering reduction taken from Strat Man in error	11/12	-9		-9		-9		-9
Balancing adj with Strat Man	11/12		1	1		1		1
Realignment of budgets within E&E	GIN	-215	215	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-232	216	-16	0	-16	0	-16
<i>Revised Base</i>		886	216	1,102	-500	602	0	602
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Kent Scheme Pay Award		9		9		9		9
Employers NI increase		1		1		1		1
Total Contribution Pay		17		17		17		17
<i>Sub-total Pay</i>		27	0	27	0	27	0	27
<i>Sub-Total Pressures</i>		27	0	27	0	27	0	27
Savings and Income								
<u>Income Generation</u>								
Income Target				0	-50	-50		-50
<i>Sub-total Income and Savings</i>		0	0	0	-50	-50	0	-50
Approved Budget 2012/13		913	216	1,129	-550	579	0	579

A to Z Variation Statement

Regeneration & Economic Development - Development Staff & Projects

Portfolio :
Directorate :

R&E
BSS & E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,463	2,813	5,276	-1,586	3,690	0	3,690
Base Adjustments - Internal							
	<u>Type</u>						
Commissioning staff	282	0	282	0	282	0	282
Staff Transfer	183	5	188	0	188	0	188
Local Enterprise Partnership (LEP)	54	246	300	0	300	0	300
Share of second tier management and TCP savings	-65	0	-65	0	-65	0	-65
<i>Sub Total - Base Adjustments - Internal</i>	454	251	705	0	705	0	705
<i>Revised Base</i>	2,917	3,064	5,981	-1,586	4,395	0	4,395
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff Travel	0	3	3	0	3	0	3
Employers NI increase	5	0	5	0	5	0	5
Kent Scheme Pay Award	24	0	24	0	24	0	24
Total Contribution Pay	28	0	28	0	28	0	28
<i>Sub-total Pay</i>	57	3	60	0	60	0	60
<u>Prices</u>							
General price uplift on contracts	10	0	10	0	10	0	10
<u>Service Strategies & Improvements</u>							
Cyclopark	0	220	220	0	220	0	220
<u>Loss of Income (Not grants)</u>							
Reduction in regeneration project income	0	-12	-12	12	0	0	0
Leader + end of ERDF grant	0	-50	-50	50	0	0	0
Locate in Kent recharge - new terms & condition for employees	0	-22	-22	22	0	0	0
<i>Sub-total Loss of Income (Not grants)</i>	0	-84	-84	84	0	0	0
<i>Sub-Total Pressures</i>	67	139	206	84	290	0	290
Savings and Income							
<u>Efficiency savings</u>							
Central Costs	0	-12	-12	0	-12	0	-12
Pensions	-12	0	-12	0	-12	0	-12
<i>Sub-total Efficiency savings</i>	-12	-12	-24	0	-24	0	-24
<u>Service Reforms</u>							
Regeneration Projects	-165	0	-165	0	-165	0	-165
Regeneration Staff - Delivery	-421	0	-421	0	-421	0	-421
Regeneration Projects	0	-269	-269	0	-269	0	-269
Cease community events	0	-300	-300	0	-300	0	-300
<i>Sub-total Service Reforms</i>	-586	-569	-1,155	0	-1,155	0	-1,155
<i>Sub-total Income and Savings</i>	-598	-581	-1,179	0	-1,179	0	-1,179
Approved Budget 2012/13	2,386	2,622	5,008	-1,502	3,506	0	3,506

A to Z Variation Statement
Regulatory Services - Coroners

Portfolio :
Directorate :

C&C
C&C

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	675	2,240	2,915	-475	2,440	0	2,440
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Realignment of budgets across the C&C Directorate							
Transfer of budget to Kent Scientific Services for toxicology work							
Transfer of budget to Directorate Management and Support							
<i>Sub Total - Base Adjustments - Internal</i>	0	-156	-156	0	-156	0	-156
<i>Revised Base</i>	675	2,084	2,759	-475	2,284	0	2,284
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Mortuary & Post Mortem Contract							
Clerical Accommodation Uplift							
<i>Sub-total Prices</i>	5	23	28	0	28	0	28
<u>Demand/Demographic Led</u>							
Increase Cost of Post Mortem Provision							
<i>Sub-Total Pressures</i>	5	73	78	0	78	0	78
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	680	2,157	2,837	-475	2,362	0	2,362

A to Z Variation Statement
Regulatory Services - Emergency Planning

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		608	222	830	-199	631	0	631
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Share of TCP savings	11/12	-5		-5		-5		-5
Transfer of staff and related costs from Business Support Team	11/12	27	3	30		30		30
Transfer of staff and related costs from Business Development Team	11/12	22	2	24		24		24
Centralisation of support services across Directorates	11/12	43		43		43		43
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-3	-74		-74		-74
<i>Sub Total - Base Adjustments - Internal</i>		16	2	18	0	18	0	18
<i>Revised Base</i>		624	224	848	-199	649	0	649
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			1	1		1		1
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		6		6		6		6
Total Contribution Pay		5		5		5		5
<i>Sub-total Pay</i>		12	1	13	0	13	0	13
<i>Sub-Total Pressures</i>		12	1	13	0	13	0	13
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease User			-1	-1		-1		-1
<i>Sub-total Income and Savings</i>		0	-1	-1	0	-1	0	-1
Approved Budget 2012/13		636	224	860	-199	661	0	661

A to Z Variation Statement
Regulatory Services - Registration

Portfolio :
 Directorate :

C&C
C&C

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,557	391	2,948	-3,181	-233	0	-233
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr to Corporate Landlord of Registration rental income from Fostering and Adoption for 8 Thanet Registry Office	11/12			0	15	15		15
Realignment of efficiency savings moved from Registration	11/12	50		50		50		50
Share of TCP Savings	11/12	-12		-12		-12		-12
Transfer of budget to Directorate Management and Support	A-Z tfr	-71	-3	-74	81	7		7
<i>Sub Total - Base Adjustments - Internal</i>		-33	-3	-36	96	60	0	60
<i>Revised Base</i>		2,524	388	2,912	-3,085	-173	0	-173
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			2	2		2		2
Employers NI increase		3		3		3		3
Kent Scheme Pay Award		17		17		17		17
Total Contribution Pay		17		17		17		17
<i>Sub-total Pay</i>		37	2	39	0	39	0	39
<i>Sub-Total Pressures</i>		37	2	39	0	39	0	39
Savings and Income								
<u>Income Generation</u>								
Fee generation target - inflationary uplift				0	-50	-50		-50
<u>Identified in published 2011-13 MTP</u>								
Staff restructure - back office/management/support review		-200		-200		-200		-200
<i>Sub-total Income and Savings</i>		-200	0	-200	-50	-250	0	-250
Approved Budget 2012/13		2,361	390	2,751	-3,135	-384	0	-384

A to Z Variation Statement
Regulatory Services - Trading Standards

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,321	1,038	4,359	-946	3,413	0	3,413
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Tfr to Corporate Landlord of KSS rental income from PROW for 8 Abbey Wood Road	11/12			0	17	17		17
Trading Standards -Unattainable income target from sales, fees and charges due to changes in legislation and increase in competition	11/12		-16	-16	16	0		0
KSS - Correction to misalignment of gross/income cash limits	11/12		-48	-48	48	0		0
Share of TCP Savings (incl KSS)	11/12	-27		-27		-27		-27
Realignment of budgets between Comm Safety & Trading Standards	11/12	39		39		39		39
Transfer of staff and related costs from Business Support Team	11/12	80	12	92		92		92
Transfer of staff and related costs from Business Development Team	11/12	32	10	42		42		42
Transfer of budget to Kent Scientific Services for toxicology work	11/12	10	10	20		20		20
Loss of Senior Officers Medical Expenses			-2	-2		-2		-2
Transfer of budget to Directorate Management and Support	A-Z tfr	-151	-6	-157		-157		-157
Realignment of cash limits within Directorate	GIN	64	-64	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		47	-104	-57	81	24	0	24
<i>Revised Base</i>		3,368	934	4,302	-865	3,437	0	3,437
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			4	4		4		4
Employers NI increase		6		6		6		6
Kent Scheme Pay Award		32		32		32		32
Total Contribution Pay		23		23		23		23
<i>Sub-total Pay</i>		61	4	65	0	65	0	65
<u>Demand/Demographic Led</u>								
Reduced Demand for analytical testing (KSS)				0	80	80		80
<i>Sub-Total Pressures</i>		61	4	65	80	145	0	145
Savings and Income								
<u>Efficiency savings</u>								
Essential/Lease User			-2	-2		-2		-2
<u>Service Reforms</u>								
Review of service provision and management approach		-250		-250		-250		-250
<i>Sub-total Income and Savings</i>		-250	-2	-252	0	-252	0	-252
Approved Budget 2012/13		3,179	936	4,115	-785	3,330	0	3,330

A to Z Variation Statement
Schools Budgets - Independent Special Schools Placement

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000's	Net Cost £000's
2011/12 Approved Budgets		12,549	12,549	-2,993	9,556	-9,556	0
<i>Revised Base</i>	0	12,549	12,549	-2,993	9,556	-9,556	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	12,549	12,549	-2,993	9,556	-9,556	0

A to Z Variation Statement
Schools Budgets - PFI Schools Schemes

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		16,859	16,859	0	16,859	-16,859	0
<u>Base Adjustments - Internal</u>							
Realignment of gross and income budgets		7,012	7,012	-9,012	-2,000	2,000	0
<i>Revised Base</i>	0	23,871	23,871	-9,012	14,859	-14,859	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	23,871	23,871	-9,012	14,859	-14,859	0

A to Z Variation Statement
Schools Budgets - Schools Delegated Budgets

Portfolio :
Directorate :

ELS
ELS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		595,555	346,499	942,054	-172,632	769,422	-769,422	0
Base Adjustments - Internal	Type							
Delegation of Extended Services	DSG		128	128		128	-128	0
Delegation of School Library Service	DSG		218	218		218	-218	0
Delegation of Collective Licences	DSG		364	364		364	-364	0
Delegation of maternity leave	DSG		2,160	2,160		2,160	-2,160	0
Delegation of public duties	DSG		150	150		150	-150	0
Delegation of SPS and recruitment	DSG		464	464		464	-464	0
Delegation of Minority Communities Achievement Service (MCAS)	DSG		1,983	1,983		1,983	-1,983	0
Delegation of specialist mainstream provision	DSG		1,033	1,033		1,033	-1,033	0
Delegation of specific costs relating to individual pupils with statements	DSG		862	862		862	-862	0
Delegation of funding to provide support for mainstream placements	DSG		174	174		174	-174	0
Delegation of primary and special school catering	DSG		3,866	3,866		3,866	-3,866	0
Realignment of staffing and non staffing budgets	GIN	75,112	-75,112	0		0		0
Realignment of gross and income budgets	GIN		-5,450	-5,450	5,450	0		0
<i>Sub Total - Base Adjustments - Internal</i>		75,112	-69,160	5,952	5,450	11,402	-11,402	0
Base Adjustments - External								
Realignment of PVI Budget in line with July settlement (DSG) - tfr to schools delegated			2,444	2,444		2,444	-2,444	0
Adjustment for Final 2011-12 Pupil Premium Federation of Music Services grant			-1,865	-1,865		-1,865	1,865	0
Reduction in YPLA grant as a result of schools converting to academy status			376	376	-376	0		0
Reduction in DSG for academy converters		-104,022	-46,676	-150,698		-150,698	150,698	0
Estimated increase in pupil premium grant for 2012-13			10,111	10,111		10,111	-10,111	0
<i>Base Adjustments - External</i>		-104,022	-90,022	-194,044	54,036	-140,008	140,008	0
<i>Revised Base</i>		566,645	187,317	753,962	-113,146	640,816	-640,816	0
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		566,645	187,317	753,962	-113,146	640,816	-640,816	0

A to Z Variation Statement
Schools Services - Schools' Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	21	2,065	2,086	-700	1,386	-1,386	0
Base Adjustments - Internal							
	Type						
Transfer from Special school meals	343	286	629	-225	404	-404	0
Delegation of primary and special school catering	-343	-1,209	-1,552	225	-1,327	1,327	0
<i>Sub Total - Base Adjustments - Internal</i>	0	-923	-923	0	-923	923	0
Base Adjustments - External							
National Milk Subsidy funding ceased - now given directly to schools		-700	-700	700	0		0
<i>Revised Base</i>	21	442	463	0	463	-463	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	21	442	463	0	463	-463	0

A to Z Variation Statement
Schools Services - Schools' Non Delegated Staff Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	2,197	1,063	3,260	-660	2,600	-2,498	102	
Base Adjustments - Internal								
	Type							
Realignment of Trade Union duties	GIN	-231	231	0	0		0	
New gross and income for traded services	GIN		2,310	-2,310	0		0	
Delegation of excepted items	DSG	-1,967	-300	-2,267	-2,267	2,267	0	
<i>Sub Total - Base Adjustments - Internal</i>		-2,198	2,241	43	-2,310	-2,267	2,267	0
Base Adjustments - External								
National Golden Hellos grant ceased			-660	-660	660	0	0	
<i>Revised Base</i>		-1	2,644	2,643	-2,310	333	-231	102
Unavoidable pressures funded in indicative cash limits								
	Pay							
Kent Scheme Pay Award		1		1		1	1	
<i>Sub-Total Pressures</i>		1	0	1	0	1	0	1
Savings and Income								
<i>Sub-total Income and Savings</i>		0	0	0	0	0	0	0
Approved Budget 2012/13		0	2,644	2,644	-2,310	334	-231	103

A to Z Variation Statement
Schools Services - Schools' Other Services

Portfolio :
 Directorate :

ELS
 ELS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		604	4,833	5,437	-4,104	1,333	-1,069	264
Base Adjustments - Internal								
	<u>Type</u>							
New gross and income budget for traded services	GIN		364	364	-364	0		0
Delegation of collective licences budget to	DSG		-364	-364		-364	364	0
Correction of contract cleaning and refuse income target				0	81	81		81
Transfer of Cleaning and Refuse team from Mgmt Support	A-Z tfr	188	99	287		287		287
Realignment of staffing and non staffing budget	GIN	-52	52	0		0		0
Revenue maintenance previously funded by capital grant			2,800	2,800		2,800	-2,800	0
Realignment of cleaning and refuse contract budgets	GIN		-1,246	-1,246	1,246	0		0
Transfer of tree surveys to Corporate Landlord	A-Z tfr		-147	-147		-147		-147
<i>Sub Total - Base Adjustments - Internal</i>		136	1,558	1,694	963	2,657	-2,436	221
<i>Revised Base</i>		740	6,391	7,131	-3,141	3,990	-3,505	485
Unavoidable pressures funded in indicative cash limits								
	<u>Pay</u>							
Employers NI increase		1		1		1		1
Kent Scheme Pay Award		4		4		4		4
Total Contribution Pay		8		8		8		8
<i>Sub-total Pay</i>		13	0	13	0	13	0	13
<i>Sub-Total Pressures</i>		13	0	13	0	13	0	13
Savings and Income								
	<u>Service Reforms</u>							
ELS Restructure - Road Crossing Patrol		-31		-31		-31		-31
<i>Sub-total Income and Savings</i>		-31	0	-31	0	-31	0	-31
Approved Budget 2012/13		722	6,391	7,113	-3,141	3,972	-3,505	467

A to Z Variation Statement
Schools Services - Schools' Redundancy Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,232	1,232	0	1,232	-1,232	0
<i>Revised Base</i>	0	1,232	1,232	0	1,232	-1,232	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	1,232	1,232	0	1,232	-1,232	0

A to Z Variation Statement
Schools Services - School Improvement Services

Portfolio :	ELS							
Directorate :	ELS							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,785	2,100	7,885	-1,101	6,784	-1,336	5,448
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Transfer School Improvement ESO to Directorate Management and Support	11/12	-40		-40		-40		-40
Transfer Special School Advisers from LAN to School Improvement	A-Z tfr	578	136	714	-60	654		654
Transfer Extended Services to Directorate Management and Support	A-Z tfr	-276	-16	-292	10	-282	219	-63
Realignment of interim headteachers gross and income	GIN	-248		-248	248	0		0
Realignment of county panel gross and income	GIN	-60		-60	60	0		0
Realignment of gross and income for governor services	GIN	-268	33	-235	235	0		0
Governor Services reinstatement of staffing budget		200		200		200		200
Realignment of gross and income for clerking services	GIN	85		85	-85	0		0
Realignment of staffing and non staffing budgets for 1to1 tuition and Modern Foreign Languages	GIN	-250	250	0		0		0
Realignment of staffing and non staffing budgets for Widening Opportunities for Music	GIN	-75	75	0		0		0
<i>Sub Total - Base Adjustments - Internal</i>		-354	478	124	408	532	219	751
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	52	52
Removal of Music grant income no longer received from the DfE, now received from the Federation of Music Services				0	-815	-815	815	0
Reduction in the amount of centrally retained Federation of Music services income			-680	-680	680	0		0
<i>Base Adjustments - External</i>		0	-680	-680	-135	-815	867	52
<i>Revised Base</i>		5,431	1,898	7,329	-828	6,501	-250	6,251
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Employers NI increase		11		11		11		11
Kent Scheme Pay Award		5		5		5		5
Total Contribution Pay		12		12		12		12
<i>Sub-total Pay</i>		28	0	28	0	28	0	28
<i>Sub-Total Pressures</i>		28	0	28	0	28	0	28
Savings and Income								
<u>Efficiency savings</u>								
Reduction in staff travel			-6	-6		-6		-6
<u>Service Reforms</u>								
ELS restructure - School Improvement		-1,770		-1,770		-1,770		-1,770
<i>Sub-total Income and Savings</i>		-1,770	-6	-1,776	0	-1,776	0	-1,776
Approved Budget 2012/13		3,689	1,892	5,581	-828	4,753	-250	4,503

A to Z Variation Statement
Schools Services - Special School & Hospital Recoupment

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,660	1,660	-4,080	-2,420	2,420	0
<u>Base Adjustments - Internal</u>							
Increase in special school recoupment income			0	-431	-431		-431
<i>Revised Base</i>	0	1,660	1,660	-4,511	-2,851	2,420	-431
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Service Reforms</u>							
ELS restructure - special school recoupment			0	-369	-369		-369
<i>Sub-total Income and Savings</i>	0	0	0	-369	-369	0	-369
Approved Budget 2012/13	0	1,660	1,660	-4,880	-3,220	2,420	-800

A to Z Variation Statement
Schools Services - Special Schools' Meals

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	343	286	629	-225	404	-404	0
<u>Base Adjustments - Internal</u>							
Transfer to school meals	-343	-286	-629	225	-404	404	0
<i>Revised Base</i>	0	0	0	0	0	0	0
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	0	0	0	0	0	0

A to Z Variation Statement
Schools Services - Schools' Teacher Pension Costs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000's	Net Cost £000's
2011/12 Approved Budgets		7,629	7,629	-684	6,945	-2,000	4,945
<i>Revised Base</i>	0	7,629	7,629	-684	6,945	-2,000	4,945
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Annual uplift on pension costs		200	200		200		200
<i>Sub-Total Pressures</i>	0	200	200	0	200	0	200
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	7,829	7,829	-684	7,145	-2,000	5,145

