

2017-18 Budget
as agreed at County Council 9th February 2017

This pack provides updated budget documents to reflect the budget that was approved at County Council on 9th February 2017, including the 3 approved budget amendments.

The final budget and MTFP is currently being produced at a detailed level and will be published along with the usual sections and appendices by 31st March 2017.

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Part 1 (i) - High Level 2017-20 Budget Summary

| 2016-17 | | | 2017-18 | | 2018-19 | | 2019-20 | |
|---------|----------------|--|---------|----------------|---------|----------------|---------|----------------|
| £000s | £000s | | £000s | £000s | £000s | £000s | £000s | £000s |
| | 916,479 | Revised 2016-17 Base Budget | | 911,050 | | 906,959 | | 902,678 |
| | | Additional Spending Pressures | | | | | | |
| | | Net budget realignments from previous year | 8,660 | | 60 | | -40 | |
| | | Replacement of one-off use of reserves to fund base budget | 10,852 | | 7,771 | | 2,500 | |
| | | Pay & Prices | 23,753 | | 25,500 | | 26,412 | |
| | | Demand & Demographic | 15,413 | | 15,577 | | 15,920 | |
| | | Government & Legislative | 2,572 | | 450 | | | |
| | | Service Strategies and Improvements | 11,375 | | 1,552 | | 492 | |
| | 75,333 | Total Pressures | | 72,625 | | 50,910 | | 45,284 |
| | | Savings & Income | | | | | | |
| | | <u>Transformation Savings</u> | | | | | | |
| | | Adults Transformation Programmes | -11,106 | | -12,173 | | -447 | |
| | | Other Transformation Programmes | -3,316 | | -2,372 | | -1,426 | |
| | | Income Generation | -8,405 | | -4,029 | | -2,315 | |
| | | <u>Efficiency Savings</u> | | | | | | |
| | | Staffing | -8,564 | | -1,707 | | | |
| | | Premises | -406 | | -1,251 | | -750 | |
| | | Contracts & Procurement | -13,960 | | -5,201 | | | |
| | | Other | -6,479 | | -657 | | -7 | |
| | | Financing Savings | -15,465 | | | | | |
| | | Use of Capital Receipts | -2,500 | | | | | |
| | | Policy Savings | -3,153 | | -8,896 | | -2,950 | |
| | -80,761 | Total Savings & Income | | -73,356 | | -36,286 | | -7,896 |
| | | Public Health & Other Grants | | | | | | |
| | | Estimated reduction in Public Health Grant | 1,753 | | | | | |
| | | Public Health Service Reducations | -1,753 | | | | | |
| | | Retained element of former ESG transferred into DSG | -3,360 | | | | | |
| | | Unidentified | | -3,360 | | -18,905 | | -11,499 |
| | 911,050 | Net Budget Requirement | | 906,959 | | 902,678 | | 928,568 |
| | | <u>Funded by</u> | | | | | | |
| | | Revenue Support Grant | 66,476 | | 37,640 | | 9,487 | |
| | | Transition Grant | 5,685 | | | | | |
| | | Social Care Support Grant | 6,192 | | | | | |
| | | Business Rate Top-Up Grant | 128,864 | | 133,010 | | 137,741 | |
| | | Education Services Grant | 3,372 | | | | | |
| | | Improved Better Care Fund | 301 | | 17,525 | | 33,683 | |
| | | Other un-ringfenced grants (estimate) | 12,524 | | 10,225 | | 9,865 | |
| | | Local Share of Retained Business Rates | 50,024 | | 51,524 | | 53,235 | |
| | | Business Rate Collection Fund (estimate) | 500 | | | | | |
| | | Council Tax Yield | 597,123 | | 615,583 | | 634,884 | |
| | | Proposed Social Care Levy | 23,404 | | 36,172 | | 49,673 | |
| | | Council Tax Collection Fund (estimate) | 12,494 | | 1,000 | | | |
| | 911,050 | Total Funding | | 906,959 | | 902,678 | | 928,568 |

(Figures subject to rounding)