A to Z Variation Statement
Transport Services - Concessionary Fares

Portfolio :
 Directorate :

EH&W
E&E

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets			16,304	16,304	0	16,304	0	16,304
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget realignment following restructuring	11/12		27	27	-27	0		0
<i>Revised Base</i>		0	16,331	16,331	-27	16,304	0	16,304
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Transport			556	556		556		556
<u>Demand/Demographic Led</u>								
Concessionary fares			278	278		278		278
<i>Sub-Total Pressures</i>		0	834	834	0	834	0	834
Savings and Income								
<u>Efficiency savings</u>								
Procurement efficiencies			-858	-858		-858		-858
<i>Sub-total Income and Savings</i>		0	-858	-858	0	-858	0	-858
Approved Budget 2012/13		0	16,307	16,307	-27	16,280	0	16,280

A to Z Variation Statement
Transport Services - Freedom Pass

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,544	12,544	-1,700	10,844	0	10,844
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring		1,081	1,081	-530	551		551
Realignment of budgets within E&E		-514	-514	271	-243		-243
<i>Revised Base</i>	0	13,111	13,111	-1,959	11,152	0	11,152
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		507	507		507		507
<u>Demand/Demographic Led</u>							
Freedom Pass		128	128		128		128
<i>Sub-Total Pressures</i>	0	635	635	0	635	0	635
Savings and Income							
<u>Income Generation</u>							
Freedom Pass			0	-500	-500		-500
<u>Efficiency savings</u>							
Procurement efficiencies		-98	-98		-98		-98
<i>Sub-total Income and Savings</i>	0	-98	-98	-500	-598	0	-598
Approved Budget 2012/13	0	13,648	13,648	-2,459	11,189	0	11,189

A to Z Variation Statement
Transport Services - Home to College Transport

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	1,787	1,787	-367	1,420	0	1,420
<u>Base Adjustments - Internal</u>							
Demand for HTC transport		150	150		150		150
<i>Revised Base</i>	0	1,937	1,937	-367	1,570	0	1,570
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		36	36		36		36
<i>Sub-Total Pressures</i>	0	36	36	0	36	0	36
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	1,973	1,973	-367	1,606	0	1,606

A to Z Variation Statement
Transport Services - Mainstream Home to School Transport

Portfolio : **ELS**
 Directorate : **ELS**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		14,301	14,301	-384	13,917	0	13,917
<i>Revised Base</i>	0	14,301	14,301	-384	13,917	0	13,917
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Transport		199	199		199		199
<i>Sub-Total Pressures</i>	0	199	199	0	199	0	199
Savings and Income							
<u>Income Generation</u>							
Introduction of parental contribution for denominational and selective transport for pupils			0	-200	-200		-200
<u>Efficiency savings</u>							
Reduction in demand for Mainstream travel		-900	-900		-900		-900
<i>Sub-total Income and Savings</i>	0	-900	-900	-200	-1,100	0	-1,100
Approved Budget 2012/13	0	13,600	13,600	-584	13,016	0	13,016

A to Z Variation Statement
Transport Services - SEN Transport

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	119	16,920	17,039	0	17,039	0	17,039
<u>Base Adjustments - Internal</u>							
Realignment of staffing and non staffing budgets	-94	94	0		0		0
<i>Revised Base</i>	25	17,014	17,039	0	17,039	0	17,039
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Total Contribution Pay	1		1		1		1
<u>Prices</u>							
Transport		232	232		232		232
<i>Sub-Total Pressures</i>	1	232	233	0	233	0	233
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	26	17,246	17,272	0	17,272	0	17,272

A to Z Variation Statement
Transport Services - Subsidised Bus Routes

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		9,951	9,951	-1,777	8,174	0	8,174
Base Adjustments - Internal	Type						
Budget realignment following restructuring	11/12	165	-857	-692	140	-552	-552
12/13 H&T internal budget realignments		91	-91	0		0	0
Realignment of budgets within E&E		-5	981	976	-733	243	243
<i>Sub Total - Base Adjustments - Internal</i>		251	33	284	-593	-309	-309
<i>Revised Base</i>		251	9,984	10,235	-2,370	7,865	7,865
Unavoidable pressures funded in indicative cash limits							
Pay							
Kent Scheme Pay Award		3		3		3	3
Total Contribution Pay		3		3		3	3
<i>Sub-total Pay</i>		6	0	6	0	6	6
<i>Sub-Total Pressures</i>		6	0	6	0	6	6
Savings and Income							
Service Reforms							
Remove support for least added value otherwise uneconomical routes			-211	-211		-211	-211
<i>Sub-total Income and Savings</i>		0	-211	-211	0	-211	-211
Approved Budget 2012/13		257	9,773	10,030	-2,370	7,660	7,660

A to Z Variation Statement
Transport Services - Transport Planning (formerly Sustainable Transport)

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	2,606	78	2,684	-1,525	1,159	0	1,159
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>							
Budget realignment following restructuring	-685	504	-181	195	14	-118	-104
Redistribution of transport planning budgets	-980	-398	-1,378	1,315	-63		-63
12/13 H&T internal budget adjustments	-239	-20	-259		-259	-85	-344
<i>Sub Total - Base Adjustments - Internal</i>	-1,904	86	-1,818	1,510	-308	-203	-511
<i>Revised Base</i>	702	164	866	-15	851	-203	648
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	1		1		1		1
Kent Scheme Pay Award	3		3		3		3
Total Contribution Pay	4		4		4		4
<i>Sub-total Pay</i>	8	0	8	0	8	0	8
<i>Sub-Total Pressures</i>	8	0	8	0	8	0	8
Savings and Income							
<u>Identified in published 2011-13 MTP</u>			0		0		0
Overhead efficiencies through delayering and streamlining	-242		-242		-242		-242
<u>Efficiency savings</u>							
Management reductions	-168		-168		-168		-168
<i>Sub-total Income and Savings</i>	-410	0	-410	0	-410	0	-410
Total Adjustments	-2,306	86	-2,220	1,510	-710	-203	-913
Approved Budget 2012/13	300	164	464	-15	449	-203	246

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Household Recycling Centres

Portfolio :
Directorate :

**EH&W
E&E**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,391	8,391	-719	7,672	0	7,672
<u>Base Adjustments - Internal</u>							
Budget Realignment		25	25	-390	-365		-365
<i>Sub Total - Base Adjustments - Internal</i>	0	25	25	-390	-365	0	-365
<i>Revised Base</i>	0	8,416	8,416	-1,109	7,307	0	7,307
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Waste (+3.2% in 2012/13)		291	291		291		291
<u>Service Strategies & Improvements</u>							
Household Waste Recycling Centre Site Maintenance		250	250		250		250
<i>Sub-Total Pressures</i>	0	541	541	0	541	0	541
Savings and Income							
<u>Efficiency savings</u>							
Reduction in Budgeted Waste Tonnage		-92	-92		-92		-92
<u>Service Reforms</u>							
Review of HWRC's		-630	-630		-630		-630
<i>Sub-total Income and Savings</i>	0	-722	-722	0	-722	0	-722
Approved Budget 2012/13	0	8,235	8,235	-1,109	7,126	0	7,126

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Partnerships & Waste Co-ordination

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	892	892	-126	766	0	766
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		-87	-87		-87		-87
<i>Revised Base</i>		0	805	805	-126	679	0	679
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			10	10		10		10
<i>Sub-Total Pressures</i>		0	10	10	0	10	0	10
Savings and Income								
<u>Service Reforms</u>								
Reduced work on Partnerships and Waste Co-ordination			-100	-100		-100		-100
<i>Sub-total Income and Savings</i>		0	-100	-100	0	-100	0	-100
Approved Budget 2012/13		0	715	715	-126	589	0	589

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Payments to Waste Collection Authorities

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	5,500	5,500	0	5,500	0	5,500
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		-166	-166	-102	-268		-268
<i>Revised Base</i>		0	5,334	5,334	-102	5,232	0	5,232
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			110	110		110		110
<i>Sub-Total Pressures</i>		0	110	110	0	110	0	110
Savings and Income								
<u>Efficiency savings</u>								
Reduction in Budgeted Waste Tonnage			-111	-111		-111		-111
<i>Sub-total Income and Savings</i>		0	-111	-111	0	-111	0	-111
Approved Budget 2012/13		0	5,333	5,333	-102	5,231	0	5,231

A to Z Variation Statement

Waste Management - Recycling & Diversion from Landfill - Recycling Contracts & Composting

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	9,674	9,674	0	9,674	0	9,674
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		588	588	-609	-21		-21
<i>Revised Base</i>		0	10,262	10,262	-609	9,653	0	9,653
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			320	320		320		320
<u>Unavoidable Government/Legislative Pressures</u>								
Landfill Tax escalator			774	774		774		774
<i>Sub-Total Pressures</i>		0	1,094	1,094	0	1,094	0	1,094
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-186	-186		-186		-186
East Kent Joint Waste Contract			181	181	-5	176		176
Reduction in Budgeted Waste Tonnage			-375	-375		-375		-375
<i>Sub-total Efficiency savings</i>		0	-380	-380	-5	-385	0	-385
<i>Sub-total Income and Savings</i>		0	-380	-380	-5	-385	0	-385
Approved Budget 2012/13		0	10,976	10,976	-614	10,362	0	10,362

A to Z Variation Statement

Waste Management - Waste Disposal - Closed Landfill Sites & Abandoned Vehicles

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	743	743	-276	467	0	467
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		36	36	10	46		46
<i>Revised Base</i>		0	779	779	-266	513	0	513
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		0	0	0	0	0	0	0
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-30	-30		-30		-30
<i>Sub-total Income and Savings</i>		0	-30	-30	0	-30	0	-30
Approved Budget 2012/13		0	749	749	-266	483	0	483

A to Z Variation Statement
Waste Management - Waste Disposal - Disposal Contracts

Portfolio :	EH&W							
Directorate :	E&E							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	29,463	29,463	-768	28,695	0	28,695
<u>Base Adjustments - Internal</u>	<u>Type</u>							
Budget Realignment	11/12		13	13	338	351		351
<i>Revised Base</i>		0	29,476	29,476	-430	29,046	0	29,046
Unavoidable pressures funded in indicative cash limits								
<u>Prices</u>								
Waste (+3.2% in 2012/13)			779	779		779		779
<u>Service Strategies & Improvements</u>								
Disposal Contracts			103	103		103		103
<i>Sub-Total Pressures</i>		0	882	882	0	882	0	882
Savings and Income								
<u>Efficiency savings</u>								
Various Contract Renewals			-118	-118		-118		-118
East Kent Joint Waste Contract			-267	-267		-267		-267
Reduction in Budgeted Waste Tonnage			-1,120	-1,120		-1,120		-1,120
<i>Sub-total Efficiency savings</i>		0	-1,505	-1,505	0	-1,505	0	-1,505
<i>Sub-total Income and Savings</i>		0	-1,505	-1,505	0	-1,505	0	-1,505
Approved Budget 2012/13		0	28,853	28,853	-430	28,423	0	28,423

A to Z Variation Statement
Waste Management - Waste Disposal - Haulage and Transfer Stations

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	8,203	8,203	-84	8,119	0	8,119
<u>Base Adjustments - Internal</u> Budget Realignment							
		380	380	9	389		389
<i>Revised Base</i>	0	8,583	8,583	-75	8,508	0	8,508
Unavoidable pressures funded in indicative cash limits							
<u>Prices</u>							
Waste (+3.2% in 2012/13)		348	348		348		348
<i>Sub-Total Pressures</i>	0	348	348	0	348	0	348
Savings and Income							
<u>Efficiency savings</u>							
Reduction in Budgeted Waste Tonnage		-245	-245		-245		-245
<i>Sub-total Income and Savings</i>	0	-245	-245	0	-245	0	-245
Total Adjustments	0	483	483	9	492	0	492
Approved Budget 2012/13	0	8,686	8,686	-75	8,611	0	8,611

A to Z Variation Statement
Waste Management - Waste Disposal - Landfill Tax

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	7,040	7,040	0	7,040	0	7,040
<u>Base Adjustments - Internal</u>							
Budget Realignment		-160	-160		-160		-160
<i>Revised Base</i>	0	6,880	6,880	0	6,880	0	6,880
Unavoidable pressures funded in indicative cash limits							
<u>Unavoidable Government/Legislative Pressures</u>							
Landfill Tax escalator		931	931		931		931
<i>Sub-Total Pressures</i>	0	931	931	0	931	0	931
Savings and Income							
<u>Efficiency savings</u>							
Reduction in Budgeted Waste Tonnage		-268	-268		-268		-268
<i>Sub-total Income and Savings</i>	0	-268	-268	0	-268	0	-268
Approved Budget 2012/13	0	7,543	7,543	0	7,543	0	7,543

A to Z Variation Statement
Financing Items - Audit Fees

Portfolio :
 Directorate :

D&P
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		464	464	0	464	0	464
<i>Revised Base</i>	0	464	464	0	464	0	464
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	464	464	0	464	0	464

A to Z Variation Statement
Financing Items - Carbon Reduction Levy

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,368	1,368	0	1,368	0	1,368
<i>Revised Base</i>	0	1,368	1,368	0	1,368	0	1,368
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Efficiency savings</u>							
Reduction in non schools Carbon Reduction Levy		-968	-968		-968		-968
<i>Sub-total Income and Savings</i>	0	-968	-968	0	-968	0	-968
Total Adjustments	0	-968	-968	0	-968	0	-968
Approved Budget 2012/13	0	400	400	0	400	0	400

A to Z Variation Statement
Financing Items - Commercial Services (Net Contribution)

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0		0	-7,261	-7,261	0	-7,261
<i>Revised Base</i>	0	0	0	-7,261	-7,261	0	-7,261
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Income Generation</u>							
Increased Contribution from Commercial Services			0	-500	-500		-500
<i>Sub-total Income and Savings</i>	0	0	0	-500	-500	0	-500
Total Adjustments	0	0	0	-500	-500	0	-500
Approved Budget 2012/13	0	0	0	-7,761	-7,761	0	-7,761

A to Z Variation Statement
Financing Items - Contingency for Childrens Improvement Plan

Portfolio : Directorate :	F&BS Fin Item	Gross Staffing £000's	Gross Non- Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,491		3,491	0	3,491	0	3,491
<u>Base Adjustments - Internal</u>	<u>Type</u>							
tfr to BSS for social workers office based car parking	A-Z tfr	-251		-251		-251		-251
<i>Revised Base</i>		<u>3,240</u>	<u>0</u>	<u>3,240</u>	<u>0</u>	<u>3,240</u>	<u>0</u>	<u>3,240</u>
Unavoidable pressures funded in indicative cash limits								
<i>Sub-Total Pressures</i>		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Savings and Income								
Removal of one-off funding Children's Social Care Improvement Plan		-2,491		-2,491		-2,491		-2,491
<i>Sub-total Income and Savings</i>		<u>-2,491</u>	<u>0</u>	<u>-2,491</u>	<u>0</u>	<u>-2,491</u>	<u>0</u>	<u>-2,491</u>
Approved Budget 2012/13		<u>749</u>	<u>0</u>	<u>749</u>	<u>0</u>	<u>749</u>	<u>0</u>	<u>749</u>

A to Z Variation Statement
Financing Items - Contributon to IT Asset Maintenance Reserve

Portfolio :
 Directorate :

BSP&HR
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		2,352	2,352	0	2,352	0	2,352
<i>Revised Base</i>	0	2,352	2,352	0	2,352	0	2,352
Unavoidable pressures funded in indicative cash limits							
<u>Service Strategies & Improvements</u>							
Repayment of reserves used in 11-12 for Enterprise Resource Planning		950	950		950		950
<i>Sub-Total Pressures</i>	0	950	950	0	950	0	950
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	3,302	3,302	0	3,302	0	3,302

A to Z Variation Statement
Financing Items - Contribution to/from reserves

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		-11,245	-11,245	0	-11,245	0	-11,245
<i>Revised Base</i>	0	-11,245	-11,245	0	-11,245	0	-11,245
Unavoidable pressures funded in indicative cash limits							
<u>Service Strategies & Improvements</u>							
Drawdown from Prudential Equalisation Reserve for Property Enterprise Fund 2		808	808		808		808
Contribution to Council Tax Equalisation Reserve		7,500	7,500		7,500		7,500
Contribution to Invest to Save Reserve		2,000	2,000		2,000		2,000
Contribution to Reserves		350	350		350		350
<i>Sub-total Service Strategies & Improvements</i>	0	10,658	10,658	0	10,658	0	10,658
<u>Repayment of one off saving</u>							
removal of temporary draw down of long term reserves		14,033	14,033		14,033		14,033
removal of contribution to general reserves		-5,000	-5,000		-5,000		-5,000
<i>Sub-total Repayment of one off saving</i>	0	9,033	9,033	0	9,033	0	9,033
<i>Sub-Total Pressures</i>	0	19,691	19,691	0	19,691	0	19,691
Savings and Income							
<u>One-off savings</u>							
Review of reserves		-3,800	-3,800		-3,800		-3,800
<i>Sub-total Income and Savings</i>	0	-3,800	-3,800	0	-3,800	0	-3,800
Approved Budget 2012/13	0	4,646	4,646	0	4,646	0	4,646

A to Z Variation Statement
Financing Items - Insurance Fund

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,479	3,479	0	3,479	0	3,479
Base Adjustments - Internal							
Transfer of 1 fte to Business Strategy		-50	-50		-50		-50
<i>Revised Base</i>	0	3,429	3,429	0	3,429	0	3,429
Unavoidable pressures funded in indicative cash limits							
Demand/Demographic Led							
Increased contribution to Insurance Fund		1,250	1,250		1,250		1,250
<i>Sub-Total Pressures</i>	0	1,250	1,250	0	1,250	0	1,250
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	4,679	4,679	0	4,679	0	4,679

A to Z Variation Statement
Financing Items - Modernisation of the Council

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,000	4,000	0	4,000	0	4,000
<i>Revised Base</i>	0	4,000	4,000	0	4,000	0	4,000
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
<u>Removal of one-off funding</u>							
Modernisation of the Council		-500	-500		-500		-500
<i>Sub-total Income and Savings</i>	0	-500	-500	0	-500	0	-500
Approved Budget 2012/13	0	3,500	3,500	0	3,500	0	3,500

A to Z Variation Statement
Financing Items - Net Debt Costs (Including Investment Income)

Portfolio : Directorate :	F&BS Fin Item	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		0	125,376	125,376	-8,955	116,421		116,421
Base Adjustments - Internal	Type							
Refund of Comms saving	11/12	0	-150	-150	0	-150		-150
Early Retirement costs	11/12	0	-12	-12	0	-12		-12
Anti Fraud posts	11/12	0	-75	-75	0	-75		-75
Prudential Borrowing - BSS	11/12	0	782	782	0	782		782
Prudential Borrowing - E&E	11/12	0	260	260	0	260		260
Communications Funding	11/12	0	-500	-500	0	-500		-500
Salary transfer (BSS)	11/12	0	-26	-26	0	-26		-26
shortfall in salary (BSS)	11/12	0	-10	-10	0	-10		-10
Managing Director's staff officer	11/12	0	-54	-54	0	-54		-54
quarter 1 realignment - debt charges	11/12	0	80	80	-80	0		0
quarter 1 realignment - Investment Income	11/12	0	-158	-158	158	0		0
Ashford Gateway Plus directorate funded borrowing	A-Z tfr	0	7	7	0	7		7
Public Health PA post (ASC&PH portfolio)		0	-27	-27	0	-27		-27
BSS new risk posts (KR14 + KR9) (BSP&HR portfolio)		0	-112	-112	0	-112		-112
Other		0	3,473	3,473	0	3,473		3,473
Realignment of budget		0	-306	-306	0	-306		-306
<i>Sub Total - Base Adjustments - Internal</i>		0	3,172	3,172	78	3,250	0	3,250
<i>Revised Base</i>		0	128,548	128,548	-8,877	119,671	0	119,671
Unavoidable pressures funded in indicative cash limits								
Service Strategies & Improvements								
Financing the capital programme		0	4,031	4,031	0	4,031		4,031
CSR Impact 1% increase in borrowing costs		0	1,300	1,300	0	1,300		1,300
<i>Sub-total Service Strategies & Improvements</i>		0	5,331	5,331	0	5,331	0	5,331
<i>Sub-Total Pressures</i>		0	5,331	5,331	0	5,331	0	5,331
Savings and Income								
Income Generation								
Increased investment income		0	0	0	-1,200	-1,200		-1,200
Savings and mitigations:								
Efficiency savings								
Borrowing costs of PEF2 (from PER)		0	-808	-808	0	-808		-808
<i>Sub-total Income and Savings</i>		0	-808	-808	-1,200	-2,008	0	-2,008
Approved Budget 2012/13		0	133,071	133,071	-10,077	122,994	0	122,994

A to Z Variation Statement
Financing Items - Other

Portfolio :
Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	5,100	5,100	0	5,100	0	5,100
Base Adjustments - Internal							
creation of corporate legal advice budget	0	150	150	0	150	0	150
Other	0	-3,922	-3,922	0	-3,922	0	-3,922
<i>Sub Total - Base Adjustments - Internal</i>	0	-3,772	-3,772	0	-3,772	0	-3,772
<i>Revised Base</i>	0	1,328	1,328	0	1,328	0	1,328
Unavoidable pressures funded in indicative cash limits							
Service Strategies & Improvements							
Initiatives to Boost the Economy	0	1,000	1,000	0	1,000	0	1,000
<i>Sub-Total Pressures</i>	0	1,000	1,000	0	1,000	0	1,000
Savings and Income							
<i>Sub-total Income and Savings</i>	0	0	0	0	0	0	0
Approved Budget 2012/13	0	2,328	2,328	0	2,328	0	2,328

A to Z Variation Statement
Financing Items - Unallocated

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	-287		-287	0	-287	0	-287
Base Adjustments - Internal							
<u>refund to E&E of CSD T&Cs saving</u>	-19		-19		-19		-19
<u>Removal of Social Care Reform Grant transition funding</u>		3,150	3,150		3,150		3,150
<u>Budget realignment</u>	306		306		306		306
<i>Revised Base</i>	0	3,150	3,150	0	3,150	0	3,150
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
<u>Kent Scheme Pay Award</u>	98		98		98		98
<u>Sub-total Pay</u>	98	0	98	0	98	0	98
<i>Sub-Total Pressures</i>	98	0	98	0	98	0	98
Savings and Income							
<u>Efficiency savings</u>							
<u>Procurement Efficiencies</u>		-1,000	-1,000		-1,000		-1,000
<i>Sub-total Income and Savings</i>	0	-1,000	-1,000	0	-1,000	0	-1,000
Approved Budget 2012/13	98	2,150	2,248	0	2,248	0	2,248

A to Z Variation Statement
Financing Items - Underspend rolled forward from previous year

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		-5,711	-5,711	0	-5,711	0	-5,711
<i>Revised Base</i>	0	-5,711	-5,711	0	-5,711	0	-5,711
Unavoidable pressures funded in indicative cash limits							
<u>Repayment of one off saving</u>							
Moratorium in 10-11 to increase underspend		1,000	1,000		1,000		1,000
Roll fwd of 10-11 projected underspend		4,711	4,711		4,711		4,711
<i>Sub-total Repayment of one off saving</i>	0	5,711	5,711	0	5,711	0	5,711
<i>Sub-Total Pressures</i>	0	5,711	5,711	0	5,711	0	5,711
Savings and Income							
<u>One-off savings</u>							
Early Years underspend in 2011-12		-1,200	-1,200		-1,200		-1,200
Roll-forward of 2011-12 projected underspend		-1,879	-1,879		-1,879		-1,879
<i>Sub-total One-off savings</i>	0	-3,079	-3,079	0	-3,079	0	-3,079
<i>Sub-total Income and Savings</i>	0	-3,079	-3,079	0	-3,079	0	-3,079
Approved Budget 2012/13	0	-3,079	-3,079	0	-3,079	0	-3,079

A to Z Variation Statement
Financing Items - Unringfenced Government Grants

Portfolio :
 Directorate :

F&BS
Fin Item

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	0	0	0	0	0	0	0
Base Adjustments - External							
Remove EIG income budget and hold centrally	0	0	0	0	0	-50,286	-50,286
Learning Disability & Health Reform Income	0	0	0	0	0	-34,768	-34,768
Base Adjustments - External	0	0	0	0	0	-85,054	-85,054
<i>Revised Base</i>	0	0	0	0	0	-85,054	-85,054
Unavoidable pressures funded in indicative cash limits							
<i>Sub-Total Pressures</i>	0	0	0	0	0	0	0
Savings and Income							
Grant increases							
Early Intervention Grant Increase	0	0	0	0	0	-4,597	-4,597
Learning Disability & Health Reform Grant Increase	0	0	0	0	0	-859	-859
<i>Sub-total Grant increases</i>	0	0	0	0	0	-5,456	-5,456
<i>Sub-total Income and Savings</i>	0	0	0	0	0	-5,456	-5,456
Approved Budget 2012/13	0	0	0	0	0	-90,510	-90,510

A to Z Variation Statement
Assessment Services - Adult's Social Care Staffing

Portfolio : Directorate :	ASC&PH FSC	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets		38,782	2,500	41,282	-2,023	39,259	-750	38,509	
<u>Base Adjustments - Internal</u>									
	<u>Type</u>								
Reimbursement of savings trfd twice to BSS for Employment Services	11/12	-77		-77		-77		-77	
Transfer of shortfall in salary to BSS	11/12	-3		-3		-3		-3	
Transfer of shortfall in salaries for Social Services Library to BSS	11/12	-18		-18		-18		-18	
Tfr of Kent Contact and Assessment Services (KCAS) to Contact Centre	11/12	-1,005		-1,005	156	-849		-849	
Tfr of TCO system administrator to BSS ICT	11/12	-11		-11		-11		-11	
LD Transfer Grant gross realignment	11/12	244		244		244		244	
LD Transfer Grant realign to BSS for Finance Support	A-Z tfr	-99		-99		-99		-99	
Transfer of 2 staff posts from Strategic Commissioning to Mental Health Service	A-Z tfr	47		47		47		47	
Funding transferred to resolve Client Financial Affairs pressure with Independent Mental Capacity Advocacy	A-Z tfr	-74		-74		-74		-74	
Correction to recasting to fund Contracts	A-Z tfr	-25		-25		-25		-25	
Realignment of Savings etc			-320	-320		-320		-320	
Tfr of staff from Management Support	A-Z tfr	82		82		82		82	
Tfr of staff to Business Support	A-Z tfr	-138		-138		-138		-138	
Gross up additional income	GIN	37		37	-37	0		0	
Personal Health Budgets to Man Support	GIN	-93		-93	93	0		0	
Transfer of budget from Adults Social Care Staffing			-74	-74		-74		-74	
Tfr of budget to FSC Management and Support	A-Z tfr	-125		-125		-125		-125	
Tfr of 1 fte to Customer and Communities	A-Z tfr	-27		-27		-27		-27	
<i>Sub Total - Base Adjustments - Internal</i>		-1,285	-394	-1,679	212	-1,467	0	-1,467	
<u>Base Adjustments - External</u>									
Transfer of Learning Disability and Health Reform Grant to be held centrally				0		0	750	750	
<i>Revised Base</i>		37,497	2,106	39,603	-1,811	37,792	0	37,792	
Unavoidable pressures funded in indicative cash limits									
<u>Pay</u>									
Staff Travel			47	47		47		47	
Employers NI increase		59		59		59		59	
Kent Scheme Pay Award		372		372		372		372	
Total Contribution Pay		180		180		180		180	
<i>Sub-total Pay</i>		611	47	658	0	658	0	658	
<u>Prices</u>									
Transport			17	17		17		17	
<u>Unavoidable Government/Legislative Pressures</u>									
LD Reform Grant-Blue Badge Realignment		104		104		104	0	104	
<i>Sub-Total Pressures</i>		715	64	779	0	779	0	779	
Savings and Income									
<u>Income Generation</u>									
Blue Badges				0	-170	-170		-170	
<u>Identified in published 2011-13 MTP</u>									
Fall out of early Retirement Costs		-2		-2		-2		-2	
<u>Efficiency savings</u>									
Hospital Team Review		-75		-75		-75		-75	
Mental Health Management		-50		-50		-50		-50	

A to Z Variation Statement
Assessment Services - Adult's Social Care Staffing

Portfolio :
 Directorate :

ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Co-ordination Managers	-50		-50		-50		-50
Agency Staff	-99		-99		-99		-99
Essential/Lease user		-18	-18		-18		-18
<i>Sub-total Efficiency savings</i>	-274	-18	-292	0	-292	0	-292
<i>Sub-total Income and Savings</i>	-276	-18	-294	-170	-464	0	-464
Approved Budget 2012/13	37,936	2,152	40,088	-1,981	38,107	0	38,107

A to Z Variation Statement
Assessment Services - Children's Social Care Staffing

Portfolio :	SCS							
Directorate :	FSC							
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	31,203	1,851	33,054	-1,519	31,535	-1,165	30,370	
<u>Base Adjustments - Internal</u>		<u>Type</u>						
Budget Realignment		-194	-194		-194		-194	
Realignment of budgets-SCS County posts		95	95		95		95	
Realignment of savings		-89	-89		-89		-89	
Transfer of CAMHS-Virtual Schools for Kent	-228		-228		-228		-228	
Realignment of Aiming High	-418		-418		-418		-418	
Realignment of Gross/Income as a result of grant loss	-700		-700	700	0		0	
Transfer of CP Chair to Safeguarding	-65		-65		-65		-65	
Removal of internal charging for Area Benefits Officers	-95		-95		-95		-95	
<i>Sub Total - Base Adjustments - Internal</i>	-1,506	-188	-1,694	700	-994	0	-994	
<u>Base Adjustments - External</u>								
Transfer EIG income budget and hold centrally			0		0	1,099	1,099	
<i>Revised Base</i>	29,697	1,663	31,360	-819	30,541	-66	30,475	
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel		61	61		61		61	
Employers NI increase	58		58		58		58	
Kent Scheme Pay Award	351		351		351		351	
Total Contribution Pay	173		173		173		173	
<i>Sub-total Pay</i>	582	61	643	0	643	0	643	
<u>Prices</u>								
Transport		25	25		25		25	
<u>Demand/Demographic Led</u>								
Increase in Social Care Staffing	2,960		2,960		2,960		2,960	
<u>Service Strategies & Improvements</u>								
Workforce Strategy	2,284		2,284		2,284		2,284	
Social Care Staffing - additional posts	1,016		1,016		1,016		1,016	
<i>Sub-total Service Strategies & Improvements</i>	3,300	0	3,300	0	3,300	0	3,300	
<i>Sub-Total Pressures</i>	6,842	86	6,928	0	6,928	0	6,928	
Savings and Income								
<u>Efficiency savings</u>								
Reduction in staff travel		-3	-3		-3		-3	
<i>Sub-total Income and Savings</i>	0	-3	-3	0	-3	0	-3	
Approved Budget 2012/13	36,539	1,746	38,285	-819	37,466	-66	37,400	

A to Z Variation Statement
Assessment Services - Assessment of Children's Educational Needs

Portfolio :
 Directorate :

ELS
 ELS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	1,290	403	1,693	0	1,693	-570	1,123
Base Adjustments - Internal							
<u>Correction between columns</u>	19	-19	0		0		0
Transfer of proportion of Admission & transport staff to Directorate Management Support	-195	-142	-337		-337	337	0
Transfer of assessment team from Directorate Management and support	1,064		1,064		1,064	-130	934
Transfer Tribunal non staff costs to Directorate Management and support		-242	-242		-242	36	-206
<i>Sub Total - Base Adjustments - Internal</i>	888	-403	485	0	485	243	728
<i>Revised Base</i>	2,178	0	2,178	0	2,178	-327	1,851
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Employers NI increase	3		3		3		3
Kent Scheme Pay Award	9		9		9		9
Total Contribution Pay	23		23		23		23
<i>Sub-total Pay</i>	35	0	35	0	35	0	35
<i>Sub-Total Pressures</i>	35	0	35	0	35	0	35
Savings and Income							
<u>Service Reforms</u>							
ELS restructure - Assessment	-553		-553		-553	-187	-740
<i>Sub-total Income and Savings</i>	-553	0	-553	0	-553	-187	-740
Approved Budget 2012/13	1,660	0	1,660	0	1,660	-514	1,146

A to Z Variation Statement
Education, Learning and Skills Directorate Management & Support

Portfolio :	ELS						
Directorate :	ELS						
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	3,009	12,519	15,528	-2,978	12,550	-7,247	5,303
Base Adjustments - Internal							
Tfr of Education Support Officer from School Imp	40		40		40		40
Children's Centres funding (EIG smoothing)		-893	-893		-893		-893
Contact Centre (EIG smoothing money)		-120	-120		-120		-120
Refund of Communications savings target		50	50		50		50
Transfer of Training Budget to BSP&HR		-263	-263		-263		-263
Transfer Virtual Schools budget to SCS		-400	-400		-400	400	0
Transfer of Integrated Processes to SCS		-34	-34		-34	34	0
Transfer of Youth Opportunities Funding to CCSI		-600	-600		-600		-600
Transfer Youth Substance Misuse to CCSI		-140	-140		-140		-140
Realignment of staffing and non-staffing budgets	23	-23	0		0		0
Flexible funding for 14-19 unit surplus		418	418		418	-418	0
PRUs share of dedicated schools grant		-796	-796		-796	796	0
Transfer of 1 fte from BSS	24		24		24		24
Transfer of Capital projects team to BSS Property	-660	660	0		0		0
Cessation of Post 16 School Access Fund		-100	-100	100	0		0
Transfer of Emergency Planning budget to C&C		-43	-43		-43		-43
New gross & income for traded Extended service		128	128	-128	0		0
New gross and income for traded service	113	178	291	-291	0		0
Catering team and Kitchen maintenance							
Tfr of premises related budgets to Corp Landlord	60	-1,236	-1,176	182	-994		-994
Transfer of Extended Services from Sch Imp	276	16	292	-10	282	-219	63
Transfer from assessment	195	384	579		579	-373	206
Transfer to assessment	-1,064		-1,064		-1,064	130	-934
Realignment of Health Needs budget		-200	-200		-200	200	0
Transfer from Statemeted Support	211		211		211	-211	0
Delegation of SPS		-129	-129		-129	129	0
Delegation of Quality of School Meals		328	328		328	-328	0
Delegation of Extended Learning	-128		-128		-128	128	0
Delegation of Catering maintenance	-113		-113		-113	113	0
Delegation of Kitchen maintenance		-178	-178		-178	178	0
Tfr of the Schools cleaning to Schools Other Services	-188	-99	-287		-287		-287
Sub Total - Base Adjustments - Internal	-1,211	-3,092	-4,303	-147	-4,450	559	-3,891
Base Adjustments - External							
Remove EIG income budget and hold centrally			0		0	1,394	1,394
London Array		9	9	-9	0		0
Reduction in central DSG for academy converters		-200	-200		-200	200	0
National Sensory Impairment Grant		150	150		150	-150	0
Base Adjustments - External	0	-41	-41	-9	-50	1,444	1,394
Revised Base	1,798	9,386	11,184	-3,134	8,050	-5,244	2,806
Unavoidable pressures funded in indicative cash limits							
Pay							
Employers NI increase	21		21		21		21
Staff Travel		135	135		135		135
Kent Scheme Pay Award	188		188		188		188
Total Contribution Pay	29		29		29		29
Sub-total Pay	238	135	373	0	373	0	373
Demand/Demographic Led							
Legal Services		250	250		250		250
Sub-Total Pressures	238	385	623	0	623	0	623
Savings and Income							
Removal of one-off funding							
Removal of one-off EIG Transitional funding		-2,079	-2,079		-2,079		-2,079
Service Reforms							
ELS restructure	1,789	1,241	3,030	-169	2,861	-795	2,066
Sub-total Income and Savings	1,789	-838	951	-169	782	-795	-13
Approved Budget 2012/13	3,825	8,933	12,758	-3,303	9,455	-6,039	3,416

A to Z Variation Statement
Families and Social Care Directorate Management & Support

Portfolio :
 Directorate :

SCS & ASC&PH
FSC

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		10,048	4,790	14,838	-599	14,239	-2,911	11,328
Base Adjustments - Internal								
	Type							
Tfr back of budget from BSS	11/12	148	0	148	0	148	0	148
Staff correction to BSS	11/12	-15	0	-15	0	-15	0	-15
Tfr of staff to C&C	11/12	-26	0	-26	0	-26	0	-26
Tfr of blackberry budgets from BSP&HR	11/12	0	54	54	0	54	0	54
Tfr of Excellent Homes PFI project from CCS&I	11/12	0	250	250	-250	0	0	0
Correction of BB Error-SCS Director Non Staff	11/12	0	36	36	0	36	0	36
LD Campus Grant Gross Correction	11/12	7	0	7	0	7	0	7
Communications saving	11/12	0	0	0	0	0	0	0
Tfr of staff salary	11/12	32	0	32	0	32	0	32
Removal of incorrect Gross & income Cash Limit	GIN	-25	0	-25	25	0	0	0
Personal Health Budgets from A&R	GIN	93	0	93	-93	0	0	0
Realign Public Health Core Team staffing budget for 12/13	GIN	8	-8	0	0	0	0	0
Transfer of 2 staff posts from Strategic Commissioning to Mental Health Service	A-Z tfr	-47	0	-47	0	-47	0	-47
Funding transferred to resolve CFAO pressure with IMCA	A-Z tfr	74	0	74	0	74	0	74
Correction to recasting to fund Contracts	A-Z tfr	25	0	25	0	25	0	25
Equalities budget transfer from BSS	A-Z tfr	0	9	9	0	9	0	9
Staff transfer to A&R	A-Z tfr	-82	0	-82	0	-82	0	-82
Staff transfer from A&R to Exec Support	A-Z tfr	138	0	138	0	138	0	138
Ashford Gateway Plus directorate funded borrowing	A-Z tfr	-1	0	-1	0	-1	0	-1
Transfer of Adults Safeguarding budget to new AtoZ line	A-Z tfr	-467	-266	-733	236	-497	0	-497
Salary (allocated to wrong area of Public Health in 11/12)	A-Z tfr	-32	0	-32	0	-32	0	-32
Transfer for PA salary costs	A-Z tfr	27	0	27	0	27	0	27
Removal of annual draw down from reserves to fund 1 fte and fund from reduction in non-staffing budget	A-Z tfr	0	34	34	0	34	0	34
Realignment of Savings etc		0	447	447	0	447	0	447
Realignment of Savings etc		153	0	153	0	153	0	153
Removal of Social Care Reform Grant transition funding		-350	0	-350	0	-350	0	-350
Tfr of budget to FSC Management and Support		125	0	125	0	125	0	125
Allocate 2011/12 savings to units		-2	0	-2	0	-2	0	-2
<i>Sub Total - Base Adjustments - Internal</i>		-217	556	339	-82	257	0	257
Base Adjustments - External								
Transfer EIG income budget and hold centrally		0	0	0	0	0	2,145	2,145
<i>Revised Base</i>		9,831	5,346	15,177	-681	14,496	-766	13,730
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel		0	5	5	0	5	0	5
Employers NI increase		18	0	18	0	18	0	18
Kent Scheme Pay Award		93	0	93	0	93	0	93
Total Contribution Pay		44	0	44	0	44	0	44
<i>Sub-total Pay</i>		155	5	160	0	160	0	160
Prices								
Transport		0	2	2	0	2	0	2
Other (inc Legal)		0	8	8	0	8	0	8
<i>Sub-total Prices</i>		0	10	10	0	10	0	10
<i>Sub-Total Pressures</i>		155	15	170	0	170	0	170
Savings and Income								
Identified in published 2011-13 MTP								
Streamline back office support functions		-452	0	-452	0	-452	0	-452