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP | SCH&W (Including PH) | GET | S&CS | FI | U | Total | Total |
|---|---|-----------------|----------------------------|------------------|-----------------|------------------|------------|------------------|------------------|
| | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| 2016-17 Base | Approved budget by County Council on 11th February 2016 | 64,784.8 | 491,077.5 | 163,596.0 | 66,929.1 | 115,759.8 | 8,902.5 | 911,049.7 | £000s |
| Base Adjustments (internal) | Changes to budgets which have nil overall affect on net budget requirement | 135.6 | 6,708.1 | 688.1 | 1,472.9 | -102.2 | -8,902.5 | | |
| Revised 2016-17 Base | | 64,920.4 | 497,785.6 | 164,284.1 | 68,402.0 | 115,657.6 | 0.0 | 911,049.7 | 911,049.7 |
| Additional Spending Pressures | | | | | | | | | |
| Net Budget Realignment | <i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i> | | | | | | | | |
| Waste | Dry recyclables pressure, resulting from fall in commodity prices, and increase in waste tonnage | | | 1,125.0 | | | | 1,125.0 | 8,660.2 |
| Commercial Services | Reversal of one-off draw-down from Commercial Services reserves and realignment of budget to reflect anticipated dividend | | | | | 1,900.0 | | 1,900.0 | |
| Young Persons Travel Pass - Activity | Realignment of budget following changes in activity at the time of budget build | | | 400.0 | | | | 400.0 | |
| Young Persons Travel Pass - School days | Change in the number of school days in the financial year compared to the previous year | | | -360.0 | | | | -360.0 | |
| Concessionary Fares | Realignment of budget due to falling journey numbers, in line with reduction in journey numbers in recent years | | | -400.0 | | | | -400.0 | |
| Adult Social Care | Realignment of budget following changes in activity at the time of budget build. | | 753.0 | | | | | 753.0 | |
| Children's Social Care | Realignment of budget following changes in activity at the time of budget build. | | 3,152.2 | | | | | 3,152.2 | |
| SEN Transport | Latest in-year pressure on SEN transport which reflects higher journey costs than budgeted in 2016-17 | 2,000.0 | | | | | | 2,000.0 | |
| Other | Other minor budget realignments | | | 90.0 | | | | 90.0 | |
| Replace use of one-offs | Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2015-16 | | 2,263.0 | | | 8,588.8 | | 10,851.8 | 10,851.8 |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|-------------------------------|---|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| <i>Pay and Prices</i> | | | | | | | | | |
| Pay and Reward | Additional contribution to performance reward pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme | | | | | | 3,900.0 | 3,900.0 | 23,753.2 |
| <i>Inflation</i> | | | | | | | | | |
| Energy | Anticipated price increases on energy contracts as estimated by Commercial Services | | | 239.2 | 174.0 | | | 413.2 | |
| Highway Contracts | Index linked increases on maintenance, technical services and traffic management | | | 354.2 | | | | 354.2 | |
| Waste Contracts | Index linked increases to composting, haulage & transfer stations, household waste recycling centres, landfill, landfill tax, recycling and waste to energy contracts | | | 1,136.5 | | | | 1,136.5 | |
| Adult Social Care | Implementing the national living wage strategy, recognising an impact of the national minimum wage increases and honouring contractual agreements for eligible adult social care contracts and services through a formulaic and targeted approach. Separate provision for providers claiming financial viability issues for price negotiations to be agreed by the Corporate Director in accordance with KCC virement procedures. | | 7,267.3 | | | | | 7,267.3 | |
| SCHW Sustainability Provision | Provision to enable the Corporate Director for Social Care to comply with requirement under the Care Act to facilitate a diverse and sustainable market for high quality care and support in their area | | 6,800.0 | | | | | 6,800.0 | |
| Children's Social Care | Provision for price negotiations with external providers and uplift to in-house foster carers in line with DFE guidance | | 1,167.3 | | | | | 1,167.3 | |
| Home to school transport | Provision for inflation on contracted services and season tickets for mainstream & SEN home to school transport and the 16+ travel card | 1,417.6 | | | | | | 1,417.6 | |
| Public Transport | Provision for inflation on: subsidised bus service contracts; the reimbursement of fares for the young person's travel pass; and concessionary fares | | | 477.6 | | | | 477.6 | |
| Non specific price provision | Non specific provision for CPI inflation on other negotiated contracts without indexation clauses | | | 38.4 | 216.7 | | | 255.1 | |
| ICT Contracts | Exchange rate impact on ICT software contracts | | | | 221.7 | | 342.7 | 564.4 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|-----------------------------------|---|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| Demography | <i>Additional spending associated with increasing population and demographic make-up of the population</i> | | | | | | | | |
| Older People | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex | | 3,400.0 | | | | | 3,400.0 | 15,412.5 |
| Adults with a Learning Disability | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex | | 6,400.0 | | | | | 6,400.0 | |
| Mental Health | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex | | 700.0 | | | | | 700.0 | |
| Children's Social Care | Estimated impact of an increase in the population of children in Kent, leading to increased demand for specialist children's services | | 3,060.0 | | | | | 3,060.0 | |
| Waste Tonnage | Estimated additional waste anticipated due to increased number of households | | | 720.0 | | | | 720.0 | |
| SEN Transport | Estimated impact of rising pupil population on SEN home to school and college transport | 922.5 | | | | | | 922.5 | |
| Young Persons Travel Pass | Estimated impact of more children being eligible for the young persons travel pass, due to rising population | | | 230.0 | | | | 230.0 | |
| Coroners | Increase in number of post mortems undertaken, meaning a greater proportion of deaths are being investigated further by Coroners | | | 100.0 | | | | 100.0 | |
| Concessionary Fares | Reduction in concessionary fare journey numbers, consistent with national and local trends for reducing journey numbers | | | -120.0 | | | | -120.0 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|-------------------------------------|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| Government & Legislative | | | | | | | | | |
| Coroners | Introduction of Medical Examiner service | | | 300.0 | | | | 300.0 | 2,572.2 |
| Flooding | Additional responsibilities in relation to sustainable drainage systems (SuDS) | | | 60.0 | | | | 60.0 | |
| Public Rights of Way | Additional duties in relation to local planning searches (Con24) | | | 50.0 | | | | 50.0 | |
| Apprenticeship Levy | Estimated net cost resulting from introduction of Apprenticeship Levy in 2017, including levy contribution and draw down of training costs | | | | | 1,100.0 | | 1,100.0 | |
| Deprivation of Liberty Safeguards | Additional DOLS assessments following the Cheshire Judgement 2014, previously funded from initial grant | | 562.2 | | | | | 562.2 | |
| Intermediaries Legislation | Estimated impact of additional employer costs resulting from introduction of new Intermediaries legislation from 6 April 2017 | | | | | | 500.0 | 500.0 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|---|---|----------------|-------------------------------------|----------------|----------------|-----------------|----------------|-----------------|-----------------|
| <i>Service Strategies & Improvements</i> | | | | | | | | | |
| School Transport | Impact of Grammar School Select Committee transport recommendations | 60.0 | | | | | | 60.0 | 11,374.9 |
| Coroners | Final year of phased transfer of Coroners officers costs being transferred from Police | | | 110.0 | | | | 110.0 | |
| Economic Development - Broadband Project | Broadband Phase 2: funding for administration and management of scheme | | | 160.0 | | | | 160.0 | |
| Capital Programme | Additional debt costs to fund the 2016-19 capital programme | | | | | 4,100.0 | | 4,100.0 | |
| Sustainable Transformation Plan | KCC's contribution towards the project management costs of the Health Sustainable Transformation Plan | | 300.0 | | | | | 300.0 | |
| ICT Single System | Commissioning of EYPS Single System ICT through a hosted solution | 420.0 | | | | | | 420.0 | |
| ICT Asset Maintenance Reserve | Increased contribution to reserve to maintain KCC core ICT desktop provision | | | | | 600.0 | | 600.0 | |
| Invicta Law | Cost to Invicta Law of full recharge of corporate support services (offset by additional income to central corporate support services below), as per the original business case | | | | 285.2 | | | 285.2 | |
| Leases | One off transitional issues around the timing of leases | | | | 250.5 | | | 250.5 | |
| Strategic Commissioner | New Strategic Commissioner post, agreed at County Council 26th January 2017 | | | | 160.0 | | | 160.0 | |
| General Reserves | Contribution to General Reserves to reflect the higher risk inherent in the 2017-18 budget proposals, and future year forecasts | | | | | 3,994.2 | | 3,994.2 | |
| Highways | Increase Kent Highways proactive management budget | | | 500.0 | | | | 500.0 | |
| Member Grants | Increase Member grant budget by £2k per Member | | | | 162.0 | | | 162.0 | |
| Other | Other minor service improvements | | | 273.0 | | | | 273.0 | |
| Total Additional Spending Demands | | 4,820.1 | 35,825.0 | 5,483.9 | 1,470.1 | 20,283.0 | 4,742.7 | 72,624.8 | 72,624.8 |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|---|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| <u>Savings and Income</u> | | | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | | | |
| Adults Older People / Physical Disability - Phase 2 | Continued roll out of Phase 2 transformation including initiatives aimed at promoting better integration with health services and a better range of support services for clients leaving hospital back to home | | -3,626.5 | | | | | -3,626.5 | -11,106.4 |
| Adults Older People / Physical Disability - Phase 3 | Initial estimate of potential savings which could be achieved through Phase 3 of social care transformation | | -2,700.0 | | | | | -2,700.0 | |
| Adults with a Learning Disability - Phase 2 | Continued rollout of Phase 2 transformation including initiatives aimed at reducing dependence on care services for vulnerable adults | | -1,179.9 | | | | | -1,179.9 | |
| Adults with a Learning Disability - Phase 3 | Initial estimate of potential savings which could be achieved through Phase 3 of social care transformation | | -2,500.0 | | | | | -2,500.0 | |
| Adults with a Learning Disability - HRS | Estimated savings to be achieved from commissioning of new combined service incorporating previous separate services of Supporting Independence Service and Housing Related Support Service to be more outcome focussed and promote independent living | | -400.0 | | | | | -400.0 | |
| Your Life Your Home - Mental Health | Review of people in Mental Health residential placements with a view to provide a service in an alternative setting | | -700.0 | | | | | -700.0 | |
| SEN Transport independent travel initiatives | Continued savings from initiatives aimed at increasing independent travel to school by SEND pupils including developing independent travel training and direct payments to parents | -695.0 | | | | | | -695.0 | -3,316.1 |
| Waste | New contract whereby waste collected from mechanical street sweeping is recycled | | | -200.0 | | | | -200.0 | |
| Public Transport | Full year effect of bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid | | | -105.0 | | | | -105.0 | |
| Street Lighting | Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system | | | -1,512.0 | | -73.0 | | -1,585.0 | |
| Growth, Environment and Transport | Savings through multi-agency working with partners | | | -100.0 | | | | -100.0 | |
| GEN2 LATCo | Dividend from and implementation of Property Local Authority Trading Company model | | | | -78.4 | | | -78.4 | |
| Contact Centre and Digital Web Platform | Removal of one-off investment in 2016-17 for new contact centre and digital web platform. | | | | -552.7 | | | -552.7 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|----------------------------------|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| Income | | | | | | | | | |
| Trading | Increased income from traded services with schools, academies, other local authorities and public bodies | -1,883.0 | | | | | | -1,883.0 | -8,405.4 |
| Client Charges | Uplift in social care client contributions in line with benefit uplifts for 2017-18, parental contribution for children placed in care, and inflationary increases for other activity led services including young person's travel pass, libraries, and registration | | -2,270.4 | -961.8 | | | | -3,232.2 | |
| Corporate Support Services - BSC | Reduction in Engagement, Organisation Design & Development commissioned budget to Business Services Centre to be delivered through Increased profitability | | | | -145.0 | | | -145.0 | |
| Market Expertise | Sell Finance and Infrastructure expertise to external bodies | | | | -370.0 | | | -370.0 | |
| Investment Income | Full year effect of changes to 2016-17 investment strategy | | | | | -600.0 | | -600.0 | |
| Capital Investment Fund | Revised Treasury Management strategy | | | | | -1,700.0 | | -1,700.0 | |
| Corporate Support Services | Income from full recharge of corporate support service costs to Invicta Law (offset by pressure above), as per the original business case | | | | -285.2 | | | -285.2 | |
| Corporate Landlord | Increase in rental income from more innovative use of the Corporate Landlord estate | | | | -190.0 | | | -190.0 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|--------------------------------------|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| Efficiency Savings | | | | | | | | | |
| Staffing | | | | | | | | | |
| Staffing Restructures | Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations | -1,636.0 | -1,382.3 | -1,507.4 | -2,538.3 | | -500.0 | -7,564.0 | -8,564.0 |
| Management Structures | Stricter enforcement of organisational design principles around the number of tiers of management and spans of control. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations | | | | | | -1,000.0 | -1,000.0 | |
| Infrastructure | | | | | | | | | |
| Established Programmes | Existing savings plans arising from asset rationalisation, facilities management and utility contracts | | | | -406.0 | | | -406.0 | -406.0 |
| Contracts & Procurement | | | | | | | | | |
| SEN Transport Route Optimisation | Savings through improved route optimisation and procurement practices | -1,494.0 | | | | | | -1,494.0 | -13,960.3 |
| Learning Disability Supported Living | Contract re-negotiations with supported living providers | | -600.0 | | | | | -600.0 | |
| Domiciliary Care | Ensuring that contracted providers can deliver volume and therefore avoiding more expensive spot market contracts | | -500.0 | | | | | -500.0 | |
| Fostering | New placements with Independent Fostering Agencies anticipated to be at lower cost due to increased placement availability | | -134.0 | | | | | -134.0 | |
| Older People | Cessation of funding for Health "step down" beds | | -570.0 | | | | | -570.0 | |
| Early Help | Full year effect of Early Help commissioning savings started in 2016-17 | -250.0 | | | | | | -250.0 | |
| Economic Development | Review of grants and income | | | -194.9 | | | | -194.9 | |
| Visitor Economy | Contract and marketing review | | | -44.7 | | | | -44.7 | |
| Waste | Waste strategy efficiencies | | | -750.0 | | | | -750.0 | |
| Highways, Transportation & Waste | Contract and other efficiencies across Highways, Transportation & Waste division | | | -750.0 | | | | -750.0 | |
| Infrastructure | Reduction in ICT spend on third party contracts and equipment and centralise remaining ICT contract spend | | | | -370.0 | | | -370.0 | |
| E-Learning | Further development of e-learning and reducing external training costs | | | | -215.3 | | | -215.3 | |

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|--|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| Procurement | Improving: small value/high volume procurement activity; category management; commercial support; spot purchasing; and contract reviews | | | | | | -3,000.0 | -3,000.0 | |
| Home to school transport | Reduction in SEN home to school transport costs due to growth in local SEN provision attached to mainstream schools and academies | -75.0 | | | | | | -75.0 | |
| Adults with a Learning Disability | Full year effect of savings achieved in 2016-17 | | -380.0 | | | | | -380.0 | |
| Environment, Planning & Enforcement | Review of non staffing budgets | | | -214.7 | | | | -214.7 | |
| Young Persons Travel Pass | Reduction in additional capacity payments to bus operators | | | -200.0 | | | | -200.0 | |
| Total Facilities Management | Review Total Facilities Management contact | | | | -318.0 | | | -318.0 | |
| Care Leavers & Supported Accommodation | More efficient commissioning of supported accommodation for young people aged 16+ | | -300.0 | | | | | -300.0 | |
| Adults Mental Health | Estimated savings to be achieved from commissioning of new combined service incorporating previous separate services of Supporting Independence Service and Housing Related Support Service to be more outcome focussed and promote independent living | | -250.0 | | | | | -250.0 | |
| Substance Misuse | Improved commissioning of substance misuse service alongside Public Health activity | | -200.0 | | | | | -200.0 | |
| Homelessness | Joint working with partner organisations to introduce a new homelessness strategy focussed on prevention and better outcomes that ensures support is provided to vulnerable homeless people in Kent | | -300.0 | | | | | -300.0 | |
| GEN2 LATCo | Reduction of the commissioned budget to GEN2 | | | | -282.0 | | | -282.0 | |
| Cloud Based Solution | Move Medway disaster recovery data centre to 'Cloud-based' solution | | | | -90.0 | | | -90.0 | |
| Integrated Commissioning | Increased efficiencies through integrated commissioning and working with the NHS | | -2,000.0 | | | | | -2,000.0 | |
| Social Care | Improved negotiations with Health partners in relation to continuing health care eligibility | | -200.0 | | | | | -200.0 | |
| Other | Other minor contracts and procurement savings | | -204.0 | -23.7 | -50.0 | | | -277.7 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP £000s | SCH&W (Including PH) £000s | GET £000s | S&CS £000s | FI £000s | U £000s | Total £000s | Total £000s |
|--------------------------------|--|---------------|-------------------------------------|--------------|---------------|-------------|------------|----------------|----------------|
| <u>Other</u> | | | | | | | | | |
| Operational Support Unit | Efficiencies across operational support unit | | -125.0 | | | | | -125.0 | -6,479.0 |
| Adult Social Care | Review calculation of bad debt provision in relation to client income for social care debt | | -1,500.0 | | | | | -1,500.0 | |
| Youth Participation Workers | Partnership working with Headstart | -120.0 | | | | | | -120.0 | |
| Insurance | Reduce contribution to insurance fund based on recent years' performance | | | | | -600.0 | | -600.0 | |
| Discretionary Spend | Pro-rata cut to discretionary spend | -248.0 | -214.0 | -309.5 | -399.0 | | | -1,170.5 | |
| Public Health Grant | Internal commissioning of services to deliver public health outcomes | -2,649.3 | | | | | | -2,649.3 | |
| Training budget | Identify existing training expenditure permitted to be funded from the new Apprenticeship Levy, to partially offset the pressure above | | | | | | | -100.0 | |
| Other | Other minor efficiency savings | | | -47.0 | -167.2 | | | -214.2 | |
| Financing Savings | | | | | | | | | |
| Draw-down central reserves | Net draw-down of central reserves to support future years' budgets | | | | | -5,015.1 | | -5,015.1 | -15,465.1 |
| Draw-down directorate reserves | Draw-down directorate reserves to support future years' budgets | | | | | -2,000.0 | | -2,000.0 | |
| Debt repayment | Review amounts set aside for repayment (MRP) | | | | | -5,550.0 | | -5,550.0 | |
| Use of underspend | Use of uncommitted 2015-16 underspend | | | | | -2,400.0 | | -2,400.0 | |
| Modernisation of the Council | Use of uncommitted 2015-16 underspend | | | | | -500.0 | | -500.0 | |
| Use of capital receipts | Use of Capital Receipts to fund transformation (subject to headroom) | | | | | | -2,500.0 | -2,500.0 | -2,500.0 |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

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|--|--|-----------------|-------------------------------------|------------------|-----------------|------------------|-----------------|------------------|------------------|
| Policy Savings | | | | | | | | | |
| Home to school transport | Final instalment of 2012 decision to remove discretion on Home to School Transport Policy | -100.0 | | | | | | -100.0 | -3,153.4 |
| Soft Landscaping | Review of contracts | | | -90.0 | | | | -90.0 | |
| Children's Social Care | Review means testing for financial support to new Adopters and Special Guardians | | -100.0 | | | | | -100.0 | |
| Adults with a Learning Disability | Implementation of accommodation model for the short breaks service | | -145.0 | | | | | -145.0 | |
| Older People / Physical Disability | Review In-House services | | -380.0 | | | | | -380.0 | |
| Older People / Physical Disability Charging | Change to charging policies | | -302.0 | | | | | -302.0 | |
| Accommodation for Offenders | Reviewing with partners specialist accommodation with an expectation that suitable alternative accommodation will be jointly commissioned | | -350.0 | | | | | -350.0 | |
| Partnership Arrangements with Districts | Rationalise current support payments | | | | -167.0 | | | -167.0 | |
| Older People / Physical Disability Residential Homes | Full year effect of closure of in-house residential homes | | -608.9 | | | | | -608.9 | |
| Kent Support and Assistance Service | Review of the KSAS service, ensuring that expected service critical costs that will still be required to support social care users | | -340.5 | | | | | -340.5 | |
| Turner | Full year effect of review of funding agreement for 2016-18 | | | -50.0 | | | | -50.0 | |
| Libraries | Reduce Library Book Fund by Approximately 20% (one-off) | | | -250.0 | | | | -250.0 | |
| Other | Other minor policy savings | | -120.0 | -150.0 | | | | -270.0 | |
| Total savings and Income | | -9,150.3 | -24,582.5 | -7,460.7 | -6,724.1 | -18,438.1 | -7,000.0 | -73,355.7 | -73,355.7 |
| Public Health & other grants | | | | | | | | | |
| Public Health - Grant Reduction | Estimated reduction in Public Health Grant | | 1,753.0 | | | | | 1,753.0 | -3,360.0 |
| Public Health - Service Reduction | Public Health Service Reductions | | -1,753.0 | | | | | -1,753.0 | |
| ESG | The retained element of the former Education Services Grant which has transferred into Dedicated Schools Grant, and this will reduce net spend as it will now be treated as grant income | -3,360.0 | | | | | | -3,360.0 | |
| Proposed Budget | | 57,230.2 | 509,028.1 | 162,307.3 | 63,148.0 | 117,502.5 | -2,257.3 | 906,958.8 | 906,958.8 |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP | SCH&W (Including PH) | GET | S&CS | FI | U | Total | Total |
|-----------------------------|---|-------|----------------------------|-------|-------|-------|-------|-----------|-----------|
| | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| Funding | | | | | | | | | |
| Estimated Settlement | <i>Notification of funding from central government</i> | | | | | | | | |
| Revenue Support Grant | Comprises share of previous Formula Grant, Early Intervention Grant, Learning Disability Grant, Council Tax Freeze Grant, Care Act Grant etc. allocated as revenue support grant, including impact of overall reductions in the provisional local government finance settlement | | | | | | | 66,475.8 | 66,475.8 |
| Transition Grant | Additional allocation for 2016-17 and 2017-18 announced in the final local government finance settlement on 8th February to help ease the implementation of Revenue Support Grant changes for those councils with the sharpest reductions | | | | | | | 5,684.7 | 5,684.7 |
| Social Care Support Grant | New one-off grant announced for 2017-18 in provisional Local Government Settlement | | | | | | | 6,192.0 | 6,192.0 |
| Business Rate Top-up | Top-up derived by comparing local share of business rates according to historical average and business rate baseline share of previous grants including annual uplift in line with business rate multiplier, as per the provisional local government finance settlement | | | | | | | 128,863.8 | 128,863.8 |
| Business Rate Compensation | Compensation for additional reliefs on business rates for small businesses, retail premises and reduction in multiplier paid as un-ring-fenced grant by DCLG (estimate) | | | | | | | 3,341.7 | 3,341.7 |
| Improved Better Care Fund | DCLG un-ring-fenced grant allocated towards improved integration between social care and health | | | | | | | 301.2 | 301.2 |
| Education Services Grant | One-off transitional protection | | | | | | | 3,372.1 | 3,372.1 |
| New Homes Bonus Grant | DCLG un-ring-fenced grant allocated according to increase in tax base, as per the provisional local government finance settlement | | | | | | | 7,813.2 | 9,182.4 |
| Un-ring-fenced grants | Un-ring-fenced grants from other Government Departments (estimate) | | | | | | | 1,369.2 | |

Part (ii) - Detailed 2017-20 Budget Plan by Directorate

| Heading | Description | E&YP | SCH&W (Including PH) | GET | S&CS | FI | U | Total | Total |
|-------------------------------|---|-------|----------------------------|-------|-------|-------|-------|------------------|------------------|
| | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s |
| Business Rates | | | | | | | | | |
| Business Rate Baseline | Local share of business rates baseline based on historical average with annual uplift in line with business rate multiplier, as per the provisional local government finance settlement | | | | | | | 46,608.1 | 50,024.1 |
| Business Rate Local Share | KCC 9% share of local tax base as notified by district councils less baseline share identified above, including proceeds from local business rate pool | | | | | | | 3,416.0 | |
| Business Rate Collection Fund | KCC share of surpluses and deficits on business rate collection in 2015-16 | | | | | | | 500.0 | 500.0 |
| Local Taxation | | | | | | | | | |
| Council Tax Base | KCC band D equivalent tax base as notified by district councils based on 2016-17 Council Tax | | | | | | | 585,231.9 | 597,123.2 |
| Council Tax Increase | Impact of proposed increase in Council Tax up to the 2% referendum level | | | | | | | 11,891.3 | |
| Social Care Levy | Impact of proposed further 2% increase in Council Tax for Social Care Levy (total shown relates to 2016-17 and 2017-18 increases) | | | | | | | 23,403.6 | 23,403.6 |
| Council Tax Collection Fund | KCC share of surpluses and deficits on Council Tax collection in 2016-17 | | | | | | | 12,494.2 | 12,494.2 |
| Total Funding | | | | | | | | 906,958.8 | 906,958.8 |