A to Z Variation Statement
Families and Social Care Directorate Management & Support

Portfolio :
 Directorate :

SCS & ASC&PH
FSC

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
<u>Efficiency savings</u>							
Management Structures	-48	0	-48	0	-48	0	-48
Support Services	-143	0	-143	0	-143	0	-143
Agency Staff	-1	0	-1	0	-1	0	-1
Essential/Lease user	0	-1	-1	0	-1	0	-1
<i>Sub-total Efficiency savings</i>	-192	-1	-193	0	-193	0	-193
<i>Sub-total Income and Savings</i>	-644	-1	-645	0	-645	0	-645
Approved Budget 2012/13	9,342	5,360	14,702	-681	14,021	-766	13,255

A to Z Variation Statement
Enterprise & Environment Directorate Management & Support

Portfolio :
 Directorate :

EH&W
E&E

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s	
2011/12 Approved Budgets	3,267	4,261	7,528	-1,014	6,514	0	6,514	
Base Adjustments - Internal								
	Type							
Refund of Communications Saving		50	50		50		50	
Tfr of PROW computer maintenance to C&C		-8	-8		-8		-8	
Tfr of staff to BCC ICT	-33	-1	-34		-34		-34	
Prudential Borrowing (Highways Maintenance)		-260	-260		-260		-260	
Correction to TCP saving as Commercial	19		19		19		19	
Services staff incorrectly coded in calculation								
Budget realignment	11/12	416	-81	335	185	520	520	
TCP Tapering Realignment	11/12	23		23		23	23	
Super reduction Realignment	11/12	14		14		14	14	
Gross/Inc adj made to Strat Man moved to Env	11/12		-282	-282	443	161	161	
12/13 H&T internal budget realignments		208	692	900	-12	888	888	
<i>Sub Total - Base Adjustments - Internal</i>		647	110	757	616	1,373	0	1,373
<i>Revised Base</i>		3,914	4,371	8,285	-398	7,887	0	7,887
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff Travel		26	26		26		26	
Employers NI increase	6		6		6		6	
Kent Scheme Pay Award	48		48		48		48	
Total Contribution Pay	52		52		52		52	
<i>Sub-total Pay</i>		106	26	132	0	132	0	132
Prices								
Highways maintenance contracts		8	8		8		8	
Service Strategies & Improvements								
Prudential Borrowing		23	23		23		23	
<i>Sub-Total Pressures</i>		106	57	163	0	163	0	163
Savings and Income								
Income Generation								
Increased rental income			0	-9	-9		-9	
Identified in published 2011-13 MTP								
Highways maintenance		-98	-98		-98		-98	
Efficiency savings								
Management savings (0.5 FTE graduate post removed)	-16		-16		-16		-16	
H&T management reductions	-165		-165		-165		-165	
Access & Assessment Agency Staff		-1	-1		-1		-1	
<i>Sub-total Efficiency savings</i>	-181	-1	-182	0	-182	0	-182	
Service Reforms								
Env Bus Supp - 0.5 FTE graduate post removed & other activities	-15	-17	-32		-32		-32	
<i>Sub-total Income and Savings</i>	-196	-116	-312	-9	-321	0	-321	
Approved Budget 2012/13	3,824	4,312	8,136	-407	7,729	0	7,729	

A to Z Variation Statement
Customer & Communities Directorate Management & Support

Portfolio :	C&C							
Directorate :	C&C							
		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		3,308	2,076	5,384	-2,156	3,228	-35	3,193
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Transfer of salaries to and from BSS Qtr1	11/12	-131	25	-106		-106		-106
Tfr of staff from FSC Qtr 1	11/12	26		26	0	26		26
Transfer of budgets to Corporate Landlord Qtr1	11/12	-53	-452	-505		-505		-505
Centralisation of Communication activity budgets	11/12	525	25	550		550		550
Reduced income & removal of internal income target Qtr 1	11/12		-167	-167	167	0		0
Re-eng & Chg Res - Excellent Homes Project to be transferred back to FSC Qtr 1	11/12		-250	-250	250	0		0
Libraries - Cash limit for CRB checks moved from CMC Qtr 1	11/12		-6	-6		-6		-6
Realignment of cash limits across the C&C Directorate	11/12		42	42	323	365		365
Salary Adjustment within C&C Qtr 1	11/12	153		153		153		153
Secure Accommodation from CMC to YOS Qtr 2	11/12		-100	-100		-100		-100
Libraries/CCCE -Employee cash limit 7hrs trans from Libraries to CCCE Qtr 2	11/12	3		3		3		3
Redistribution of savings target between Community Liaison and Comms & Engagement Qtr 2	11/12	135		135		135		135
Transfer of Webcasting budget to BSS Qtr 2	11/12		-21	-21		-21		-21
Transfer of Employee Volunteering to BSP&HR Qtr 2	11/12	-25	-7	-32		-32		-32
Cust Sers Div Bgt - Restructure of Business Supp Team & Business Dev team Qtr 2	11/12	-213	-26	-239		-239		-239
C&C share TCP Savings Qtr 2	11/12	246		246		246		246
Realignment of cash limits across units	GIN	653	-653	0		0		0
Transfer of Staff pay to PROW	A-Z tfr	-11		-11		-11		-11
Loss of Senior Officers Medical Expenses			13	13		13		13
Tfr of 1 fte from FSC	11/12	27		27		27		27
Transfer of budget to Directorate Management and Support	A-Z tfr	1,245	32	1,277		1,277		1,277
Realignment of cash limits within Directorate	GIN	46	-123	-77	77	0		0
Centralisation of support services post restructure		91		91		91		91
Realignment of cash limits within Portfolio	A-Z tfr	140		140		140		140
<i>Sub Total - Base Adjustments - Internal</i>		2,857	-1,668	1,189	817	2,006	0	2,006
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally				0		0	35	35
<i>Revised Base</i>		6,165	408	6,573	-1,339	5,234	0	5,234
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff Travel			58	58		58		58
Employers NI increase		12		12		12		12
Kent Scheme Pay Award		64		64		64		64
Total Contribution Pay		39		39		39		39
<i>Sub-total Pay</i>		115	58	173	0	173	0	173
<u>Prices</u>								
Transport			1	1		1		1
<u>Unavoidable Government/Legislative Pressures</u>								
Loss of zero ratings for Youth Centres			150	150		150		150
Property Maintenance Agreements			250	250		250		250
<i>Sub-total Unavoidable Government/Legislative Pressures</i>		0	400	400	0	400	0	400
<u>Service Strategies & Improvements</u>								
Replace one-off savings in year management action			57	57		57		57
Unachievable income target				0	250	250		250

A to Z Variation Statement
Customer & Communities Directorate Management & Support

Portfolio : **C&C**
 Directorate : **C&C**

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
<i>Sub-total Service Strategies & Improvements</i>	0	57	57	250	307	0	307
<i>Sub-Total Pressures</i>	115	516	631	250	881	0	881
Savings and Income							
<u>Identified in published 2011-13 MTP</u>							
Streamline of back office	-26		-26		-26		-26
Staff restructure - back office/management/support review	-303		-303		-303		-303
Streamline back office support functions - Policy Team	-29		-29		-29		-29
<i>Sub-total Identified in published 2011-13 MTP</i>	-358	0	-358	0	-358	0	-358
<u>Efficiency savings</u>							
Management reductions	-232		-232		-232		-232
Essential/Lease Car		-2	-2		-2		-2
Communications staffing saving	-225		-225		-225		-225
<i>Sub-total Efficiency savings</i>	-457	-2	-459	0	-459	0	-459
<u>Service Reforms</u>							
Remove all strategic external funding activities	-67	-25	-92		-92		-92
<u>One-off savings</u>							
Roll-forward of 2011-12 projected underspend		-433	-433		-433		-433
<i>Sub-total Income and Savings</i>	-882	-460	-1,342	0	-1,342	0	-1,342
Approved Budget 2012/13	5,398	464	5,862	-1,089	4,773	0	4,773

A to Z Variation Statement
Business Strategy and Support Directorate Management & Support

Portfolio : **R&E, BSP&HR & ASC&PH**
 Directorate : **BSS**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		449	2,790	3,239	-975	2,264	-8,893	-6,629
Base Adjustments - Internal								
	Type							
Base budget adjustments agreed prior to Q2 monitoring	11/12	792	-1,957	-1,165	975	-190	0	-190
Transfer of 1 fte to ELS Portfolio	11/12	0	-24	-24	0	-24	0	-24
Realignment of budgets within BSS	GIN	95	98	193	-193	0	0	0
DSG for appeals process incorrectly removed as part of delegated budgets in 11-12 budget build	DSG	0	100	100	0	100	-100	0
Move Schools ICT DSG element to BSS Mgt & Supp (originally decided to hold centrally)	A-Z tfr	0	0	0	0	0	-591	-591
Transfer of Commissioning staff to C&C	A-Z tfr	-282	0	-282	0	-282	0	-282
Realignment of budgets within BSS	A-Z tfr	0	54	54	0	54	0	54
Allocate 2011/12 savings to units	A-Z tfr	0	887	887	0	887	0	887
Move Asylum Grant income leg to Finance	A-Z tfr	0	0	0	0	0	692	692
Allocation of EIG income to specific units	A-Z tfr	0	0	0	0	0	752	752
Move DSG income inherited from CFE in recast exercise to relevant units	A-Z tfr	0	0	0	0	0	3,171	3,171
Other	A-Z tfr	0	231	231	0	231	0	231
<i>Sub Total - Base Adjustments - Internal</i>		605	-611	-6	782	776	3,924	4,700
<i>Revised Base</i>		1,054	2,179	3,233	-193	3,040	-4,969	-1,929
Unavoidable pressures funded in indicative cash limits								
Pay								
Employers NI increase		2	0	2	0	2	0	2
Kent Scheme Pay Award		9	0	9	0	9	0	9
Total Contribution Pay		4	0	4	0	4	0	4
<i>Sub-total Pay</i>		15	0	15	0	15	0	15
Service Strategies & Improvements								
Borrowing costs - ISG Connecting with Kent, ISG Connecting Kent, ISG Sustaining Kent		0	328	328	0	328	0	328
Maintaining the Infrastructure, Property Better Workplaces								
The Bridge		0	2	2	0	2	0	2
Tapering of PFI grant		0	0	0	0	0	581	581
<i>Sub-total Service Strategies & Improvements</i>		0	330	330	0	330	581	911
<i>Sub-Total Pressures</i>		15	330	345	0	345	581	926
Savings and Income								
Efficiency savings								
Fall out of early retirement costs		-93	0	-93	0	-93	0	-93
Impact of deletion of Managing Director Post		-350	0	-350	0	-350	0	-350
<i>Sub-total Efficiency savings</i>		-443	0	-443	0	-443	0	-443
<i>Sub-total Income and Savings</i>		-443	0	-443	0	-443	0	-443
Approved Budget 2012/13		626	2,509	3,135	-193	2,942	-4,388	-1,446

A to Z Variation Statement
Support to Frontline Services - Finance & Procurement

Portfolio :
 Directorate :

D&P & F&BS
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	17,413	3,599	21,012	-5,390	15,622	0	15,622
Base Adjustments - Internal							
<u>Base Adjustments - Internal</u>	<u>Type</u>						
Early Retirement Costs	11/12	0	12	0	12	0	12
Anti Fraud	11/12	75	0	75	0	75	75
Tfr in shortfall in salaries from C&C to Finance	11/12	54	0	54	0	54	54
Tfr of support team to Property	11/12	-186	-3	-189	0	-189	-189
Income target from Business Strategy - External Funding	11/12	0	0	0	-109	-109	-109
LD Transfer grant - realigned to BSS for Finance Support (from FSC)	A-Z tfr	99	0	99	0	99	99
Allocate 2011/12 savings to units (-£135k TCP, -£24k second tier management savings)	A-Z tfr	-159	0	-159	0	-159	-159
Move Asylum Grant Income from Strat Mgt & Directorate Support Budgets to Finance & Procurement	A-Z tfr	0	0	0	0	0	-692
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-1,696
Transfer of member of staff to Business Strategy (along with corresponding income target for draw down from Insurance Reserve)	GIN	-38	-1	-39	39	0	0
Removal of internal charging for Area Benefits Officers		0	0	0	95	95	95
Transfer Insurance team to F&BS portfolio	A_Z tfr	0	0	0	0	0	0
Realignment of budgets within BSS Directorate	GIN	-311	236	-75	75	0	0
Sub Total - Base Adjustments - Internal		-454	232	-222	100	-2,388	-2,510
Revised Base		16,959	3,831	20,790	-5,290	15,500	-2,388
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff travel (5p casual user rate increase)		0	10	10	0	10	10
Employers NI increase		28	0	28	0	28	28
Kent Scheme Pay Award		184	0	184	0	184	184
Total Contribution Pay		125	0	125	0	125	125
Sub-total Pay		337	10	347	0	347	347
Service Strategies & Improvements							
Expansion of Procurement Team		1,000	0	1,000	0	1,000	1,000
Sub-Total Pressures		1,337	10	1,347	0	1,347	1,347
Savings and Income							
Efficiency savings							
Management structures (Audit)		-20	0	-20	0	-20	-20
Restructure of Finance Function		-1,205	0	-1,205	0	-1,205	-1,205
Sub-total Efficiency savings		-1,225	0	-1,225	0	-1,225	-1,225
Service Reforms							
Removal of support from Benefits Partnership		0	-50	-50	0	-50	-50
Sub-total Income and Savings		-1,225	-50	-1,275	0	-1,275	-1,275
Approved Budget 2012/13		17,071	3,791	20,862	-5,290	15,572	-2,388
							13,184

A to Z Variation Statement

Support to Frontline Services - Human Resources (HR)

Portfolio :
Directorate :

F&BS & BSP&HR
BSS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		12,998	6,419	19,417	-7,178	12,239	0	12,239
Base Adjustments - Internal								
	Type							
Transfer of Employee Volunteering from CCS&I	11/12	25	7	32	0	32	0	32
Transfer of Training Budget from ELS	11/12	0	263	263	0	263	0	263
GIN adjustments between Gross and Income - as per QTR2 report	11/12	56	563	619	-619	0	0	0
Reallocation of HR savings between income and gross	11/12	0	281	281	-281	0	0	0
Reimbursement of savings trfd twice from ASC&PH for Employment Services	11/12	77	0	77	0	77	0	77
Tfr of salary costs to BSS HR	11/12	69	0	69	-24	45	0	45
Move BT One bill budget to ICT	11/12	0	-2	-2	0	-2	0	-2
EIG income cash limit (Social Work Professional Training team) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-400	-400
EIG income cash limit (EY & Childcare Workforce Development) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-102	-102
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-379	-379
Allocate 2011/12 savings to units (-£122k TCP, -£12k second tier management savings)	A-Z tfr	-134	0	-134	0	-134	0	-134
Cessation in 2012/13 of one-off reserves funding in 11/12 finished	GIN	-79	79	0	0	0	0	0
Transfer of Training Budget from ELS	GIN	0	-263	-263	263	0	0	0
Create base HR School Recruitment Team budget	GIN	125	254	379	-379	0	0	0
Removal of internal charging between portfolios	GIN	0	-25	-25	25	0	0	0
Return DSG budget to ELS for HR School Recruitment Team	DSG	-125	-254	-379	0	-379	379	0
Realignment of various cost centres in Business Operations		188	-188	0	0	0	0	0
Budget realignment	GIN	16	-42	-26	26	0	0	0
Sub Total - Base Adjustments - Internal		218	673	891	-989	-98	-502	-600
Base Adjustments - External								
Remove EIG income budget and hold centrally (EY & Childcare Workforce Development)		0	0	0	0	0	102	102
Remove EIG income budget and hold centrally (Social Work Professional Training team)		0	0	0	0	0	400	400
		0	0	0	0	0	0	0
Base Adjustments - External		0	0	0	0	0	502	502
Revised Base		13,216	7,092	20,308	-8,167	12,141	0	12,141
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)		0	8	8	0	8	0	8
Employers NI increase		24	0	24	0	24	0	24
Kent Scheme Pay Award		133	0	133	0	133	0	133
Total Contribution Pay		89	0	89	0	89	0	89
Sub-total Pay		246	8	254	0	254	0	254
Service Strategies & Improvements								
Revenue implications of the ICT replacement system		0	207	207	0	207	0	207
Sub-Total Pressures		246	215	461	0	461	0	461
Savings and Income								
Income Generation								
Schools Personnel Service (Interpay)		0	0	0	-100	-100	0	-100

A to Z Variation Statement
Support to Frontline Services - Human Resources (HR)

Portfolio :
 Directorate :

F&BS & BSP&HR
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Employee Services Centre (additional income for CRB)	0	0	0	-16	-16	0	-16
Workforce Professional Development income from moving to a trading basis	0	0	0	-498	-498	0	-498
<i>Sub-total Income Generation</i>	0	0	0	-614	-614	0	-614
Efficiency savings							
Schools Personnel Services - staff restructure	-100	0	-100	0	-100	0	-100
Employee Services - staff restructure	-100	0	-100	0	-100	0	-100
Employee Services (ERP 2ftes) Enterprise Resource Planning project	-50	0	-50	0	-50	0	-50
Schools Personnel Services (ERP 2ftes) Enterprise Resource Planning project	-50	0	-50	0	-50	0	-50
Employee Services Group	-260	0	-260	0	-260	0	-260
Health and Safety	-40	0	-40	0	-40	0	-40
Organisational Development	-397	-148	-545	0	-545	0	-545
Closure of Senior Officers Medical Insurance	0	-100	-100	0	-100	0	-100
Other HR efficiencies	-90	0	-90	0	-90	0	-90
Further savings from Enterprise Resource Planning (ERP)	-190	0	-190	0	-190	0	-190
<i>Sub-total Efficiency savings</i>	-1,277	-248	-1,525	0	-1,525	0	-1,525
<i>Sub-total Income and Savings</i>	-1,277	-248	-1,525	-614	-2,139	0	-2,139
Approved Budget 2012/13	12,185	7,059	19,244	-8,781	10,463	0	10,463