Key:

| | |
|-------|-------------------------------------|
| E&YP | Education & Young People's Services |
| SCH&W | Social Care, Health & Wellbeing |
| PH | Public Health |
| GET | Growth, Environment & Transport |
| S&CS | Strategic & Corporate Services |
| FI | Financing Items |
| U | Unallocated |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Adults and Older People | | | | | | | | | | |
| | | | <i>Direct Payments</i> | | | | | | | | | | |
| 1 | 18,499.3 | SCH&W | Learning Disability (aged 18+) | 0.0 | 19,874.9 | 19,874.9 | 0.0 | -39.5 | -875.5 | 18,959.9 | Approximately 1,200 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. | 13 | 39 |
| 2 | 963.5 | SCH&W | Mental Health (aged 18+) | 0.0 | 1,067.3 | 1,067.3 | 0.0 | -84.3 | 0.0 | 983.0 | 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. | 15 | 40 |
| 3 | 9,650.2 | SCH&W | Older People (aged 65+) | 0.0 | 11,313.0 | 11,313.0 | 0.0 | -2,658.6 | -186.5 | 8,467.9 | Around 1,100 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year. | 16 | 41 |
| 4 | 11,725.0 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 12,159.8 | 12,159.8 | 0.0 | 0.0 | -982.2 | 11,177.6 | Around 1,100 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. | 14 | 42 |
| | | | <i>Domiciliary Care</i> | | | | | | | | | | |
| 5 | 741.5 | SCH&W | Learning Disability (aged 18+) | 0.0 | 838.7 | 838.7 | 0.0 | 0.0 | -14.0 | 824.7 | Domiciliary care provided by the independent sector supporting approximately 100 people to live at home. | 13 | 43 |
| 6 | 2,425.8 | SCH&W | Older People (aged 65+) - In house service (Kent Enablement at Home service) | 8,152.5 | -5.3 | 8,147.2 | -51.0 | -5,670.4 | 0.0 | 2,425.8 | Domiciliary care provided by the in-house Kent Enablement at Home Service (KEaH) which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills. | 16 | 44 |
| 7 | 22,104.5 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 32,061.6 | 32,061.6 | 0.0 | -5,767.0 | -71.0 | 26,223.6 | Domiciliary care provided by the independent sector to support approximately 3,600 people to live at home. In addition, this budget includes a number of small contracts for services primarily with Health, including the night sitting service, recuperative care and rapid response. | 16 | 45 |
| 8 | 579.4 | SCH&W | Physical Disability (aged 18-64) - In house service | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 | Domiciliary care provided by the in-house Kent Enablement at Home Service (KEaH) which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills. | 14 | 46 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|----------|-----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 9 | 5,055.0 | SCH&W | Physical Disability (aged 18-64) - Commissioned service | 0.0 | 4,939.0 | 4,939.0 | 0.0 | 0.0 | -28.4 | 4,910.6 | Domiciliary care provided by the independent sector supporting approximately 650 people to live at home. | 14 | 47 |
| | | | Non Residential Charging Income | | | | | | | | | | |
| 10 | -4,554.4 | SCH&W | Learning Disability (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -5,127.0 | 0.0 | -5,127.0 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 13 | 48 |
| 11 | -9,153.5 | SCH&W | Older People (aged 65+) | 0.0 | 0.0 | 0.0 | 0.0 | -10,789.5 | 0.0 | -10,789.5 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 16 | 49 |
| 12 | -1,457.8 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 0.0 | 0.0 | 0.0 | -1,465.9 | 0.0 | -1,465.9 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 14 | 51 |
| 13 | -145.0 | SCH&W | Mental Health (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -163.6 | 0.0 | -163.6 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 15 | 52 |
| | | | Nursing and Residential Care | | | | | | | | | | |
| 14 | 68,136.7 | SCH&W | Learning Disability (aged 18+) | 0.0 | 72,771.9 | 72,771.9 | 0.0 | -5,907.2 | 0.0 | 66,864.7 | Around 1,000 clients are provided with services through the independent sector. This service also provides permanent residential care for preserved rights clients through the independent sector. This does not include respite services which are included within the Support to Carers budget below. | 13 | 53 |
| 15 | 9,509.4 | SCH&W | Mental Health (aged 18+) | 0.0 | 10,569.3 | 10,569.3 | 0.0 | -872.4 | 0.0 | 9,696.9 | Around 300 clients are provided with services through the independent sector. This service also provides permanent residential care for preserved rights clients through the independent sector. This does not include respite services which are included within the Support to Carers budget below. | 15 | 54 |
| 16 | 17,181.7 | SCH&W | Older People (aged 65+) - Nursing | 0.0 | 32,782.7 | 32,782.7 | 0.0 | -17,398.1 | 0.0 | 15,384.6 | Around 1,150 clients are provided with this service through the independent sector. This does not include respite services which are included within the Support to Carers budget below. | 16 | 55 |
| 17 | 14,367.9 | SCH&W | Older People (aged 65+) - Residential - In house service | 8,859.9 | 11,017.4 | 19,877.3 | 0.0 | -3,988.6 | -1,922.2 | 13,966.5 | KCC residential services predominately providing long term and recuperative services through 230 residential care/respite beds and 85 nursing care beds. | 16 | 56 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 18 | 22,863.3 | SCH&W | Older People (aged 65+) - Residential - Commissioned Service | 0.0 | 58,381.3 | 58,381.3 | 0.0 | -35,178.1 | 0.0 | 23,203.2 | Approximately 2,400 permanent clients on average provided with services through the independent sector as well as recuperative and other short term placements. This service also provides permanent residential care for preserved rights clients provided through the independent sector. This does not include respite services which are included within the Support to Carers budget below. | 16 | 57 |
| 19 | 11,770.9 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 13,899.7 | 13,899.7 | 0.0 | -1,717.5 | 0.0 | 12,182.2 | Approximately 300 clients are provided with this service through the independent sector. | 14 | 58 |
| | | | Supported Living | | | | | | | | | | |
| 20 | 2,289.4 | SCH&W | Learning Disability (aged 18+) - In house service | 2,310.6 | 1,026.2 | 3,336.8 | 0.0 | -134.5 | -912.9 | 2,289.4 | This service provides support to clients through the independent living scheme and Kent Pathway Service (Learning Disability enablement service). The costs associated with the Better Homes Actives Lives PFI project are also included here. | 13 | 59 |
| 21 | 4,318.1 | SCH&W | Learning Disability (aged 18+) - Shared Lives Scheme | 324.6 | 4,412.9 | 4,737.5 | 0.0 | 0.0 | 0.0 | 4,737.5 | The Shared Lives scheme places approximately 150 people with non-related Adult Carers. | 13 | 60 |
| 22 | 40,903.5 | SCH&W | Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements | 0.0 | 48,063.1 | 48,063.1 | 0.0 | -118.5 | -94.0 | 47,850.6 | Services provided through the independent sector for approximately 1,550 people in supported living. | 13 | 61 |
| 23 | 2,403.3 | SCH&W | Mental Health (aged 18+) - Commissioned service | 0.0 | 2,835.3 | 2,835.3 | 0.0 | -124.5 | -13.9 | 2,696.9 | Approximately 380 clients provided with supported living / supported accommodation services through the independent sector. | 15 | 62 |
| 24 | 0.0 | SCH&W | Mental Health (aged 18+) - In house service | 0.0 | 256.0 | 256.0 | 0.0 | 0.0 | -256.0 | 0.0 | Costs associated with the Better Homes Actives Lives PFI project. | 15 | 63 |
| 25 | 31.5 | SCH&W | Older People (aged 65+) - In house service | 0.0 | 8,344.3 | 8,344.3 | 0.0 | 0.0 | -8,312.8 | 31.5 | Costs associated with the Better Homes Actives Lives PFI project. | 16 | 64 |
| 26 | 408.9 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 419.2 | 419.2 | 0.0 | 0.0 | 0.0 | 419.2 | Approximately 100 clients provided with supported living / supported accommodation services through the independent sector. | 16 | 65 |
| 27 | 3,313.8 | SCH&W | Physical Disability (aged 18-64) - Commissioned service | 0.0 | 3,592.6 | 3,592.6 | 0.0 | 0.0 | -15.6 | 3,577.0 | Approximately 310 clients provided with supported living / supported accommodation services through the independent sector. | 14 | 68 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Other Services for Adults and Older People | | | | | | | | | | |
| 28 | 5,139.2 | SCH&W | Adaptive & Assistive Technology | 423.4 | 9,705.6 | 10,129.0 | 0.0 | -4,880.7 | 0.0 | 5,248.3 | Occupational Therapy & Sensory Disability services working in partnership with Health, Hi Kent and Kent Association for the Blind to provide approximately 70,000 items of equipment. Collaborating with health on the delivery of Telehealth and Telecare services to enable Kent residents to remain living in their own homes by installing equipment in approximately 3,000 homes a year. | 17 | 69 |
| 29 | 1,317.8 | SCH&W | Community Support Services for Mental Health (aged 18+) | 1,202.4 | 210.7 | 1,413.1 | 0.0 | -57.2 | 0.0 | 1,355.9 | Community outreach services provided by both KCC and independent sector supporting clients with mental health problems. | 15 | 70 |
| | | | Day Care | | | | | | | | | | |
| 30 | 6,016.7 | SCH&W | Learning Disability (aged 18+) - In house service | 5,300.5 | 786.9 | 6,087.4 | 0.0 | -70.7 | 0.0 | 6,016.7 | Day care/day services provided by KCC. | 13 | 71 |
| 31 | 8,217.7 | SCH&W | Learning Disability (aged 18+) - Commissioned service | 0.0 | 8,696.9 | 8,696.9 | 0.0 | 0.0 | -18.5 | 8,678.4 | Day care/day services provided by the independent sector. | 13 | 72 |
| 32 | 781.6 | SCH&W | Older People (aged 65+) - In house service | 628.8 | 82.4 | 711.2 | 0.0 | -23.3 | 0.0 | 687.9 | Day care/day services provided by KCC. | 16 | 73 |
| 33 | 884.5 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 1,066.4 | 1,066.4 | 0.0 | 0.0 | 0.0 | 1,066.4 | Day care/day services provided by the independent sector. | 16 | 74 |
| 34 | 974.2 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 983.1 | 983.1 | 0.0 | 0.0 | 0.0 | 983.1 | Day care/day services provided by the independent sector. | 14 | 75 |
| 35 | 17,187.0 | SCH&W | Housing Related Support for Vulnerable People (Supporting People) | 332.5 | 17,312.4 | 17,644.9 | -393.2 | 0.0 | -181.7 | 17,070.0 | Includes provision for vulnerable people to receive support to enable independent living in their own home through the provision of long and short term supported accommodation, a home improvement agency, community alarms and floating support. | 17 | 76 |
| 36 | 550.0 | SCH&W | Legal Charges | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 | Costs for in-house legal support and external legal fees for care proceedings for Adult social care. | 17 | 77 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 37 | 2,184.4 | SCH&W | Other Adult Services | 0.0 | 2,127.0 | 2,127.0 | 0.0 | -259.5 | -148.6 | 1,718.9 | A range of other services including: - approximately 33,000 home delivered hot meals, - providing one-off support to those who have no recourse to Public Funds. In addition there are a number of budgets/savings held here which are to be allocated during 2016-17 once plans have been finalised: - savings yet to be allocated to other social care services within the A-Z service analysis, - Provision to enable the Corporate Director for Social Care to comply with requirement under the Care Act to facilitate a vibrant, diverse and sustainable market for high quality care and support in their area, - Efficiencies through integrated commissioning and working with the NHS, - provision to fulfil responsibilities under the Care Act. | 17 | 78 |
| 38 | 1,562.8 | SCH&W | Safeguarding | 1,381.5 | 937.7 | 2,319.2 | 0.0 | -111.1 | -126.4 | 2,081.7 | A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults. | 18 | 79 |
| | | | Social Support | | | | | | | | | | |
| 39 | 3,292.7 | SCH&W | Carers - In house service | 2,206.6 | 324.4 | 2,531.0 | 0.0 | 0.0 | 0.0 | 2,531.0 | KCC residential services predominately providing respite services to support carers. | 17 | 80 |
| 40 | 6,658.6 | SCH&W | Carers - Commissioned service | 0.0 | 11,262.5 | 11,262.5 | -57.5 | -4,318.6 | 0.0 | 6,886.4 | Services supporting carers, which are provided through the independent and voluntary sectors. | 17 | 81 |
| 41 | 3,709.5 | SCH&W | Information and Early Intervention | 0.0 | 5,162.0 | 5,162.0 | -552.8 | -729.4 | -246.9 | 3,632.9 | Social support provided through the voluntary sector and the independent sector in terms of information, early intervention services, low level support and prevention services to try to enable clients to remain independent. | 17 | 82 |
| 42 | 6,310.1 | SCH&W | Social Isolation | 0.0 | 9,340.4 | 9,340.4 | -2,083.6 | -901.9 | 0.0 | 6,354.9 | Services providing support to prevent social isolation, provided through the independent sector and the voluntary sector, such as befriending services. | 17 | 83 |
| 43 | 1,487.4 | SCH&W | Support & Assistance Service (Social Fund) including refugee families | 252.4 | 2,144.5 | 2,396.9 | 0.0 | 0.0 | -1,250.0 | 1,146.9 | This service supports residents, with immediate need and who are in crisis, to live independently by signposting to alternative appropriate services and helping with the purchase of equipment and supplies to ensure the safety and comfort of the most vulnerable in our society. Includes support to refugee families under the Government's Syrian vulnerable persons relocation scheme. | 17 | 84 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Children's Services | | | | | | | | | | |
| | | | <i>Children in Care (Looked After)</i> | | | | | | | | | | |
| 44 | 1,290.0 | SCH&W | Fostering - Disabled Children - In house service | 0.0 | 1,334.4 | 1,334.4 | 0.0 | 0.0 | 0.0 | 1,334.4 | Short and medium term family based care for about 40 Kent children (including longer term care for older children). This includes payments to connected persons (relatives and friends). | 19 | 86 |
| 45 | 22,685.0 | SCH&W | Fostering - Non-Disabled Children - In house service | 1,757.6 | 21,087.4 | 22,845.0 | -151.0 | -100.0 | 0.0 | 22,594.0 | Short and medium term family based care for 930 Kent children (including longer term care for older children). This includes payments to connected persons (relatives and friends). The County Fostering Team is also included here. | 20 | 87 |
| 46 | 939.2 | SCH&W | Fostering - Disabled Children - Commissioned from Independent Fostering Agencies | 0.0 | 944.3 | 944.3 | 0.0 | 0.0 | 0.0 | 944.3 | Short and medium term family based care (including longer term care for older children) for about 20 Kent children. | 19 | 89 |
| 47 | 5,843.4 | SCH&W | Fostering - Non-Disabled Children - Commissioned from Independent Fostering Agencies | 0.0 | 6,576.4 | 6,576.4 | 0.0 | 0.0 | 0.0 | 6,576.4 | Short and medium term family based care (including longer term care for older children) for about 135 Kent children. | 20 | 90 |
| 48 | 167.3 | SCH&W | Legal Charges - Disabled Children | 0.0 | 167.3 | 167.3 | 0.0 | 0.0 | 0.0 | 167.3 | Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services relating to those with a disability. | 19 | 92 |
| 49 | 6,570.7 | SCH&W | Legal Charges - Non-Disabled Children | 0.0 | 6,570.7 | 6,570.7 | 0.0 | 0.0 | 0.0 | 6,570.7 | Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services relating to those without a disability. | 20 | 93 |
| 50 | 2,518.6 | SCH&W | Residential Children's Services - Disabled Children - In house service (Short Breaks Units) | 2,791.9 | 409.1 | 3,201.0 | -12.7 | -669.7 | 0.0 | 2,518.6 | Provision of 5 in house units for short breaks (for both looked after and non looked after children, including those with a disability). | 19 | 95 |
| 51 | 3,191.0 | SCH&W | Residential Children's Services - Disabled Children - Commissioned from Independent Sector | 0.0 | 4,699.2 | 4,699.2 | -467.3 | -932.7 | 0.0 | 3,299.2 | Independent sector residential care for estimated 35 children (both looked after and non looked after children with a disability). | 19 | 97 |
| 52 | 7,787.1 | SCH&W | Residential Children's Services - Non-Disabled Children - Commissioned from Independent Sector | 0.0 | 9,415.0 | 9,415.0 | 0.0 | -594.4 | 0.0 | 8,820.6 | Independent sector residential care for estimated 54 children (both looked after and non looked after children without a disability). | 20 | 98 |
| 53 | 1,808.1 | SCH&W | Supported Accommodation - Non-Disabled Children - Commissioned from Independent Sector | 0.0 | 2,465.6 | 2,465.6 | 0.0 | 0.0 | 0.0 | 2,465.6 | Approximately 80 Looked after young people aged 16 and 17 in Supported Accommodation Placements. | 20 | 99 |