A to Z Variation Statement
Support to Frontline Services - Property & Infrastructure

Portfolio : Directorate :	BSP&HR BSS	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,277	20,139	25,416	-4,686	20,730		20,730
<u>Base Adjustments - Internal</u>								
	<u>Type</u>							
Move BT One bill budget to ICT	11/12		-61	-61		-61		-61
Move KASS Area Office Gross/Income budgets to Corporate Landlord from Strat Mgt	11/12		883	883	-975	-92		-92
Tfr of rental income from PROW for 8 Abbey Wood Road & Fostering and Adoption for Thanet Registry Office from C&C Registration to Corporate Landlord	11/12			0	-32	-32		-32
Swattenden recharge income from Appledore project to tfr to Corporate Landlord	11/12			0	-10	-10		-10
Tfr of shortfall in salaries to BSS Property	11/12	38		38		38		38
Tfr to Corporate Landlord of Outdoor Ed (208k), Turner maintenance (95k), nappy/hygiene bins in Libraries (6k), council chamber maintenance (2k)	11/12		311	311		311		311
Tfr back from Corporate Landlord of Libraries modernisation budget (-30k), Youth Svc cleaning staff (-174k)	11/12	-174	-30	-204		-204		-204
Tfr to Corporate Landlord of rent for Church Street & rent for Gibson Drive	11/12		68	68		68		68
Tfr to Corporate Landlord of workplace transformation budget	11/12		391	391		391		391
Transfer of Children's Centre maintenance & premises budgets to Corporate Landlord (EIG element)	11/12	25	1,491	1,516		1,516		1,516
Removal of recharging between YOS and Corporate Landlord	11/12		90	90		90		90
Tfr of support team to Property group	11/12	186	3	189		189		189
Remove internal recharge (Willows CSS building) and KASS run buildings (CMY)	GIN		-130	-130	130	0		0
Realignment of internal recharges (Maintenance and DDA team)	GIN		-368	-368	368	0		0
Remove internal recharging for KASS run buildings - CFE	GIN		-841	-841	841	0		0
Remove Brussels Office due to closure	GIN	-37	-131	-168	168	0		0
Realign staffing budget to new structure implemented in 2011-12	GIN	362	-362	0		0		0
Removal of unachievable income targets	GIN	-167	-370	-537	537	0		0
Transfer of premises related budgets to Corporate Landlord from ELS	GIN	-60	1,383	1,323	-182	1,141		1,141
EIG income cash limit (Childrens Centres Development Team) previously held in BSS Mgmt & Supp	A-Z tfr			0		0	-144	-144
DSG income cash limit previously held in BSS Mgmt & Supp	A-Z tfr			0		0	-505	-505
Realignment of budgets within BSS	A-Z tfr		-54	-54		-54		-54
Return equalities budget to FSC	A-Z tfr		-9	-9		-9		-9
Transfer Arts budget for Corporate Landlord	A-Z tfr		15	15		15		15
Allocate 2011/12 savings to units (-£41k TCP, -£12k second tier management savings)	A-Z tfr	-53		-53		-53		-53
Childrens Service Improvement Plan - office accommodation	A-Z tfr		251	251		251		251
Realignment of capital projects funded by ELS	GIN		-1,450	-1,450	1,450	0		0
<i>Sub Total - Base Adjustments - Internal</i>		120	1,080	1,200	2,295	3,495	-649	2,846
<u>Base Adjustments - External</u>								
Remove EIG income budget and hold centrally (Childrens Centres Development team)				0		0	144	144
<i>Revised Base</i>		5,397	21,219	26,616	-2,391	24,225	-505	23,720

A to Z Variation Statement
Support to Frontline Services - Property & Infrastructure

Portfolio :
 Directorate :

BSP&HR
BSS

	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
Unavoidable pressures funded in indicative cash limits							
<u>Pay</u>							
Staff travel (5p casual user rate increase)		5	5		5		5
Employers NI increase	6		6		6		6
Kent Scheme Pay Award	44		44		44		44
Total Contribution Pay	43		43		43		43
<i>Sub-total Pay</i>	93	5	98	0	98	0	98
<u>Prices</u>							
Gas & Electricity		550	550		550		550
Rent		17	17		17		17
Rates		124	124		124		124
<i>Sub-total Prices</i>	0	691	691	0	691	0	691
<u>Unavoidable Government/Legislative Pressures</u>							
Revenue implications of capital programme	786		786		786		786
<u>Demand/Demographic Led</u>							
Dilapidations		-88	-88		-88		-88
<u>Service Strategies & Improvements</u>							
Libraries Modernisation programme		134	134		134		134
<i>Sub-Total Pressures</i>	879	742	1,621	0	1,621	0	1,621
Savings and Income							
<u>Income Generation</u>							
On-selling of approved list, advice & access to Framework Agreements			0	-35	-35		-35
<u>Efficiency savings</u>							
Efficiencies to be delivered by the restructure of Property and Infrastructure	-100	-33	-133		-133		-133
Centralise Maintenance budgets		-70	-70		-70		-70
Restructure KCC Property Function (as Corporate Landlord)	-175		-175		-175		-175
Total Place saving		-1,270	-1,270		-1,270		-1,270
Business Support & Client Services - staffing	-134	-66	-200		-200		-200
<i>Sub-total Efficiency savings</i>	-409	-1,439	-1,848	0	-1,848	0	-1,848
<u>Service Reforms</u>							
Staff Housing (Schools)		-110	-110		-110		-110
<i>Sub-total Service Reforms</i>	0	-110	-110	0	-110	0	-110
<i>Sub-total Income and Savings</i>	-409	-1,549	-1,958	-35	-1,993	0	-1,993
Approved Budget 2012/13	5,867	20,412	26,279	-2,426	23,853	-505	23,348

A to Z Variation Statement

Support to Frontline Services - Information & Communication Technology (ICT)

Portfolio :	BSP&HR						
Directorate :	BSS						
	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets	15,073	17,035	32,108	-12,403	19,705	-591	19,114
Base Adjustments - Internal							
BT One bill budgets from Finance, Property & HR		63	63		63		63
Move KASS Area Office Gross budgets to ICT from Strat Mgt		212	212		212		212
Tfr of staffing from E&E	34		34		34		34
Tfr of staffing budget to BSS ICT	26		26		26		26
Return of salary budget for Contact Centre from BSS ICT	-83		-83		-83		-83
Tfr of TCO system administrator from ASC&PH	11		11		11		11
Realign old CFE transferred in Schools		4,363	4,363	-4,363	0		0
Broadband cash limits to match activity							
Realign EIS cash limits		155	155	-155	0		0
Allocate 2011/12 savings to units (-£155k TCP, -£35k second tier management savings)	-190		-190		-190		-190
EIG income cash limit (CFIS) previously held in BSS Mgmt & Supp			0		0	-42	-42
Realignment of EiS cash limits to reflect trading forecast activity	157	-1,066	-909	909	0		0
Realignment of budgets to reflect current activity	517	-517	0		0		0
Agency staff funded by additional income and a drawdown of reserves	1,610	-905	705	-705	0		0
Realignment of budgets to remove internal trading within ICT		-3,567	-3,567	3,567	0		0
Realignment of budgets for Kent Connects		-274	-274	274	0		0
<i>Sub Total - Base Adjustments - Internal</i>	2,082	-1,536	546	-473	73	-42	31
Base Adjustments - External							
Remove EIG income budget and hold centrally (CFIS)			0		0	42	42
<i>Revised Base</i>	17,155	15,499	32,654	-12,876	19,778	-591	19,187
Unavoidable pressures funded in indicative cash limits							
Pay							
Staff travel (5p casual user rate increase)		15	15		15		15
Employers NI increase	23		23		23		23
Kent Scheme Pay Award	149		149		149		149
Total Contribution Pay	123		123		123		123
<i>Sub-total Pay</i>	295	15	310	0	310	0	310
<i>Sub-Total Pressures</i>	295	15	310	0	310	0	310
Savings and Income							
Income Generation							
Multi Agency (Network) ICT unification			0	-500	-500		-500
Efficiency savings							
Multi Agency (Network) ICT unification		-500	-500		-500		-500
Internal efficiency & Demand reduction	-621		-621		-621		-621
Smarter/Collaborative Procurement		-200	-200		-200		-200
<i>Sub-total Efficiency savings</i>	-621	-700	-1,321	0	-1,321	0	-1,321
<i>Sub-total Income and Savings</i>	-621	-700	-1,321	-500	-1,821	0	-1,821
Approved Budget 2012/13	16,829	14,814	31,643	-13,376	18,267	-591	17,676

A to Z Variation Statement

Support to Frontline Services - Business Strategy

Portfolio : **F&BS, D&PL & BSP&HR**
 Directorate : **BSS**

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		4,525	1,259	5,784	-477	5,307	0	5,307
Base Adjustments - Internal								
	Type							
Transfer of managing directors office budget	11/12	-348	-7	-355	0	-355	0	-355
Realignment of Business Strategy staffing	11/12	7	0	7	0	7	0	7
Strategy supplies & services budget (from Strat Mgt)	11/12	0	53	53	0	53	0	53
Tfr of salary budgets to BSS	11/12	42	0	42	0	42	0	42
Correction to substantive post funding BSS	11/12	15	0	15	0	15	0	15
Tfr back of budget from BSS	11/12	-148	0	-148	0	-148	0	-148
Transfer of shortfall in salary from ASC&PH	11/12	3	0	3	0	3	0	3
Transfer of shortfall in salaries for Social Services Library to BSS	11/12	18	0	18	0	18	0	18
Funding for PA	11/12	26	0	26	0	26	0	26
Shortfall on salary	11/12	10	0	10	0	10	0	10
Realignment of staffing budgets within BSS	11/12	-46	0	-46	0	-46	0	-46
Realignment of Business Strategy staffing	11/12	-7	0	-7	0	-7	0	-7
Income target moved to Finance & Procurement	11/12	0	0	0	109	109	0	109
Tfr of External funding post & other costs to C&C	11/12	-93	0	-93	0	-93	0	-93
Salary for Director of Business Strategy	11/12	149	0	149	0	149	0	149
Corporate Director's office budget	11/12	-389	-136	-525	0	-525	0	-525
Realign staffing expenditure as per 11/12 budget monitoring	GIN	53	-53	0	0	0	0	0
Realign staffing expenditure as per 11/12 budget monitoring	GIN	2	-2	0	0	0	0	0
EIG income cash limit (Quality & Outcomes team) previously held in BSS Mgmt & Supp	A-Z tfr	0	0	0	0	0	-64	-64
Staff budget transfer to R&E Portfolio	A-Z tfr	-183	-5	-188	0	-188	0	-188
Local Enterprise Partnership (LEP) budget (move to R&E Portfolio)	A-Z tfr	0	-300	-300	0	-300	0	-300
Allocate 2011/12 savings to units (-£19k TCP, -£59k second tier management savings)	A-Z tfr	-78	0	-78	0	-78	0	-78
Base funded risk posts (KR14 + one KR9)	A-Z tfr	112	0	112	0	112	0	112
Transfer of 1 fte to Business Strategy	A-Z tfr	41	9	50	0	50	0	50
Kent Partnership income from Districts funding 1 fte	GIN	60	0	60	-60	0	0	0
Realignment of cash limits and income targets as a result of Business Strategy restructure	GIN	-125	19	-106	106	0	0	0
Sub Total - Base Adjustments - Internal		-879	-422	-1,301	155	-1,146	-64	-1,210
Base Adjustments - External								
Remove EIG income budget and hold centrally (Quality & Outcomes team)		0	0	0	0	0	64	64
Revised Base		3,646	837	4,483	-322	4,161	0	4,161
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)		0	9	9	0	9	0	9
Employers NI increase		7	0	7	0	7	0	7
Kent Scheme Pay Award		39	0	39	0	39	0	39
Total Contribution Pay		25	0	25	0	25	0	25
Sub-total Pay		71	9	80	0	80	0	80
Service Strategies & Improvements								
Analysis and dissemination of 2011 census		0	25	25	0	25	0	25
Sub-Total Pressures		71	34	105	0	105	0	105
Savings and Income								
Efficiency savings								
Planning, Policy and Performance Efficiencies		-298	0	-298	0	-298	0	-298
Sub-total Income and Savings		-298	0	-298	0	-298	0	-298
Approved Budget 2012/13		3,419	871	4,290	-322	3,968	0	3,968

A to Z Variation Statement
Support to Frontline Services - Governance & Law

Portfolio :
 Directorate :

BSP&HR
BSS

		Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		5,945	2,335	8,280	-9,322	-1,042	0	-1,042
<u>Base Adjustments - Internal</u>								
Creation of corporate legal advice budget by increasing Legal's income budget	Type 11/12			0	-150	-150		-150
Tfr of shortfall in salaries to BSS Governance and Law	11/12	7		7		7		7
Tfr of 1fte from Legal to Democratic Services	11/12	-45		-45		-45		-45
Other internal adjustments funded from increased income	GIN	6	64	70	-70	0		0
Allocate 2011/12 savings to units (-£52k TCP, -£175k in year management action = additional income target to Legal)	A-Z tfr	-52		-52	-175	-227		-227
Increasing workload requiring 20 more staff in Commercial team, offset by increased external receipts		1,349		1,349	-1,349	0		0
<i>Sub Total - Base Adjustments - Internal</i>		1,265	64	1,329	-1,744	-415	0	-415
<i>Revised Base</i>		7,210	2,399	9,609	-11,066	-1,457	0	-1,457
Unavoidable pressures funded in indicative cash limits								
<u>Pay</u>								
Staff travel (5p casual user rate increase)			6	6		6		6
Employers NI increase		11		11		11		11
Kent Scheme Pay Award		59		59		59		59
Total Contribution Pay		54		54		54		54
<i>Sub-total Pay</i>		124	6	130	0	130	0	130
Increased related disbursements			600	600	-600	0		0
<i>Sub-total Demand/Demographic Led</i>		0	600	600	-600	0	0	0
<i>Sub-Total Pressures</i>		124	606	730	-600	130	0	130
Savings and Income								
<u>Income Generation</u>								
Increased income levels				0	-804	-804		-804
<i>Sub-total Income and Savings</i>		0	0	0	-804	-804	0	-804
Approved Budget 2012/13		7,334	3,005	10,339	-12,470	-2,131	0	-2,131

A to Z Variation Statement
Support to Frontline Services - Democratic & Member Services

Portfolio : Directorate :	D&P BSS	Gross Staffing £000's	Gross Non-Staffing £000's	Total Gross Exp. £000's	Service Income £000's	Net Exp. £000's	Govt. Grant £000s	Net Cost £000s
2011/12 Approved Budgets		1,239	2,592	3,831	-3	3,828	0	3,828
Base Adjustments - Internal								
	Type							
Tfr of maintenance of Council Chamber to Corporate Landlord	11/12		-2	-2		-2		-2
Tfr of webcasting budget from CCS&I	11/12		21	21		21		21
Transfer of 2fte to Democratic Services	11/12	91		91		91		91
Allocate 2011/12 savings to units (-£13k TCP)	A-Z tfr	-13		-13		-13		-13
<i>Sub Total - Base Adjustments - Internal</i>		78	19	97	0	97	0	97
<i>Revised Base</i>		1,317	2,611	3,928	-3	3,925	0	3,925
Unavoidable pressures funded in indicative cash limits								
Pay								
Staff travel (5p casual user rate increase)			7	7		7		7
Employers NI increase		2		2		2		2
Kent Scheme Pay Award		14		14		14		14
Total Contribution Pay		10		10		10		10
<i>Sub-total Pay</i>		26	7	33	0	33	0	33
Service Strategies & Improvements								
Support staff		30		30		30		30
<i>Sub-Total Pressures</i>		56	7	63	0	63	0	63
Savings and Income								
Efficiency savings								
Management Structures		-27	-1	-28		-28		-28
Service Reforms								
15% reduction to Member pool car budget		-10		-10		-10		-10
<i>Sub-total Income and Savings</i>		-37	-1	-38	0	-38	0	-38
Approved Budget 2012/13		1,336	2,617	3,953	-3	3,950	0	3,950

KCC Budget Book

SECTION 7

Budget by Directorate Summary

**How financed, distributed
and spent**

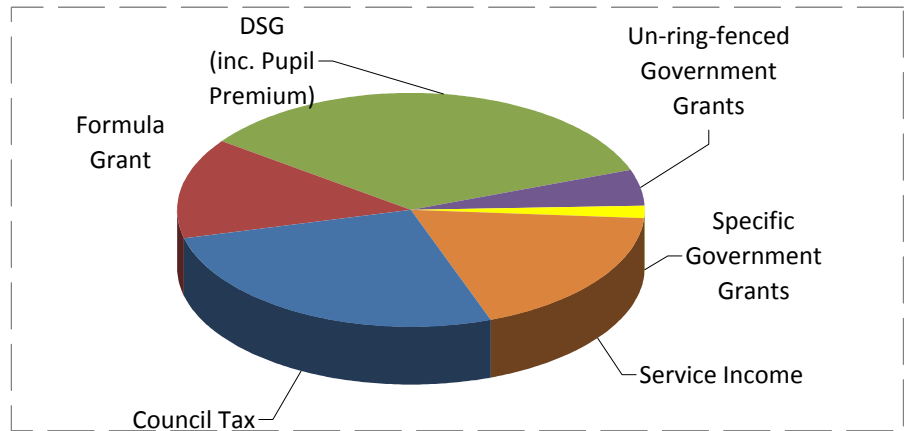
Section 7 - 2012/13 Revenue Budget by Directorate Summary

HOW FINANCED, DISTRIBUTED AND SPENT

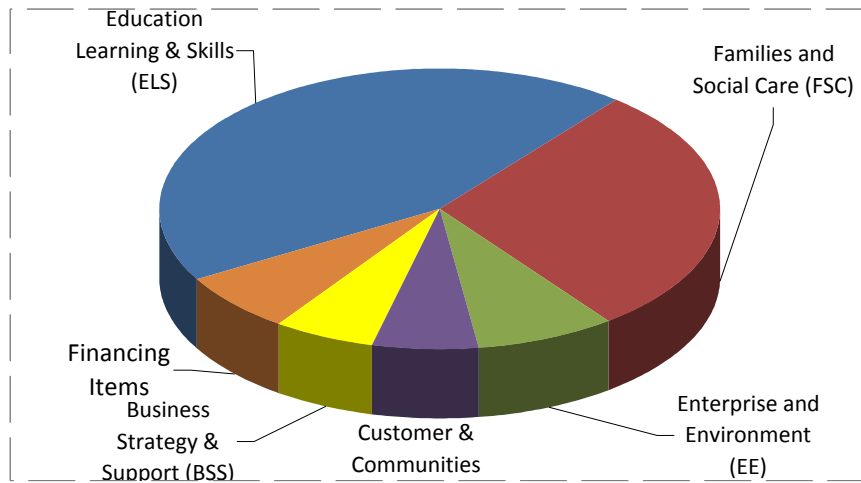
The gross revenue expenditure budget for 2012/13 is £2,177.2m and the following diagrams summarise how this expenditure is financed, distributed by Directorate and what services it is spent on.