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|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 54 | 1,454.8 | SCH&W | Virtual School Kent | 1,608.2 | 3,576.9 | 5,185.1 | -81.6 | -2.8 | -3,785.9 | 1,314.8 | Supporting approx. 1,900 looked after children (including approx. 500 Unaccompanied Asylum Seeking Children) focussing on their education & health needs. | 20 | 100 |
| | | | Children in Need | | | | | | | | | | |
| 55 | 6,511.8 | SCH&W | Family Support Services - Disabled Children | 0.0 | 6,965.6 | 6,965.6 | 0.0 | -305.0 | 0.0 | 6,660.6 | Community based family support services including day care, direct payments and payments to voluntary organisations. | 22 | 102 |
| 56 | 2,313.5 | SCH&W | Family Support Services - Non-Disabled Children | 0.0 | 2,263.8 | 2,263.8 | 0.0 | -153.1 | 0.0 | 2,110.7 | Community based family support services including day care, direct payments and payments to voluntary organisations. | 23 | 103 |
| | | | Early Help | | | | | | | | | | |
| 57 | 6,290.3 | E&YP | Children's Centres | 6,165.7 | 2,203.4 | 8,369.1 | -4,713.6 | -14.5 | 0.0 | 3,641.0 | Children's centres offer help and support to an average of 12,230 children per month. Approximately 68,000 children aged 0-5 are registered with a Children's Centre. | 1 | 104 |
| 58 | 11,886.1 | E&YP | Early Intervention and Prevention | 12,838.0 | 6,999.4 | 19,837.4 | -242.6 | -431.7 | -8,837.4 | 10,325.7 | This service intervenes as soon as possible to tackle emerging problems, ensuring that every child and young person, from pre-birth to age 19 and their family, who needs early help services, will receive it so that they are safeguarded, their educational, health, social and emotional needs are met and outcomes are good. This is done by working together with multi-disciplinary and multi-agency services to target individuals, groups at high risk or those showing early signs of a particular problem to try to stop it occurring or escalating, and to redress the situation. This includes working with families under the Tackling Troubled Families scheme. | 1 | 105 |
| | | | Education and Personal | | | | | | | | | | |
| 59 | 1,030.1 | E&YP, GE&T | 14 to 24 year olds | 1,337.9 | 682.6 | 2,020.5 | -130.0 | -87.4 | -906.0 | 897.1 | A range of services for young people including preparation for employment, vocational training, apprenticeships, helping young people to set up in business via support from Kent Foundation, Skills Force and raising the age of statutory education to 18. | 6 & 33 | 106 |
| 60 | 144.7 | E&YP | Attendance & Behaviour | 2,219.4 | 319.4 | 2,538.8 | -10.0 | -297.0 | -2,231.8 | 0.0 | The service provides advice and direct early help intervention to reduce exclusion from school, to improve pupil attendance and to facilitate good quality Pupil Referral Units/alternative provisions for those who would otherwise not be able to attend schools due to exclusion or health needs. | 3 | 107 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 61 | 1,297.3 | E&YP | Early Years and Childcare | 4,451.2 | 1,833.8 | 6,285.0 | -548.7 | -857.8 | -3,655.2 | 1,223.3 | Provision of advice, support, challenge and training to secure sufficient high quality early education and childcare, incorporating almost 800 group providers in the private, voluntary and independent sectors and approximately 1,300 childminders. | 2 | 108 |
| 62 | 0.0 | E&YP | Early Years Education | 0.0 | 68,341.7 | 68,341.7 | 0.0 | 0.0 | -68,341.7 | 0.0 | Payments made to over 900 PVI providers and childminders for up to 15 hours a week of free early years education for 3 & 4 year olds for the summer term (equates to over 11 million hours of provision) and an estimated additional take up of over 30% for the new 30 hour free entitlement from September (equates to around 3.8 million additional hours). Also up to 2.2 million hours of free early years education for disadvantaged 2 year olds. This also includes an estimate of the Early Years pupil premium allocation. | 2 | 109 |
| 63 | 2,188.0 | E&YP | Education Psychology Service | 3,054.4 | 108.1 | 3,162.5 | -868.2 | -261.3 | 0.0 | 2,033.0 | Statutory assessment of children with special educational needs and the delivery of core and traded psychological services. | 5 | 110 |
| 64 | 493.4 | E&YP | Individual Learner Support (incl. Inclusion Support Services Kent (ISSK) and Information & Advice Service for SEN Kent (IASK)) | 1,807.4 | 5,614.2 | 7,421.6 | -245.1 | -315.4 | -6,456.1 | 405.0 | A range of specialist services to support children and young people who may be at risk of not aspiring and achieving to their full potential. | 6 | 111 |
| 65 | 0.0 | E&YP | Support for Pupils with SEN | 112.3 | 5,925.0 | 6,037.3 | 0.0 | -387.2 | -5,650.1 | 0.0 | Support for pupils with SEN, including those with Education and Health Care Plans (EHCPs), which has not been delegated to individual schools or SEN units. | 5 | 112 |
| 66 | 1,237.7 | E&YP | Youth Service | 1,103.2 | 1,835.7 | 2,938.9 | -776.4 | -999.8 | -245.0 | 917.7 | Direct delivery and commissioning of open access youth work provision in youth centres, in schools, and street-based. In addition, opportunities for outdoor educational and adventurous activities, delivery of the Duke of Edinburgh's Award and ensuring the voice of young people is heard through the work of Kent Youth County Council. As a key element of early help, youth workers also provide targeted work with more vulnerable young people. | 9 | 113 |
| 67 | 400.6 | E&YP | Youth Offending Service | 1,511.2 | 581.3 | 2,092.5 | -323.6 | -311.1 | -1,137.2 | 320.6 | Targeted partnership work in relation to children and young people who are subject to criminal youth court orders, with the primary aim of reducing re-offending, safeguarding the individual and managing the risk within the community. In a year, the service works with 650 children and young people who are subject of youth court orders. | 9 | 114 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Other Children's Services | | | | | | | | | | |
| 68 | 11,448.1 | SCH&W | Adoption & other permanent care arrangements for children | 1,909.2 | 11,899.0 | 13,808.2 | 0.0 | -103.0 | 0.0 | 13,705.2 | Permanent care for approximately 1,250 Kent children who are unable to live with their birth families. Includes adoption payments, child arrangement orders & special guardianship orders. | 21 | 115 |
| | | | Asylum Seekers: | | | | | | | | | | |
| 69 | 0.0 | SCH&W | - Aged under 16 | 0.0 | 4,428.3 | 4,428.3 | 0.0 | 0.0 | -4,428.3 | 0.0 | Supporting unaccompanied asylum seekers under the age of 16. | 24 | 116 |
| 70 | 0.0 | SCH&W | - Aged 16 & 17 | 0.0 | 10,450.1 | 10,450.1 | 0.0 | 0.0 | -10,450.1 | 0.0 | Supporting unaccompanied asylum seekers aged 16 or 17. | 24 | 117 |
| 71 | 550.0 | SCH&W | - Aged 18 and over (care leavers) | 0.0 | 8,747.6 | 8,747.6 | 0.0 | 0.0 | -8,197.6 | 550.0 | Supporting unaccompanied asylum seekers aged 18 or over (who were previously in care when aged under 18) as Care Leavers. | 24 | 118 |
| 72 | 2,669.1 | SCH&W | Care Leavers | 3,095.4 | 3,147.6 | 6,243.0 | -2,563.2 | 0.0 | -624.7 | 3,055.1 | A service for approximately 180 young people aged 18+ who have previously been in care, including the contract management fee for the overall supported accommodation service for both care leavers and 16 and 17 year olds in care. | 23 | 119 |
| 73 | 5,025.5 | E&YP, SCH&W | Safeguarding | 5,662.7 | 790.8 | 6,453.5 | -843.6 | -663.0 | 0.0 | 4,946.9 | Performance management of services for vulnerable children in Kent. Statutory education safeguarding functions with services commissioned by schools and other settings providing additional support and challenge. | 6 & 23 | 120 |
| | | | Community Services | | | | | | | | | | |
| 74 | 1,958.9 | GE&T | Arts & Culture Development (including grant to Turner Contemporary) | 307.0 | 1,524.8 | 1,831.8 | 0.0 | 0.0 | 0.0 | 1,831.8 | Provides strategic leadership to the arts and culture sector in Kent through funding, commissioning, partnership working and leverage of funds to ensure the arts contribute fully to the Kent economy and quality of life. The service manages Kent Film Office, and oversees the Turner Contemporary; as well as providing grants to a range of artists, arts organisations and festivals. | 33 | 121 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 75 | -1,366.4 | E&YP | Community Learning & Skills (CLS) | 8,791.2 | 3,905.9 | 12,697.1 | 0.0 | -3,381.9 | -10,681.6 | -1,366.4 | Approximately 22,000 adults attending Adult Education courses in the community for personal development, skills, pleasure and wellbeing of which over 500 achieve qualifications. In the region of 4,600 families participating in family and responsive learning which helps parents and children from disadvantaged communities. CLS supports 650+ young people and adults through apprenticeships with Kent employers and approximately 1,200 learning aims delivered to 300 16-18 year olds not in education or employment. Skills Plus centres deliver over 2,300 English and Maths learning aims to 1,400 people to improve their employability skills and support Kent businesses and help 1,000 adults for whom English is not their first language to gain qualifications. | 10 | 122 |
| 76 | 4,250.7 | S&CS | Contact Centre & Digital Web Services | 0.0 | 4,021.6 | 4,021.6 | 0.0 | -234.6 | -89.0 | 3,698.0 | Contact Point is an externally commissioned multi-channel service which provides the primary public telephone and digital web services for the County Council. The contact centre operates extended business hours and emergency contacts overnight throughout the year. Approx. 750,000 contacts are handled every year (690k telephone/60k e-mail) supporting more than 90 KCC services. It will increasingly provide better customer focussed, true multi-channel access to Kent services. | 46 | 123 |
| 77 | 921.6 | S&CS | Gateways | 324.8 | 541.8 | 866.6 | 0.0 | -25.0 | 0.0 | 841.6 | The Gateway service model is undergoing re-design through active collaboration with internal/external partners (District Councils and third sector). The Gateway budget contributes to shared management, staffing and running costs for each Gateway which supports over 1 million customer visits per year. | 46 | 124 |
| 78 | -0.2 | GE&T | Gypsies and Travellers | 216.2 | 171.1 | 387.3 | 0.0 | -447.5 | 0.0 | -60.2 | Responsible for securing suitable local authority and other accommodation provision for Gypsies and Travellers in Kent. The Unit currently manages 10 local authority sites, containing 168 pitches. | 33 | 125 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 79 | 10,899.9 | GE&T | Libraries, Registration and Archives Services | 11,328.1 | 4,665.0 | 15,993.1 | -463.7 | -5,836.3 | 0.0 | 9,693.1 | <p>Libraries Service: Service delivered online and from 99 fixed libraries and a fleet of mobile vans, issuing approx. 5.16 million items (mostly books); supporting 5.3 million physical visits, 792,000 virtual visits; 516,000 hours of free public PC use; 1,478 home library service customers; 1,133 blind and partially sighted Postal Loan service customers and 3,500 clients in Prison Library service.</p> <p>Archives Service: 20,400 documents produced for researchers at Kent History and Library Centre; 2,850 archive documents accessed digitally and the management of 1,926 cubic metres of manuscript collections.</p> <p>Registration Service: Over 32,000 births and deaths registered; over 6,300 ceremonies registered and conducted (mostly marriage ceremonies) and 2,500 new citizens naturalised.</p> | 31 | 126 |
| 80 | 290.5 | SCH&W | Local Healthwatch & NHS Complaints Advocacy | 0.0 | 681.0 | 681.0 | 0.0 | 0.0 | -469.5 | 211.5 | <p>Local Healthwatch and NHS Complaints Advocacy are statutory services commissioned by KCC. Local Healthwatch will ensure that patients, users of social care services and their carers, and the public have a say in how these services are commissioned and delivered on their behalf. NHS Complaints Advocacy will support people who wish to complain about any NHS Health Service or Public Health Service.</p> | 17 | 127 |
| 81 | 438.3 | GE&T | Sports & Physical Activity Development | 734.8 | 1,104.6 | 1,839.4 | -147.8 | -1,310.0 | 0.0 | 381.6 | <p>Lead the development of sport and physical activity in Kent through a wide network of partners; manage the Kent School Games; generate external funding; work with a range of partners including Public Health to provide a continuum of sporting opportunity, and manage the County Sports Partnership to develop sports and physical activity opportunities to support the wider health and wellbeing of Kent communities, including reaching the inactive. The service has levered in more than £7.5m to the Kent economy over the last three years. The service is predominately externally funded.</p> | 33 | 128 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 82 | 461.3 | E&YP | Supporting Employment | 746.2 | 50.1 | 796.3 | -305.0 | -30.0 | 0.0 | 461.3 | Provides support and advice to vulnerable adults, with disabilities, learning difficulties or mental health issues, in order to secure paid employment, further education/training/apprenticeships or voluntary work. KSE works with approximately 300 adults and supports another 100 young people and young adults through the Troubled Families Programme. | 10 | 129 |