Financed by

	£m
Council Tax	580.2
Formula Grant	303.4
Dedicated Schools Grant (inc. Pupil Premium)	746.6
Un-ring-fenced Government Grants	111.2
Specific Government Grants	35.4
Service Income	400.4
Total	2,177.2



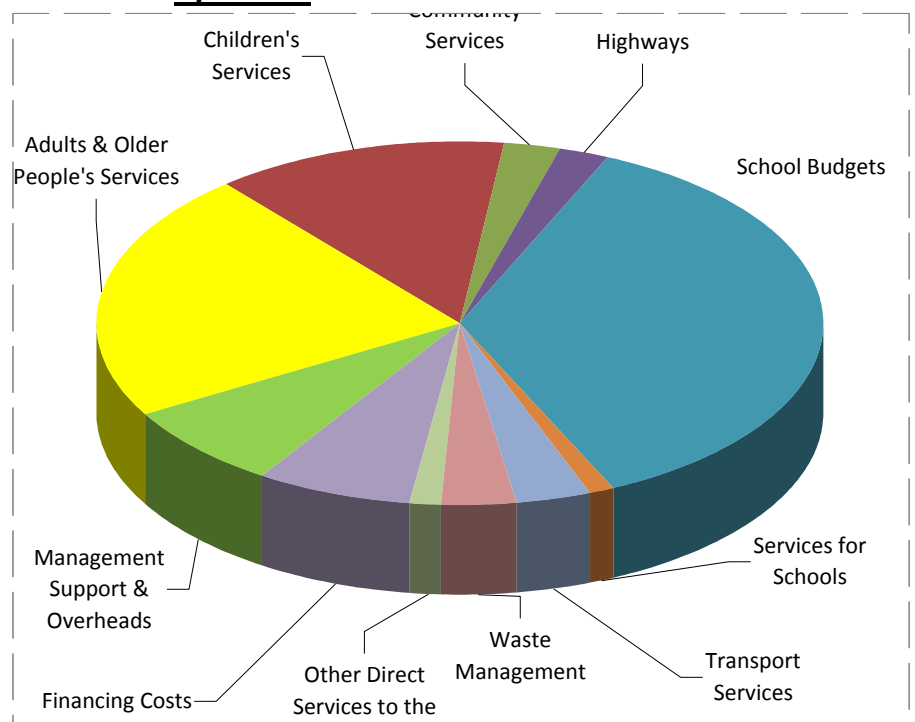
Spent by



	£m
Education Learning and Skills (ELS)	961.4
Families and Social Care (FSC)	628.8
Enterprise and Environment (EE)	178.1
Customer and Communities (CC)	131.2
Business Strategy and Support (BSS)	125.3
Financing Items	152.3
Total	2,177.2

Spent on

	£m
Adults & Older People's Services	484.9
Children's Services	284.4
Community Services	52.6
Highways	49.5
School Budgets	790.4
Services for Schools	26.5
Transport Services	73.3
Waste Management	71.1
Other Direct Services to the Public	30.9
Financing Costs	152.3
Management Support & Overheads	161.3
Total	2,177.2



KCC Budget Book

SECTION 8

Budget by Directorate **(including delegations to managers)**

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Education, Learning and Skills**

Corporate Director: **Patrick Leeson**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
1	Strategic Management and Directorate Budgets		Patrick Leeson	655	8,745	9,400	-1,093	8,307	-2,173	6,134
	<u>Quality and Standards (post currently vacant)</u>									
2		Standards and School Improvement (inc. Early Years)	Sue Rogers	6,057	4,308	10,365	-569	9,796	-5,293	4,503
3		Skills and Employability	Sue Dunn	3,080	15,227	18,307	-828	17,479	-9,151	8,328
4		Advocacy and Entitlement	Alex Gamby	17,158	3,657	20,815	-2,385	18,430	-16,197	2,233
5		Quality and Standards divisional budgets	vacant	169	5	174	0	174	0	174
6	Total Quality and Standards			26,464	23,197	49,661	-3,782	45,879	-30,641	15,238
	<u>Planning and Operations (post currently vacant)</u>									
7		Provision, Planning and Operations	David Adams, Martyn Doole & Simon Webb	1,657	3,413	5,070	-3,252	1,818	-1,003	815
8		Fair Access	Scott Bagshaw	2,900	42,306	45,206	-9,511	35,695	-3,450	32,245
9		Assessment	Andy Heather	4,259	12,865	17,124	-3,006	14,118	-10,070	4,048
10		Planning and Operations divisional budgets	vacant	142	5	147	0	147	0	147
11	Total Planning and Operations			8,958	58,589	67,547	-15,769	51,778	-14,523	37,255
12	Schools' Delegated Budgets		Keith Abbott	566,645	187,317	753,962	-113,146	640,816	-640,816	0
13	School Resources		Keith Abbott	0	80,868	80,868	-14,364	66,504	-63,835	2,669
14	Education, Learning and Skills Directorate Total			602,722	358,716	961,438	-148,154	813,284	-751,988	61,296

Please note that details of FTE numbers are contained within the Business Plans

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Families and Social Care**
 Corporate Director: **Andrew Ireland**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
1	Strategic Management and Directorate Budgets		Andrew Ireland	939	2,065	3,004	-172	2,832	0	2,832
	<u>Strategic Commissioning (Mark Lobban)</u>									
2		Commissioning and Partnership Groups	Helen Jones	1,740	1,205	2,945	-146	2,799	-149	2,650
3		Contracting	Cathi Sacco	790	37	827	0	827	0	827
4		Learning Disability	Paula Watson (interim)	561	28	589	0	589	0	589
5		Mental Health Commissioning and Contracting	Paul Absolon	213	5	218	0	218	0	218
6		Safeguarding Adults	Nick Sherlock	469	340	809	-236	573	0	573
7		Safeguarding Children	Donna Marriot	3,886	451	4,337	-316	4,021	0	4,021
8		Strategic Commissioning Divisional Budget	Mark Lobban	3,088	301	3,389	-25	3,364	-617	2,747
9	Total Strategic Commissioning			10,747	2,367	13,114	-723	12,391	-766	11,625
	<u>Specialist Children's Services (Jean Imray (interim))</u>									
10		West Kent	Kathy Lambourne	13,764	9,321	23,085	-335	22,750	-5,292	17,458
11		East Kent	Karen Graham	22,340	19,318	41,658	-2,189	39,469	-9,148	30,321
12		Mid Kent	Michelle Woodward	16,721	12,300	29,021	-685	28,336	-5,639	22,697
13		Corporate Parenting	Liz Totman	14,837	29,600	44,437	-777	43,660	-15,016	28,644
14		Disability Services	Rosemary Henn-Macrae / Graham Smith	3,833	12,827	16,660	-1,138	15,522	0	15,522
15		Early Years	Jennie Landsberg	1,366	2,533	3,899	-107	3,792	0	3,792
16		Specialist Children's Services Divisional Budget	Jean Imray (interim)	184	8,457	8,641	0	8,641	16,580	25,221
17	Total Specialist Children's Services			73,045	94,356	167,401	-5,231	162,170	-18,515	143,655

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Families and Social Care**
 Corporate Director: **Andrew Ireland**

				2012/13 Budget						
Row ref	Division	Unit	Responsible Manager	Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
Older People and Physical Disability (Anne Tidmarsh)										
1		Ashford & Shepway Locality	Mary Silverton	5,902	35,206	41,108	-11,002	30,106	0	30,106
2		Canterbury & Swale Locality	Mike Powe	5,276	34,809	40,085	-11,934	28,151	0	28,151
3		Dover & Thanet Locality	Janice Duff	6,036	39,761	45,797	-14,523	31,274	0	31,274
4		Dartford, Gravesham & Swanley Locality	Vinay Sanger	3,933	27,684	31,617	-9,753	21,864	0	21,864
5		Maidstone & Malling Locality	Jane Barnes	3,629	25,949	29,578	-7,823	21,755	0	21,755
6		South West Kent Locality	Sue Stower	4,814	29,196	34,010	-9,694	24,316	0	24,316
7		Operational Support	Mike Dorman	1,154	5,933	7,087	-4,692	2,395	0	2,395
8		Older People Provision	Caroline Hillen	12,115	10,400	22,515	-5,453	17,062	0	17,062
9		Whole System Demonstrator (WSD)	Hazel Price	201	1,131	1,332	-1,093	239	0	239
10		Older People and Physical Disability Divisional Budget	Anne Tidmarsh	1,040	18,424	19,464	-24,176	-4,712	0	-4,712
11		Older People and Physical Disability		44,100	228,493	272,593	-100,143	172,450	0	172,450
Learning Disability and Mental Health (Penny Southern)										
12		Efficiency Team	James Lampert	348	6	354	0	354	0	354
13		East Kent	Chris Beaney	9,660	65,425	75,085	-6,048	69,037	0	69,037
14		West Kent	Mark Walker	6,241	57,825	64,066	-5,354	58,712	0	58,712
15		Mental Health	Penny Southern/ John Hughes	10,183	15,372	25,555	-3,203	22,352	0	22,352
16		Learning Disability and Mental Health Divisional Budget	Penny Southern	458	6,715	7,173	-1,014	6,159	0	6,159
17		Learning Disability and Mental Health		26,890	145,343	172,233	-15,619	156,614	0	156,614
18	Public Health		Meradin Peachey	297	163	460	-57	403	0	403
19	Families and Social Care Directorate Total			156,018	472,787	628,805	-121,945	506,860	-19,281	487,579

Please note that details of FTE numbers are contained within the Business Plans

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Enterprise and Environment**
 Corporate Director: **Mike Austenberry**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
1	Strategic Management and Directorate Budgets		Mike Austerberry	671	1,502	2,173	0	2,173	0	2,173
	<u>Highways and Transportation (John Burr)</u>									
2		Commercial Management	David Beaver	822	5,019	5,841	-512	5,329	0	5,329
3		Highways Operations	Spencer Palmer	5,001	12,507	17,508	-2,393	15,115	0	15,115
4		Transportation	Tim Read	3,353	43,756	47,109	-8,882	38,227	-203	38,024
5		Programmed Work	Behdad Haratbar	934	22,024	22,958	-1,035	21,923	0	21,923
6		Highways and Transportation Divisional Budget	John Burr	148	0	148	0	148	0	148
7	Total Highways and Transportation			10,258	83,306	93,564	-12,822	80,742	-203	80,539
	<u>Planning and Environment (Paul Crick)</u>									
8		Planning Policy, Minerals & Waste Planning	Tim Martin/ Lillian Harrison	426	177	603	-15	588	0	588
9		Gypsy & Traveller Unit	Bill Forester	257	465	722	-396	326	0	326
10		Heritage Conservation	Lis Dyson	366	75	441	-204	237	-26	211
11		Kent Downs AONB	Nick Johannsen	489	1,315	1,804	-1,134	670	-651	19
12		Flood Risk & Natural Environment	Liz Milne	529	736	1,265	-78	1,187	-148	1,039
13		Planning Applications	Sharon Thompson	913	216	1,129	-550	579	0	579
14		Sustainability & Climate Change	Carolyn McKenzie	628	717	1,345	-370	975	-219	756
15		Transport Planning	Rob Smith	208	442	650	0	650	0	650
16		Planning and Environment Divisional Budgets	Paul Crick	160	12	172	0	172	0	172
17	Total Planning and Environment			3,976	4,155	8,131	-2,747	5,384	-1,044	4,340
	<u>Commercial Operations (Debbie Haigh (acting))</u>									
18		Commercial Services	Debbie Haigh (acting)	0	0	0	-7,761	-7,761	0	-7,761
19		Regeneration Projects	Thersa Bruton	1,570	-293	1,277	-1,239	38	0	38
20	Total Commercial Operations			1,570	-293	1,277	-9,000	-7,723	0	-7,723

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Enterprise and Environment**
 Corporate Director: **Mike Austenberry**

				2012/13 Budget						
Row ref	Division	Unit	Responsible Manager	Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
	<u>Waste Management (Caroline Arnold)</u>									
1		Strategic Projects and Business Development	Sue Barton	443	366	809	-66	743	0	743
2		Waste Operations	Peter Horne	673	70,473	71,146	-2,596	68,550	0	68,550
3		Waste Management Divisional Budget	Caroline Arnold	481	530	1,011	-60	951	0	951
4	Total Waste Management			1,597	71,369	72,966	-2,722	70,244	0	70,244
5	Enterprise and Environment Directorate Total			18,072	160,039	178,111	-27,291	150,820	-1,247	149,573

Please note that details of FTE numbers are contained within the Business Plans

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Customer and Communities**
 Corporate Director: **Amanda Honey**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
1	Strategic Management and Directorate Budgets		Amanda Honey	1,079	308	1,387	-978	409	0	409
	<u>Service Improvement (Angela Slaven)</u>									
2		Commissioned Services	Lesley Andrews	2,340	40,636	42,976	-14,202	28,774	-1,070	27,704
3		Integrated Youth Services	Nigel Baker	9,216	5,329	14,545	-4,955	9,590	-50	9,540
4		Community Safety and Emergency Planning	Stuart Beaumont	3,749	1,211	4,960	-220	4,740	-205	4,535
5		Business Transformation & Programmes	David Weiss	1,410	325	1,735	-39	1,696	0	1,696
6		Service Improvement Divisional Budget	Angela Slaven	158	10	168	0	168	0	168
7	Total Service Improvement			16,873	47,511	64,384	-19,416	44,968	-1,325	43,643
	<u>Customer Services (Des Crilley)</u>									
8		Community Learning & Skills	Ian Forward	11,144	5,407	16,551	-16,765	-214	0	-214
9		Libraries, Archives & Registration	Cath Anley	13,571	6,033	19,604	-5,308	14,296	0	14,296
10		Culture and Sport	Chris Hespe	2,148	3,431	5,579	-2,292	3,287	-16	3,271
11		Regulatory Services	Mike Overbeke	5,535	4,323	9,858	-2,165	7,693	-118	7,575
12		Customer Relationships	Jane Kendal	5,889	3,041	8,930	-2,776	6,154	-89	6,065
13		Customer Services Divisional Budgets	Des Crilley	263	52	315	-61	254	0	254
14	Total Customer Services			38,550	22,287	60,837	-29,367	31,470	-223	31,247
	<u>Communication, Consultation & Community Engagement (Matt Burrows)</u>									
15		Community Liaison and Communication & Engagement (Consultations & Engagement)	Steve Charman	1,100	1,300	2,400	0	2,400	0	2,400
16		Communication & Engagement (Digital Services)	Tracey Gleeson	430	0	430	0	430	0	430
17		Communication & Engagement (Media & Operations)	Marcus Chrysostomou	539	0	539	0	539	0	539
18		Communication & Engagement (Internal Communications)	Paula Rixon	156	0	156	0	156	0	156
		Communication, Consultation & Community Engagement Divisional Budgets	Matt Burrows	1,090	23	1,113	-11	1,102	0	1,102
19	Total Communication, Consultation & Community Engagement			3,315	1,323	4,638	-11	4,627	0	4,627
20	Customer and Communities Directorate Total			59,817	71,429	131,246	-49,772	81,474	-1,548	79,926

Please note that details of FTE numbers are contained within the Business Plans

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Business Strategy and Support**
 Corporate Director: **David Cockburn**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
1	Strategic Management and Directorate Budgets		David Cockburn	460	2,509	2,969	-193	2,776	-4,388	-1,612
	<u>Governance and Law (Geoff Wild)</u>									
2		Democratic & Member Services	Peter Sass	1,336	3,187	4,523	-3	4,520	0	4,520
3		Legal - Commercial	Peter Mulholland	2,225	121	2,346	-3,438	-1,092	0	-1,092
4		Legal - Litigation & Social Welfare	Ian Clark	4,323	201	4,524	-6,322	-1,798	0	-1,798
5		Governance and Law Divisional Budget	Geoff Wild	786	2,683	3,469	-2,710	759	0	759
6	Total Governance and Law			8,670	6,192	14,862	-12,473	2,389	0	2,389
	<u>Business Strategy (Vacant)</u>									
7		Business Intelligence, Performance & Risk	Richard Hallett (acting)	1,263	328	1,591	-99	1,492	0	1,492
8		Policy & Strategic Relationships	David Whittle	1,137	315	1,452	-60	1,392	0	1,392
9		Economic & Spatial Development	Barbara Cooper	982	2,915	3,897	-263	3,634	0	3,634
10		International Affairs	Ron Moys	403	173	576	-163	413	0	413
11		Business Strategy Divisional Budgets	Vacant	616	55	671	0	671	0	671
12	Total Business Strategy			4,401	3,786	8,187	-585	7,602	0	7,602
	<u>Information, Communication and Technology (Peter Bole)</u>									
13		EiS (incl. Schools broadband)	Claire Hewett	3,553	5,105	8,658	-8,835	-177	0	-177
14		Kent Public Services Network	Vacant	134	3,356	3,490	-925	2,565	0	2,565
15		Kent Connects	Carol Patrick	163	133	296	-6	290	0	290
16		Operations	Vacant	11,642	1,458	13,100	-3,610	9,490	0	9,490
17		Commissioning	Vacant	1,192	4,762	5,954	0	5,954	-591	5,363
18		Information, Communication and Technology Divisional Budget	Peter Bole	145	0	145	0	145	0	145
19	Total Information, Communication and Technology			16,829	14,814	31,643	-13,376	18,267	-591	17,676

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Business Strategy and Support**
 Corporate Director: **David Cockburn**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
		Property & Infrastructure (Rebecca Spore)								
1		Asset Development & Commissioning	Nigel Brown	1,091	490	1,581	-35	1,546	0	1,546
2		Estates Management	Mark Cheverton	879	49	928	-20	908	0	908
3		Capital Programme Delivery	Karen Millar (interim)	1,337	-1,174	163	0	163	0	163
4		Operational Services (including Corporate Landlord)	Terry Whitlock	2,335	20,806	23,141	-2,371	20,770	-505	20,265
5		Property & Infrastructure Divisional Budget	Rebecca Spore	225	241	466	0	466	0	466
6		Total Property and Infrastructure		5,867	20,412	26,279	-2,426	23,853	-505	23,348
		Human Resources (Amanda Beer)								
7		HR Business Centre	Jackie Turner-Robinson	5,646	2,064	7,710	-5,666	2,044	0	2,044
8		Organisational Development	Vacant	2,551	4,540	7,091	-2,865	4,226	0	4,226
9		Employment Strategy	Paul Royel	2,459	478	2,937	-226	2,711	0	2,711
10		Health & Safety	Helen Bale	771	42	813	-24	789	0	789
11		Human Resources Divisional Budget	Amanda Beer	758	-65	693	0	693	0	693
12		Total Human Resources		12,185	7,059	19,244	-8,781	10,463	0	10,463
		Finance and Procurement (Andy Wood)								
13		Procurement	Henry Swan	1,553	55	1,608	0	1,608	0	1,608
14		Financial Management	Cath Head	5,088	2,235	7,323	-364	6,959	0	6,959
15		Financial Strategy	Dave Shipton	168	703	871	0	871	0	871
16		Financial Services	Nick Vickers	6,272	1,107	7,379	-3,584	3,795	0	3,795
17		Business Partners, Schools Financial Services and EduKent	Keith Abbott	2,633	0	2,633	-1,193	1,440	-2,388	-948
18		Internal Audit	Neeta Major (interim)	601	253	854	-34	820	0	820
19		Finance and Procurement Divisional Budget	Andy Wood	756	141	897	-115	782	0	782
20		Total Finance & Procurement		17,071	4,494	21,565	-5,290	16,275	-2,388	13,887
		Public Health (Meradin Peachey)								
21		LiNK	Meradin Peachey	64	469	533	-60	473	0	473
22		Sub Total - Business Strategy and Support (exc. Financing Items)		65,547	59,735	125,282	-43,184	82,098	-7,872	74,226