| | | | Environment | | | | | | | | | | |
| 83 | 569.9 | GE&T | Country Parks, Countryside Partnerships & Explore Kent | 1,620.0 | 1,272.2 | 2,892.2 | -140.2 | -2,200.9 | -76.2 | 474.9 | This covers Kent Country Parks, Explore Kent, and Countryside Management Partnerships. There are nine Country Parks which generate 1.6 million visits per year to protect and improve access to the countryside whilst delivering education, recreation and environmental programmes. This service is predominately funded by external income and grant. The almost wholly-commissioned Explore Kent brand reaches more than 375,000 customers per annum, developing and promoting information for outdoor activities in order to improve health and wellbeing, and support the rural Kent economy. Countryside Partnerships is a predominately externally funded service whihc KCC hosts, covering a broad remit with partners to link communities to these natural landscapes through volunteering, ecology management, helping to manage habitats and landscapes, providing recreation, and working with distinct client groups. All of these services contribute to the health and wellbeing of communities and individuals and deliver against public health outcomes of increasing physical activity and improving mental health. | 32 | 131 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 84 | 1,384.8 | GE&T | Environmental Management (incl. Coastal Protection) | 1,578.3 | 2,698.0 | 4,276.3 | -262.0 | -835.2 | -1,858.3 | 1,320.8 | Delivery of the Kent Environment Strategy. Delivery of Climate Local targets, Carbon Reduction Commitment, Energy Company Obligation and support to Low Carbon business through Low Carbon Kent and Low Carbon Plus - saving money through fuel efficiency and supporting the development of the low carbon market. Building resilience and risk management in relation to climate change and severe weather, working across services, businesses and communities. Supporting conservation and enhancement of Kent's natural and cultural assets and services including biodiversity planning, ecological and landscape advice, heritage conservation and planning, coastal conservation. Working across the authority to ensure biodiversity and landscape are appropriately considered throughout all Council functions. | 32 | 132 |
| 85 | 1,627.1 | GE&T | Public Rights of Way | 1,323.2 | 463.0 | 1,786.2 | 0.0 | -108.1 | 0.0 | 1,678.1 | This covers the statutory functions of the Public Rights of Way Service (PRoW), Common land and Village Greens and Open Access Land. The PRoW service has a duty to protect, maintain and record 6,847km of highway asset (including surface maintenance, 2,400 bridges and over 30,000 other items of furniture e.g. direction posts/signs). It also maintains the legal records of PRoW (the Definitive Map) and the Common Land and Village Greens register and deals with planning applications in relation to village greens. | 32 | 133 |
| | | | Highways | | | | | | | | | | |
| | | | <i>Highways Maintenance</i> | | | | | | | | | | |
| 86 | 3,261.3 | GE&T | Adverse Weather | 0.0 | 3,328.6 | 3,328.6 | 0.0 | 0.0 | 0.0 | 3,328.6 | Includes provision for 68 salting runs, salting approximately 2,500 km of primary highway routes per run (about 30% of roads in Kent, including all A and B class roads, busy commuter routes and other danger spots), and in cases of prolonged heavy frost, widespread ice or snow, potentially up to a further 15% of the road network (secondary routes), plus restocking 2,300 salt bins. | 35 | 134 |
| 87 | 2,051.5 | GE&T | Bridges and other structures | 710.7 | 1,516.9 | 2,227.6 | 0.0 | -226.3 | 0.0 | 2,001.3 | Inspection and maintenance of 2,700 bridges and structures and two road tunnels. | 35 | 135 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 88 | 7,347.0 | GE&T | General maintenance and emergency response | 3,581.7 | 4,846.6 | 8,428.3 | 0.0 | -599.9 | 0.0 | 7,828.4 | Safety inspections, routine maintenance and minor repair of 8,500km of highway and 5,000km of pavements plus the coordination of all roadworks undertaken by utility companies and KCC contractors. | 34 | 136 |
| 89 | 2,993.1 | GE&T | Highways drainage | 402.8 | 2,558.9 | 2,961.7 | 0.0 | 0.0 | 0.0 | 2,961.7 | Safety inspections, routine maintenance, cleansing and minor repair of 250,000 road drainage gullies and soakaways. | 35 | 137 |
| 90 | 3,083.1 | GE&T | Streetlight maintenance | 520.9 | 2,316.9 | 2,837.8 | 0.0 | -154.0 | 0.0 | 2,683.8 | Safety inspections, routine maintenance and minor repair of 120,000 streetlights and 30,000 lit signs and bollards. | 35 | 138 |
| | | | Highways Management | | | | | | | | | | |
| 91 | -18.3 | GE&T | Development Planning | 1,767.7 | 324.2 | 2,091.9 | 0.0 | -2,176.4 | 0.0 | -84.5 | Includes developer agreements & developer plans, local development framework, adoption of highways and development control. | 35 | 139 |
| 92 | 1,661.2 | GE&T | Highway improvements | 2,278.8 | -708.0 | 1,570.8 | 0.0 | -4.6 | 0.0 | 1,566.2 | Technical support and design of highway resurfacing schemes and other improvement programmes to reduce congestion, improve air quality and help minimise traffic collisions. | 35 | 140 |
| 93 | 642.6 | GE&T | Road safety | 931.7 | 1,771.1 | 2,702.8 | -28.0 | -2,005.6 | -107.4 | 561.8 | Working in cooperation with the Kent and Medway Safety Camera Partnership to reduce road casualties through a combination of education, publicity and training campaigns, and enforcement, together with engineering improvements. | 35 | 141 |
| 94 | 4,733.8 | GE&T | Streetlight energy | 0.0 | 3,961.0 | 3,961.0 | 0.0 | 0.0 | 0.0 | 3,961.0 | Payment for electricity to illuminate 120,000 streetlights and 30,000 lit signs and bollards. | 35 | 142 |
| 95 | 1,033.7 | GE&T | Traffic management | 2,535.1 | 1,896.0 | 4,431.1 | 0.0 | -3,757.6 | 0.0 | 673.5 | Running costs, safety inspections, routine maintenance, minor repair, energy and communication systems for 700 sets of traffic signals/15,000 traffic lights, 400 electronic message signs and 150 CCTV cameras to provide congestion reduction measures. | 35 | 143 |
| 96 | 3,389.4 | GE&T | Tree maintenance, grass cutting and weed control | 682.2 | 2,575.2 | 3,257.4 | 0.0 | 0.0 | 0.0 | 3,257.4 | Safety inspections, routine maintenance and management of 10 million square metres of grass areas, 500,000 trees, shrubs and hedges. | 35 | 144 |
| | | | Local Democracy | | | | | | | | | | |
| 97 | 520.0 | S&CS | County Council Elections | 0.0 | 520.0 | 520.0 | 0.0 | 0.0 | 0.0 | 520.0 | Annual contribution to a reserve to cover the costs of County Council Elections every four years and by-elections as required. | 47 | 145 |
| 98 | 1,680.0 | S&CS | Local Member Grants | 0.0 | 1,782.0 | 1,782.0 | 0.0 | 0.0 | 0.0 | 1,782.0 | Grants controlled by individual Members which are given to a wide range of community based groups, individuals and organisations. | 47 | 146 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 99 | 1,788.2 | S&CS | Partnership arrangements with District Councils | 0.0 | 1,621.2 | 1,621.2 | 0.0 | 0.0 | 0.0 | 1,621.2 | Payments made to district councils out of the County Council's share of Council Tax towards additional costs incurred in running local council tax support schemes and other initiatives to increase the Council Tax yield. | 47 | 147 |
| | | | Planning and Transport Strategy | | | | | | | | | | |
| 100 | 1,255.7 | GE&T | Planning & Transport Policy | 892.8 | 258.9 | 1,151.7 | 0.0 | 0.0 | 0.0 | 1,151.7 | Delivery of Growth without Gridlock - developing key strategic transport improvements such as a new Lower Thames Crossing, A21 dualling, solutions to Operation Stack/lorry parking and enhancements to the rail network including the new Thanet Parkway Station and reduced journey times to East Kent in particular. Strategic influencing of Government Policy and new infrastructure funding streams underpinned by the preparation of the Kent and Medway Growth and Infrastructure Framework, providing transport input to South East Local Enterprise Partnership (SELEP), co-ordinating KCC's responses to Local Plans and Community Infrastructure Levy (CIL) charging schedules, producing the Minerals and Waste Local Plan and the Local Transport Plan. | 37 | 148 |
| 101 | 416.6 | GE&T | Planning Applications | 734.4 | 153.2 | 887.6 | -232.0 | -230.0 | 0.0 | 425.6 | Delivery of the statutory county planning application service including pre-application advice, consideration and determination of applications and submissions, monitoring and enforcement. (Approximately 500 developments per annum). | 37 | 149 |
| | | | Public Health | | | | | | | | | | |
| 102 | 0.0 | SCH&W | Children's Public Health Programmes: 0-5 year olds Health Visiting Service | 0.0 | 21,850.2 | 21,850.2 | 0.0 | 0.0 | -21,850.2 | 0.0 | The Health Visiting Service is a universally available service that supports over 90,000 young children between the ages of 0-5. It has a crucial role in the early years of a child's development providing ongoing support for all children and families. It leads the delivery of the Healthy Child Programme (HCP) during pregnancy and the early years of life, from 0-5 years. It includes the Family Nurse Partnership (FNP) which is an evidence based, preventative programme targeted to vulnerable young mothers aged 19 and under having their first baby. This is a nurse led intensive home-visiting programme from early pregnancy to the age of two. | 27 | 150 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|-----------|----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 103 | 0.0 | SCH&W | Other Children's Public Health Programmes | 0.0 | 11,338.2 | 11,338.2 | 0.0 | 0.0 | -11,338.2 | 0.0 | This includes universal school nursing, which contributes to screenings and assessments, school-readiness and healthy school provision. Other initiatives are also aimed at children's emotional wellbeing, healthy weight and infant feeding programmes. Approximately 26,500 children will participate in the National Child Measurement Programme. | 27 | 151 |
| 104 | 100.0 | SCH&W | Drug & Alcohol services | 184.1 | 14,253.8 | 14,437.9 | 0.0 | -5,055.4 | -9,382.5 | 0.0 | Includes provision for approximately 5,000 adults across Kent to access structured alcohol and drug treatment services and in excess of 8,000 to receive brief interventions; in excess of 3,000 young people to be engaged by substance misuse early intervention and specialist services. This also covers prescribing-related costs for adult and young people substance misusers. | 27 | 152 |
| 105 | 0.0 | SCH&W | Integrated Health & Lifestyle Service | 0.0 | 6,281.0 | 6,281.0 | 0.0 | 0.0 | -6,281.0 | 0.0 | This funding supports the delivery of the following key outcomes: reductions in smoking prevalence, levels of inactivity, poor diet, obesity levels, poor mental wellbeing, and excessive drinking; and increasing the uptake of NHS Health Checks. This includes the mandated Health Checks programme for adults where approximately 91,000 invites will be issued with the aim of 45,000 residents receiving a Health Check. The provision of Health Trainers will ensure community engagement and access to services. The funding enables the delivery of a range of interventions that support people to improve their health and change their unhealthy behaviour under the banner One You Kent and contributes to Healthy Living Centres across Kent. One You Kent is part of a national campaign which aims to encourage adults, particularly those in middle age, to take control of their health to enjoy significant benefits now, and in later life. | 27 | 153 |
| 106 | 0.0 | SCH&W | Public Health - Mental Health Adults | 0.0 | 2,164.8 | 2,164.8 | 0.0 | 0.0 | -2,164.8 | 0.0 | Access to Early Intervention services across Kent addressing the mental well-being of residents in need, from the workplace all the way through to war veterans in the community. A number of projects will help to identify specific needs in the community including the nationally recognised "Men's Sheds" programme to encourage older men to socialise together and improve their quality of life, and hopefully their levels of general health. | 27 | 154 |