Please note that details of FTE numbers are contained within the Business Plans

Section 8 - 2012/13 Revenue Budget by Directorate

Directorate: **Business Strategy and Support**
 Corporate Director: **David Cockburn**

Row ref	Division	Unit	Responsible Manager	2012/13 Budget						
				Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
		Financing Items (Finance & Procurement - Andy Wood)								
1		Audit Fees	Andy Wood	0	464	464	0	464	0	464
2		Carbon Reduction Commitment	Andy Wood	0	400	400	0	400	0	400
3		Contingency for Children's Improvement Plan	Andy Wood	749	0	749	0	749	0	749
4		Contribution to IT Asset Maintenance Reserve	Andy Wood	0	3,302	3,302	0	3,302	0	3,302
5		Contribution to/from reserves	Andy Wood	0	4,646	4,646	0	4,646	0	4,646
6		Insurance Fund	Andy Wood	0	4,679	4,679	0	4,679	0	4,679
7		Modernisation of the Council	Andy Wood	0	3,500	3,500	0	3,500	0	3,500
8		Net Debt costs (incl. Investment Income)	Andy Wood	0	133,071	133,071	-10,077	122,994	0	122,994
9		Other	Andy Wood	0	2,328	2,328	0	2,328	0	2,328
10		Unallocated	Andy Wood	98	2,150	2,248	0	2,248	0	2,248
11		Underspend rolled forward from previous year	Andy Wood	0	-3,079	-3,079	0	-3,079	0	-3,079
12		Unringfenced Government Grants	Andy Wood	0	0	0	0	0	-90,510	-90,510
13		Sub Total - Financing Items		847	151,461	152,308	-10,077	142,231	-90,510	51,721
14		Business Strategy and Support Directorate Total		66,394	211,196	277,590	-53,261	224,329	-98,382	125,947
KCC TOTAL				903,023	1,274,167	2,177,190	-400,423	1,776,767	-872,446	904,321

Please note that details of FTE numbers are contained within the Business Plans

KCC Budget Book

Appendix A

**Portfolio Revenue
Budgets**

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Adults and Older People								
			<i>Direct Payments</i>								
1	9,672	ASC&PH	Learning Disability	0	11,573	11,573	-547	11,026	0	11,026	Approximately 1000 clients are expected to be receiving an on-going direct payment. These people have been assessed as being eligible for social care support, but have chosen to arrange and pay for their own care and support services instead of receiving them directly from the local authority. There will also be a number of one-off direct payments made during the year for such things as items of equipment and respite care
2	732	ASC&PH	Mental Health	0	995	995	0	995	0	995	Approximately 200 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
3	5,494	ASC&PH	Older People	0	7,008	7,008	-787	6,221	0	6,221	Around 1000 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year.
4	7,895	ASC&PH	Physical Disability	0	9,561	9,561	-374	9,187	0	9,187	Around 1000 clients are expected to be receiving an on-going direct payment ; there will also be a number of one-off direct payments made during the year.
			<i>Domiciliary Care</i>								
5	5,642	ASC&PH	Learning Disability	2,639	3,630	6,269	-1,187	5,082	0	5,082	Domiciliary care provided by the independent sector supporting approximately 420 people to live at home. In addition this service provides: support to 120 people through the independent living scheme and other domiciliary support
6	598	ASC&PH	Mental Health	0	532	532	-80	452	0	452	Services provided through the independent sector supporting people to live at home

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
7	34,485	ASC&PH	Older People	6,197	37,639	43,836	-12,033	31,803	0	31,803	Domiciliary care provided by the independent sector supporting nearly 5,000 people to live at home. In addition this service provides: - the Kent Enablement at Home Service which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills; and a number of small contracts for services primarily with Health, including the night sitting service, recuperative care and rapid response.
8	7,129	ASC&PH	Physical Disability	269	7,291	7,560	-576	6,984	0	6,984	Domiciliary care provided by the independent sector supporting approximately 950 people to live at home. This service also provides other domiciliary support (KCC and Independent Living Scheme).
			<i>Nursing and Residential Care</i>								
9	70,390	ASC&PH	Learning Disability	2,036	74,128	76,164	-6,459	69,705	0	69,705	620 clients are provided services through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients through the independent sector and 88 respite beds across various KCC sites.
10	5,924	ASC&PH	Mental Health	0	6,929	6,929	-875	6,054	0	6,054	10,300 weeks of residential care provided through the independent sector. This service also provides approximately 3,000 weeks of permanent residential care for preserved rights clients through the independent sector.
11	23,477	ASC&PH	Older People - Nursing	0	44,812	44,812	-22,674	22,138	0	22,138	Around 1,500 clients provided this service through the independent sector. This service administers the payment of the health element of the nursing cost and reclaims this from PCT's

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
12	50,605	ASC&PH	Older People - Residential	10,991	74,358	85,349	-36,494	48,855	0	48,855	Approximately 2,900 clients on average provided through the independent sector. In addition, this service provides: permanent residential care for preserved rights clients provided through the independent sector. In-house this provides 201 residential care beds and 60 nursing care beds.
13	11,567	ASC&PH	Physical Disability	0	13,813	13,813	-1,969	11,844	0	11,844	Approximately 260 clients provided this service through the independent sector.
			Supported Accommodation								
14	27,709	ASC&PH	Learning Disability	462	32,636	33,098	-3,694	29,404	0	29,404	Services provided through the independent sector for approximately 620 people in supported accommodation/supported living.
15	1,359	ASC&PH	Physical Disability/Mental Health	0	2,552	2,552	-274	2,278	0	2,278	Services provided through the independent sector in respect of individuals in supported living and supported accommodation
			Other Services for Adults and Older People								
16	13,742	ASC&PH	Contributions to Voluntary Organisations	0	16,044	16,044	-902	15,142	0	15,142	Payments to voluntary organisations for a range of preventative services supporting approximately 6,000 people.
			Day Care								
17	13,114	ASC&PH	Learning Disability	6,767	6,344	13,111	-503	12,608	0	12,608	Day care/day services provided both in the independent sector and in-house
18	3,769	ASC&PH	Older People	1,124	2,329	3,453	-195	3,258	0	3,258	Day care/day services provided both in the independent sector and in-house
19	1,581	ASC&PH	Physical Disability / Mental Health	0	1,565	1,565	-38	1,527	0	1,527	Day care/day services provided both in the independent sector and in-house

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
20	5,852	ASC&PH	Other Adult Services	1,049	16,886	17,935	-23,780	-5,845	0	-5,845	A range of other services including: - approximately 240,000 home delivered hot meals; Occupational Therapy & Sensory Disability services working in partnership with Health, Hi Kent and Kent Association for the Blind to provide approximately 56,000 items of equipment. Community outreach support to clients with mental health problems; providing support for people with a disability to fund and keep work; collaborating with health on the delivery of Telehealth and Telecare services.
21	565	ASC&PH	Safeguarding	469	340	809	-236	573	0	573	A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults
22	59	ASC&PH	Public Health (incl. Local Involvement Network)	0	84	84	-57	27	0	27	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
23	301,360		Total Direct Services to the Public	32,003	371,049	403,052	-113,734	289,318	0	289,318	
			<u>Assessment Services</u>								
24	37,792	ASC&PH	Adult's Social Care Staffing	37,936	2,152	40,088	-1,981	38,107	0	38,107	Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers
25	37,792		Total Assessment Services	37,936	2,152	40,088	-1,981	38,107	0	38,107	

Appendix A - Portfolio Revenue Budgets

Adult Social Care and Public Health

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Management, Support Services and Overheads								
26	9,010	ASC&PH	Directorate Management & Support - Families and Social Care (FSC)	7,401	1,663	9,064	-485	8,579	0	8,579	
27	9,010		Total Management, Support Services and Overheads	7,401	1,663	9,064	-485	8,579	0	8,579	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
28	348,162		TOTAL	77,340	374,864	452,204	-116,200	336,004	0	336,004	

Appendix A - Portfolio Revenue Budgets

Business Strategy, Performance and Health Reform

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Community Services								
1	473	BSP&HR	Public Health (incl. Local Involvement Network)	64	469	533	-60	473	0	473	Health Promotion and the 'Mobile House' project which delivers discreet lifestyle messages to promote behavioural change. Funding for the Kent LINK and payment to an independent company whose role it is to help the work of the Kent LINK in improving health and social care services
2	473		Total Direct Services to the Public	64	469	533	-60	473	0	473	
			Financing Items								
3	2,352	BSP&HR	Contribution to IT Asset Maintenance Reserve	0	3,302	3,302	0	3,302	0	3,302	Annual contribution towards ICT infrastructure replacement
4	2,352		Total Financing Items	0	3,302	3,302	0	3,302	0	3,302	
			Management, Support Services and Overheads								
5	-2,094	BSP&HR	Directorate Management & Support Business Strategy & Support (BSS)	460	2,509	2,969	-193	2,776	-4,388	-1,612	
6	9,882	BSP&HR	BSS - Human Resources	6,539	4,995	11,534	-3,115	8,419	0	8,419	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.

Appendix A - Portfolio Revenue Budgets

Business Strategy, Performance and Health Reform

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
7	23,720	BSP&HR	BSS - Property and Infrastructure	5,867	20,412	26,279	-2,426	23,853	-505	23,348	Responsibility for the management of KCC's land and property portfolio. This involves strategic asset management across the estate (Corporate Landlord) and is supported by the provision of professional property services delivered in-house and via external consultants.
8	19,187	BSP&HR	BSS - Information, Communications and Technology (ICT)	16,829	14,814	31,643	-13,376	18,267	-591	17,676	The division works collaboratively with the business to deliver value for money ICT products and services which enable KCC to better serve the people of Kent. The Kent Public Services Network and the majority of telecommunication costs for KCC, are included here.
9	3,474	BSP&HR	BSS - Business Strategy	2,774	588	3,362	-99	3,263	0	3,263	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
10	-1,457	BSP&HR	BSS - Governance and Law	7,334	3,005	10,339	-12,470	-2,131	0	-2,131	Provides legal advice and services to KCC, public bodies and other local authorities.
11	52,712		Total Management, Support Services and Overheads	39,803	46,323	86,126	-31,679	54,447	-5,484	48,963	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
12	55,537		TOTAL	39,867	50,094	89,961	-31,739	58,222	-5,484	52,738	

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Adults and Older People								
			<i>Other Services for Adults and Older People</i>								
1	1,507	C&C	Drug & Alcohol services	916	15,181	16,097	-13,615	2,482	-1,070	1,412	5,470 adults across Kent accessing structured alcohol and drug treatment; 401 young people accessing structured young persons services
2	29,739	C&C	Supporting People	395	25,353	25,748	0	25,748	0	25,748	24,000 vulnerable people receiving support to enable independent living in their own homes
			Children's Services								
			<i>Education and Personal</i>								
3	6,222	C&C	Youth Service	5,384	3,400	8,784	-2,636	6,148	-50	6,098	Over 220,000 attendances at youth centres; 42,369 attendances at street-based projects; 4,822 young people on Duke of Edinburgh Award; 89,421 daytime outdoor education sessions; 30,000 votes cast in Kent Youth County Council
4	3,608	C&C	Youth Offending Service	3,832	1,929	5,761	-2,319	3,442	0	3,442	4,907 assessments conducted; 786 court sessions attended; 2,702 reports produced; 2,122 young people on remand; 1,222 young people on community based penalties supervised; support for 80 young people in custody; 200 parenting interventions delivered; 150 mediation cases delivered; 3,000 young offenders aged 10-17
			Community Services								
5	923	C&C	Archive Service (incl. Museum Development)	1,090	239	1,329	-329	1,000	0	1,000	8,000 documents produced for researchers (service closure prior to Kent History Centre opening); 10,000 Modern Records Centre enquiries; 7,000 visitors to archive search rooms; Management of 2,080 cubic metres of manuscript collections; 3,000 postal enquiries; 16,000 telephone enquiries.

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
6	2,009	C&C	Arts Development (incl. grant to Turner Contemporary)	405	1,238	1,643	0	1,643	0	1,643	£2.7m of funding levered into the Arts and Culture (£10.96 levered in for every £1 match funded by KCC) in Kent as well as supporting bids with further leverage in excess of £2m; 167,932 people engaging in the arts, facilitated by the unit. Over 300,000 visitors to the Turner Contemporary gallery since opening in April 2011.
7	5,000	C&C	Big Society Fund	0	0	0	0	0	0	0	One off funding in 2011/12, but with money available to spend in 2012/13. A fund to support new and existing social enterprises, boosting employment opportunities in Kent and helping to grow the economy.
8	-200	C&C	Community Learning Services	11,144	5,407	16,551	-16,765	-214	0	-214	34,630 student enrolments for Adult Learning programmes consisting of: 29,400 students attending Personal and Community Development learning; 4,500 Adults attending family programmes and 730 Neighbourhood Learning in Deprived Communities; 200 new adult apprenticeships; 590 new starts for work-based learning; 180 new starts for 16-18 apprenticeships and 650 attending foundation learning courses.
9	1,750	C&C	Community Safety	381	823	1,204	-21	1,183	-205	978	Leads the co-ordination and delivery of safer and stronger communities for the people of Kent
10	2,840	C&C	Community Wardens	2,732	164	2,896	0	2,896	0	2,896	101 KCC Community Wardens deployed across Kent
11	3,996	C&C	Contact Centre & Consumer Direct	5,428	964	6,392	-2,332	4,060	-89	3,971	Contact Centre handling 1.2m calls from the public annually. From April 2012 Consumer Direct will be delivering first level consumer advice to people in both England and Wales as part of a new contract.
12	1,786	C&C	Gateways	461	2,077	2,538	-444	2,094	0	2,094	Contribution towards running costs for 10 Gateways with district councils serving over 400,000 customer transactions

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
13	14,279	C&C	Library Services	10,120	5,404	15,524	-1,844	13,680	0	13,680	Service comprising of 99 permanent libraries and 11 mobile vans issuing approx 6.4m items (mostly books); supporting 6.7m physical visits, 1.8m virtual visits; 24,500 activities (e.g. Community Groups); 650,000 hours of free public PC use; 2,000 home library service customers; 1,550 blind and partially sighted Postal Loan service customers; 6,000 clients in Prison Library service.
14	1,174	C&C	Sports Development	868	1,490	2,358	-1,373	985	0	985	30,000 young people involved in Kent School Games from 550 schools; 1,200 athletes supported to compete at national level in run up to 2012 Olympic and Paralympic Games; 1,357 coaches, leaders, officials, volunteers, teachers trained; 800,000 page views on Kent sport website; £2.4m investment levered into Sport in Kent; 2,000 volunteers registered with the Kent event Team, to support sport, leisure & cultural events in the build up to the London 2012 Games and beyond.
15	945	C&C	Supporting Independence & Employment	1,196	356	1,552	-587	965	0	965	100 KCC apprenticeships facilitated; 65 vulnerable learner apprenticeships delivered. Service also facilitates disadvantaged groups to support them into paid, voluntary employment, further education and training.
			Environment								
16	705	C&C	Country Parks	875	703	1,578	-919	659	-16	643	Manage 16 Country Parks covering 1,750 acres; 1.5m visitors per year; deliver environmental education to 9,000 children.
17	2,024	C&C	Countryside Access (incl. Public Rights of Way)	1,676	1,230	2,906	-905	2,001	-118	1,883	Define & maintain 6,847km of Public Rights of Way and deliver the Explore Kent service which handles 79,700 letters, phone calls and emails received from the public annually and reviews over 1.8m page views on the Explore Kent website
			Local Democracy								
18	443	C&C	Community Engagement	660	60	720	0	720	0	720	Community Engagement Officers

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Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
19	1,240	C&C	Member Grants (incl. Elections)	0	1,240	1,240	0	1,240	0	1,240	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
			Regulatory Services								
20	2,284	C&C	Coroners	680	2,157	2,837	-475	2,362	0	2,362	Investigation of 7,500 deaths in suspicious circumstances reported to Coroner resulting in 4,400 post mortems and 750 inquests. Service also deals with 3,000 body removals.
21	649	C&C	Emergency Planning	636	224	860	-199	661	0	661	Provision of all KCC emergency planning and business continuity requirements in accordance with law; provision of support to pan -Kent resilience portfolio, including Olympic Games resilience; consultancy and training services to district customers.
22	-173	C&C	Registration	2,361	390	2,751	-3,135	-384	0	-384	Over 26,800 births and death registered, over 4,650 civil marriage ceremonies registered and conducted, 2,100 new citizens naturalised.
23	3,437	C&C	Trading Standards	3,179	936	4,115	-785	3,330	0	3,330	1,000 businesses given information, advice or guidance; 784 licences issued; 200 Buy with Confidence issued; 80 campaigns initiated; 159 alert messages sent. Service incorporates Kent Scientific Services dealing with 6000 analytical and 960 calibration laboratory samples.
24	86,187		Total Direct Services to the Public	54,419	70,965	125,384	-48,683	76,701	-1,548	75,153	
			Management, Support Services and Overheads								
25	5,234	C&C	Directorate Management & Support - Customer & Communities (C&C)	5,398	464	5,862	-1,089	4,773	0	4,773	

Appendix A - Portfolio Revenue Budgets

Customer and Communities

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
26	5,234		Total Management, Support Services and Overheads	5,398	464	5,862	-1,089	4,773	0	4,773	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
27	91,421		TOTAL	59,817	71,429	131,246	-49,772	81,474	-1,548	79,926	

Appendix A - Portfolio Revenue Budgets

Democracy and Partnerships

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Local Democracy								
1	958	D&P	Member Grants (incl. Elections)	0	1,273	1,273	0	1,273	0	1,273	Grants controlled by individual Members, grants to Local Boards, grants to District Councils, cost of council elections
2	958		Total Direct Services to the Public	0	1,273	1,273	0	1,273	0	1,273	
			<u>Financing Items</u>								
3	464	D&P	Audit Fees	0	464	464	0	464	0	464	
4	464		Total Financing Items	0	464	464	0	464	0	464	
			<u>Management, Support Services and Overheads</u>								
5	822	D&P	BSS - Finance and Procurement	601	253	854	-34	820	0	820	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
6	687	D&P	BSS - Business Strategy	645	283	928	-223	705	0	705	The division supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, economic development, effective performance management, research and business intelligence, international affairs and partnerships.
7	3,925	D&P	BSS - Democratic and Members	1,336	2,617	3,953	-3	3,950	0	3,950	The cost of supporting the 84 elected members of the County Council and the responsibility for the council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007.