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WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|-----------|----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 107 | 0.0 | SCH&W | Public Health Staffing, Advice and Monitoring | 3,121.9 | 281.7 | 3,403.6 | -9.8 | -447.7 | -2,946.1 | 0.0 | Management, commissioning and operational delivery of core and statutory public health advice and monitoring services to ensure delivery of KCC's responsibilities as a Public Health Authority. | 27 | 156 |
| 108 | 0.0 | SCH&W | Sexual Health Services | 0.0 | 12,170.8 | 12,170.8 | 0.0 | -1,000.0 | -11,170.8 | 0.0 | Commissioning of mandated contraception and sexually transmitted infection advice and treatment services. This includes approximately 35,000 15-24 year olds screened for Chlamydia as part of the national screening programme; over 6,000 long acting reversible contraceptive devices inserted, with almost 5,000 being removed; and almost 28,000 first appointments and 7,000 follow up appointments in respect of Genito-Urinary Medicine, both in county and out of county. | 27 | 157 |
| 109 | 0.0 | SCH&W | Targeting Health Inequalities | 31.0 | 3,026.7 | 3,057.7 | 0.0 | -61.0 | -2,996.7 | 0.0 | This funding supports District and Borough Councils across Kent to deliver public health outcomes and to influence the wider determinates of health to create healthy communities that promote long term positive lifestyle choices. In addition it funds the delivery of the following key outcomes: reductions in smoking prevalence, levels of inactivity, poor diet, obesity levels, poor mental wellbeing, and excessive drinking; and increasing the uptake of NHS Health Checks. This funding also supports the client pathway for One You Kent. | 27 | 158 |
| 110 | 0.0 | SCH&W | Tobacco Control | 0.0 | 145.0 | 145.0 | 0.0 | 0.0 | -145.0 | 0.0 | A partnership with health and local councils to influence policy on illicit tobacco, smoke free places and vaping. | 27 | 159 |
| | | | Public Protection | | | | | | | | | | |
| 111 | 2,217.3 | GE&T | Community Safety (including Community Wardens) | 2,023.1 | 221.0 | 2,244.1 | -16.0 | -115.8 | 0.0 | 2,112.3 | Co-ordinates and manages the delivery of safer and stronger communities - on behalf of the people of Kent under the Crime and Disorder Act and associated regulations. Provides the policy and performance support to the Police and Crime Panel. An establishment of 70 Community Wardens providing a key aspect of local community safety delivery. The Warden service provides a highly visible, reassuring community presence helping to build community resilience and supporting the vulnerable within their areas. | 36 | 160 |