Appendix A - Portfolio Revenue Budgets

Democracy and Partnerships

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
8	5,434		Total Management, Support Services and Overheads	2,582	3,153	5,735	-260	5,475	0	5,475	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
9	6,856		TOTAL	2,582	4,890	7,472	-260	7,212	0	7,212	

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Children's Services								
			<i>Education and Personal</i>								
1	2,553	ELS	14 to 19 year olds	1,234	1,846	3,080	-534	2,546	-1,006	1,540	A range of services for young people including preparation for employment, vocational training, apprenticeships, and Skills Force
2	1,492	ELS	Attendance & Behaviour	10,284	8,568	18,852	-349	18,503	-17,689	814	Investigation of overall attendance issues, particularly unauthorised absence and persistent absenteeism from school, and provision of alternative education services for those excluded or at risk of exclusion from school, or missing school for health reasons.
3	9,787	ELS	Connexions	0	6,787	6,787	0	6,787	0	6,787	Contract with Connexions service for the provision of information, advice and guidance to young people
4	2,933	ELS	Early Years and Childcare	2,368	3,080	5,448	0	5,448	-5,043	405	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
5	3,315	ELS	Education Psychology Service	2,599	316	2,915	-13	2,902	0	2,902	Statutory assessment of children with special educational needs
6	0	ELS	Free School Meals	0	1,288	1,288	0	1,288	-1,288	0	Provision of free school meals for primary schools who had decided not to take delegation of this budget. This budget will be fully delegated to schools from August 2012

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
7	1,363	ELS	Individual Learner Support (incl. Minority Communities Achievement and Partnership with Parents services)	8,720	1,461	10,181	-2,330	7,851	-6,653	1,198	A range of specialist services to support children with learning difficulties and disabilities in local authority maintained schools, to provide advice and support on meeting the needs and raising the achievement of minority ethnic children and young people including those that don't speak English as a main language and the provision of support to parents of disabled children and children with Special Educational Needs.
8	0	ELS	Statemented Pupils	929	6,515	7,444	-3,680	3,764	-3,764	0	Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units
Schools Budgets											
9	0	ELS	Independent Special School placements	0	12,549	12,549	-2,993	9,556	-9,556	0	Placements for over 290 children with severe special educational needs whose needs cannot be met within maintained schools
10	0	ELS	PFI Schools Scheme	0	23,871	23,871	-9,012	14,859	-14,859	0	Service charges for 11 PFI schools
11	0	ELS	Schools Delegated budgets	566,645	187,317	753,962	-113,146	640,816	-640,816	0	Budgets managed directly by almost 500 local authority maintained schools
Schools Services											
12	0	ELS	Meals	21	442	463	0	463	-463	0	Contribution to the cost of school meals to improve quality and take up. This budget will be delegated to schools from August 2012
13	102	ELS	Non delegated staff costs	0	2,644	2,644	-2,310	334	-231	103	Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
14	485	ELS	Other Services	722	6,391	7,113	-3,141	3,972	-3,505	467	Crossing Patrols, collective licences, provision of temporary mobile classrooms, tree safety, coordination of cleaning and refuse contracts and various other minor non delegated budgets
15	0	ELS	Redundancy costs	0	1,232	1,232	0	1,232	-1,232	0	Redundancy costs for school staff
16	6,251	ELS	School Improvement	3,689	1,892	5,581	-828	4,753	-250	4,503	Providing advice, guidance and challenge to primary, secondary and special schools and PRUs to raise standards of pupil achievement, and to implement national and local strategies. Support and training for 7,000 school governors
17	-431	ELS	Special School and Hospital recoupment	0	1,660	1,660	-4,880	-3,220	2,420	-800	Payments to other local authorities for Kent pupils educated in other local authority special schools and hospitals. Income from other local authorities for pupils educated in KCC maintained special schools
18	4,945	ELS	Teachers Pension costs	0	7,829	7,829	-684	7,145	-2,000	5,145	Cost of teacher early retirements
			Transport Services								
19	1,570	ELS	Home to College Transport	0	1,973	1,973	-367	1,606	0	1,606	Transport to and from further education colleges for 2,000 post 16 students
20	13,917	ELS	Home to School Transport (Mainstream)	0	13,600	13,600	-584	13,016	0	13,016	Transport to and from school for 17,000 eligible children
21	17,039	ELS	Home to School Transport (Special Educational Need)	26	17,246	17,272	0	17,272	0	17,272	Specialist transport arrangements for 3,900 children with special educational needs
22	65,321		Total Direct Services to the Public	597,237	308,507	905,744	-144,851	760,893	-705,935	54,958	
			Assessment Services								
23	1,851	ELS	Assessment of SEN Children	1,660	0	1,660	0	1,660	-514	1,146	Assessment of children with Special Educational Needs

Appendix A - Portfolio Revenue Budgets

Education, Learning and Skills

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
				Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
24	1,851		Total Assessment Services	1,660	0	1,660	0	1,660	-514	1,146	
			<u>Management, Support Services and Overheads</u>								
25	2,806	ELS	Directorate Management & Support - Education, Learning and Skills (ELS)	3,825	8,933	12,758	-3,303	9,455	-6,039	3,416	
26	2,806		Total Management, Support Services and Overheads	3,825	8,933	12,758	-3,303	9,455	-6,039	3,416	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
27	69,978		TOTAL	602,722	317,440	920,162	-148,154	772,008	-712,488	59,520	

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Environment								
1	1,738	EH&W	Environmental Management (incl. Coastal Protection)	1,843	3,415	5,258	-1,786	3,472	-1,044	2,428	Flood risk management, carbon reduction, biodiversity planning, heritage conservation & planning, coastal conservation, and sustainability & climate change
			Highways								
			<i>Highways Maintenance</i>								
2	3,238	EH&W	Adverse Weather	0	3,238	3,238	0	3,238	0	3,238	Includes provision for 73 salting runs, salting approximately 4,000km of the highway per run
3	2,496	EH&W	Bridges and other structures	195	2,471	2,666	-259	2,407	0	2,407	Maintenance of 2,700 bridges and structures and two road tunnels
4	13,927	EH&W	General maintenance and emergency response	3,132	11,260	14,392	-486	13,906	0	13,906	Inspection and maintenance of 8,500km of highway and 6,000km of pavements.
5	3,303	EH&W	Highways drainage	152	3,036	3,188	-82	3,106	0	3,106	Maintenance of 340,000 road drainage gullies
6	232	EH&W	Signs, lines and bollards	0	0	0	0	0	0	0	Separate budget line no longer exists in 2012/13 therefore now included within general maintenance and highway improvements budgets
7	3,611	EH&W	Streetlight maintenance	344	3,424	3,768	-167	3,601	0	3,601	Maintenance for 120,000 streetlights
			<i>Highways Safety and Management</i>								
8	833	EH&W	Development Planning	1,788	371	2,159	-1,283	876	0	876	Includes developer agreements & developer plans, local development framework and development control. Budget previously included under Highway Improvements and Sustainable Transport (now Transport Planning)
9	1,477	EH&W	Highway improvements	334	1,277	1,611	-120	1,491	0	1,491	Support for highway resurfacing and other improvement programmes to reduce congestion, improve air quality and help prevent crashes. Reduction from 2011/12 due to transfer to new budget line Development Planning
10	970	EH&W	Road safety	695	3,008	3,703	-2,720	983	0	983	Reduce road casualties through educational campaigns and engineering measures and provide funding to support the Kent and Medway Safety Camera Partnership

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
11	5,104	EH&W	Streetlight energy	0	5,845	5,845	0	5,845	0	5,845	Payment for electricity to light 120,000 streetlights
12	2,872	EH&W	Traffic management	2,070	3,519	5,589	-2,653	2,936	0	2,936	Running cost and maintenance for 15,000 traffic lights and providing congestion reduction measures
13	3,163	EH&W	Tree maintenance, grass cutting and weed control	21	3,339	3,360	-170	3,190	0	3,190	Maintenance of 11million sq metres of grass areas and 500,000 trees
Planning and Transport Strategy											
14	759	EH&W	Planning & Transport Policy	634	619	1,253	-15	1,238	0	1,238	Developing key strategic transport improvements such as new Lower Thames Crossing, solutions to Operation Stack and enhancements to the rail network. Strategic influencing and producing the Minerals & Waste Development Framework and the Local Transport Plan
15	602	EH&W	Planning Applications	913	216	1,129	-550	579	0	579	Receiving and processing over 530 planning applications and submissions each year
Transport Services											
16	16,304	EH&W	Concessionary Fares	0	16,307	16,307	-27	16,280	0	16,280	17 million free bus journeys for elderly people
17	11,152	EH&W	Freedom Pass	0	13,648	13,648	-2,459	11,189	0	11,189	Over 26,400 passes issued to young people aged 11 to 16 for free bus travel
18	7,865	EH&W	Subsidised Bus Routes	257	9,773	10,030	-2,370	7,660	0	7,660	Support for over 200 otherwise uneconomic bus routes
19	648	EH&W	Transport Planning	300	164	464	-15	449	-203	246	Improve public transport and access to key services. Reduction from 2011/12 due to new budget line Development Planning under Highway Services above
Waste Management											
<i>Recycling and diversion from landfill</i>											
20	7,307	EH&W	Household Waste recycling centres	0	8,235	8,235	-1,109	7,126	0	7,126	Operation of 19 sites providing recycling facilities for 4 million visitors per year

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
21	679	EH&W	Partnership & waste co-ordination	0	715	715	-126	589	0	589	Collaborative working and public campaigns to reduce overall waste and increase recycling
22	5,232	EH&W	Payments to Waste Collection Authorities (District Councils)	0	5,333	5,333	-102	5,231	0	5,231	Payments to support recycling initiatives that reduce the amount of waste that would otherwise have to be disposed of (through more costly routes, e.g. landfill)
23	9,653	EH&W	Recycling Contracts and Composting	0	10,976	10,976	-614	10,362	0	10,362	Processing around 332,000 tonnes (45%) of domestic waste produced in Kent
			<i>Waste Disposal</i>								
24	513	EH&W	Closed Landfill Sites & Abandoned Vehicles	0	749	749	-266	483	0	483	
25	29,046	EH&W	Disposal Contracts	0	28,853	28,853	-430	28,423	0	28,423	Treatment and/or disposal of 398,000 tonnes (55%) of domestic waste produced in Kent through waste to energy recovery (300,000 tonnes) or landfill (98,000 tonnes)
26	8,508	EH&W	Haulage & Transfer Stations	0	8,686	8,686	-75	8,611	0	8,611	Operation of 6 facilities to provide local disposal points for the efficient delivery of District Council collection services and outlets for some commercial waste.
27	6,880	EH&W	Landfill Tax	0	7,543	7,543	0	7,543	0	7,543	Unavoidable tax on waste disposed of via landfill
28	148,112		Total Direct Services to the Public	12,678	156,020	168,698	-17,884	150,814	-1,247	149,567	
			<u>Financing Items</u>								
29	-7,261	EH&W	Commercial Services (net contribution)	0	0	0	-7,761	-7,761	0	-7,761	Contribution from Commercial Services towards KCC overheads
30	-7,261		Total Financing Items	0	0	0	-7,761	-7,761	0	-7,761	

Appendix A - Portfolio Revenue Budgets

Environment, Highways and Waste

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			<u>Management, Support Services and Overheads</u>								
31	7,887	EH&W	Directorate Management & Support - Enterprise and Environment (E&E)	3,824	4,312	8,136	-407	7,729	0	7,729	
32	7,887		Total Management, Support Services and Overheads	3,824	4,312	8,136	-407	7,729	0	7,729	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
33	148,738		TOTAL	16,502	160,332	176,834	-26,052	150,782	-1,247	149,535	

Appendix A - Portfolio Revenue Budgets

Finance and Business Support

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			<u>Financing Items</u>								
1	1,368	F&BS	Carbon Reduction Commitment	0	400	400	0	400	0	400	
2	3,240	F&BS	Contingency for Children's Improvement Plan	749	0	749	0	749	0	749	
3	-11,245	F&BS	Contribution to/from reserves	0	4,646	4,646	0	4,646	0	4,646	
4	3,429	F&BS	Insurance Fund	0	4,679	4,679	0	4,679	0	4,679	Contribution to self insurance fund
5	4,000	F&BS	Modernisation of the Council	0	3,500	3,500	0	3,500	0	3,500	One-off costs associated with restructure of the council including redundancy provision
6	119,671	F&BS	Net Debt costs (incl. Investment Income)	0	133,071	133,071	-10,077	122,994	0	122,994	
7	1,328	F&BS	Other	0	2,328	2,328	0	2,328	0	2,328	
8	3,150	F&BS	Unallocated	98	2,150	2,248	0	2,248	0	2,248	
9	-5,711	F&BS	Underspend rolled forward from previous year	0	-3,079	-3,079	0	-3,079	0	-3,079	
10	-85,054	F&BS	Unringfenced Government Grants	0	0	0	0	0	-90,510	-90,510	
11	34,176		Total Financing Items	847	147,695	148,542	-10,077	138,465	-90,510	47,955	
			<u>Management, Support Services and Overheads</u>								
12	12,290	F&BS	BSS - Finance and Procurement	16,470	3,538	20,008	-5,256	14,752	-2,388	12,364	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
13	2,259	F&BS	BSS - Human Resources	5,646	2,064	7,710	-5,666	2,044	0	2,044	Responsible for delivering the strategic and operational HR requirement for KCC. The function has an advisory role to help ensure that KCC meets its statutory responsibility in terms of Health and Safety, Employment Law and Equality legislation in relation to employment.

Appendix A - Portfolio Revenue Budgets

Finance and Business Support

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
14	14,549		Total Management, Support Services and Overheads	22,116	5,602	27,718	-10,922	16,796	-2,388	14,408	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
15	48,725		TOTAL	22,963	153,297	176,260	-20,999	155,261	-92,898	62,363	

Appendix A - Portfolio Revenue Budgets

Regeneration and Enterprise

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Regeneration & Economic Development								
1	4,395	R&E	Development staff and projects	2,386	2,622	5,008	-1,502	3,506	0	3,506	Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, etc.
2	4,395		Total Direct Services to the Public	2,386	2,622	5,008	-1,502	3,506	0	3,506	
			Management, Support Services and Overheads								
3	165	R&E	Directorate Management & Support - Business Strategy & Support (BSS)	166	0	166	0	166	0	166	
4	165		Total Management, Support Services and Overheads	166	0	166	0	166	0	166	
5	4,560		TOTAL	2,552	2,622	5,174	-1,502	3,672	0	3,672	

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
			Children's Services								
			<i>Education and Personal</i>								
1	19,222	SCS	Children's Centres	14,524	3,255	17,779	0	17,779	0	17,779	97 children's centres delivering support and advice to families
2	4,195	SCS	Early Years and Childcare	1,366	2,533	3,899	-107	3,792	0	3,792	Provision of advice, support, challenge and training to over 1,100 childcare providers and 1,600 childminders in the private and voluntary sector and staff in local authority maintained schools with nursery and reception classes
3	916	SCS	Early Years Education	0	41,276	41,276	0	41,276	-39,500	1,776	Payments made to over 740 PVI providers for up to 15 hours a week of free entitlement places for 3 & 4 year olds (equates to over 9.5 million hours of provision) plus over 325,000 hours of free places for disadvantaged 2 year olds
4	1,928	SCS	Virtual School Kent	1,808	833	2,641	0	2,641	-704	1,937	Supporting approx 1,600 looked after children focussing on their education & health needs
			<i>Social Services</i>								
5	7,096	SCS	Adoption	1,960	6,361	8,321	-49	8,272	0	8,272	Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments & Special Guardianship orders
6	280	SCS	Asylum Seekers	4,508	10,817	15,325	0	15,325	-14,245	1,080	Supporting 700 unaccompanied asylum seekers (225 under 18, 475 over 18)
7	1,367	SCS	Children's Support Services	2,302	178	2,480	-1,043	1,437	0	1,437	Out of hours emergency service and family group conferencing

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
8	29,953	SCS	Fostering	3,924	29,096	33,020	-237	32,783	0	32,783	Short and medium family based care (including longer term care for older children) for Kent children. Includes payments to related and non related foster carers for 1,150 children and independent fostering agencies for 125 children.
9	4,298	SCS	Leaving Care (formerly 16+ service)	0	5,127	5,127	0	5,127	0	5,127	Supporting children leaving care and ongoing children's services for those aged 16+ still in local authority care, and aftercare service for young people aged 18+. Now excluding residential care and fostering.
10	4,694	SCS	Legal Charges	0	6,315	6,315	0	6,315	0	6,315	Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services (previously reflected within the Fostering service)
11	12,538	SCS	Other Preventative Children's Services	3,534	16,005	19,539	-829	18,710	-3,500	15,210	Community based preventative and family support services including day care, direct payments and payments to voluntary organisations
12	9,902	SCS	Residential Children's Services	2,386	11,511	13,897	-2,149	11,748	0	11,748	In house and independent sector residential care for 65 children (both looked after and non looked after children, including those with a disability).
13	3,416	SCS	Safeguarding	3,886	449	4,335	-316	4,019	0	4,019	Performance management of services for vulnerable children in Kent
14	99,805		Total Direct Services to the Public	40,198	133,756	173,954	-4,730	169,224	-57,949	111,275	
			<u>Assessment Services</u>								

Appendix A - Portfolio Revenue Budgets

Specialist Children's Services

	2011/12 Revised Base	Portfolio	Service	2012/13 Approved Budget							Affordable Activity
	Net Cost £000s			Staffing £000s	Non staffing £000s	Gross Expenditure £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s	
15	30,475	SCS	Children's Social Care Staffing	36,539	1,746	38,285	-819	37,466	-66	37,400	Social Care staffing providing assessment of children & families needs and ongoing support to looked after children
16	30,475		Total Assessment Services	36,539	1,746	38,285	-819	37,466	-66	37,400	
			Management, Support Services and Overheads								
17	4,720	SCS	Directorate Management & Support - Families and Social Care (FSC)	1,941	3,697	5,638	-196	5,442	-766	4,676	
18	4,720		Total Management, Support Services and Overheads	1,941	3,697	5,638	-196	5,442	-766	4,676	Overheads no longer sit with the Directorates so 2012/13 costs are not directly comparable with 2011/12. They have been stripped out, slimmed down and transferred to the centre.
19	135,000		TOTAL	78,678	139,199	217,877	-5,745	212,132	-58,781	153,351	

KCC Budget Book

Appendix B

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Direct Payments to Adults and Older People	Adults and Older People	ASC&PH	FSC	29	49-52
Domiciliary Care	Adults and Older People	ASC&PH	FSC	29-30	53-56
Nursing Care for Adults	Adults and Older People	ASC&PH	FSC	30-31	57-61
Residential Care for Adults	Adults and Older People	ASC&PH	FSC	30-31	57-61
Supported Accommodation	Adults and Older People	ASC&PH	FSC	32	62-63
Day Care	Adults and Older People - Other Services for Adults and Older People	ASC&PH	FSC	31	65-67
Youth centres	Children's Services - Education and Personal	C&C	C&C	34	83-84
Youth Service	Children's Services - Education and Personal	C&C	C&C	34	83-84

FINDING OUT MORE

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