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WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 112 | 2,884.6 | GE&T | Coroners | 1,832.5 | 2,209.6 | 4,042.1 | 0.0 | -626.0 | 0.0 | 3,416.1 | Provision of office accommodation, coroners salaries, investigation officers and other staff, court facilities, mortuary facilities and all other costs related to the provision of HM Coroners service in Kent. The service is responsible for inquiries into approximately 7,000 violent or unnatural deaths, sudden deaths of unknown cause and deaths which have occurred in prison, resulting in approximately 4,000 post mortems, 3,000 body removals and 800 inquests. | 36 | 161 |
| 113 | 1,124.2 | GE&T | Emergency Response & Resilience (including Flood Risk Management) | 825.4 | 635.8 | 1,461.2 | 0.0 | -212.0 | 0.0 | 1,249.2 | Delivery of KCC's statutory obligations under the Civil Contingencies Act and the Flood and Water Management Act. Undertaking KCC's responsibilities as Lead Local Flood Authority and delivery of the Local Flood Risk Management Strategy. Delivering corporate responsibilities in emergency planning and business continuity. Provide consultancy services to District / Borough Councils under Service Level Agreements as well as advice, guidance and support to residents and businesses to build resilience. Maintain community leadership through the Kent Resilience Forum and other partnerships. | 36 | 162 |
| 114 | 2,614.0 | GE&T | Trading Standards (including Kent Scientific Services) | 2,659.5 | 889.3 | 3,548.8 | -50.0 | -1,124.8 | 0.0 | 2,374.0 | Promoting and protecting a fair and safe trading environment to allow Kent business to flourish; protecting consumers from illegitimate trading, especially the blight of rogue traders and scammers who target the vulnerable; providing advice to businesses; reducing the impact of harmful and age restricted goods to the young; protecting the security and traceability of the food chain, ensuring dangerous goods are stored safely and preventing the spread of animal disease and suffering. This all contributes to the wider agendas of reducing crime; supporting business and improving public health. Kent Scientific Services, a laboratory undertaking statutory analysis of food imports and food testing, and calibration services linked to the work of Trading Standards. It also provides toxicology services to Coroners. | 36 | 163 |

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WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|------------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Regeneration & Economic Development | | | | | | | | | | |
| 115 | 2,609.3 | GE&T | Regeneration & Economic Development Services | 2,497.1 | 2,686.1 | 5,183.2 | -48.6 | -2,101.8 | -828.7 | 2,204.1 | This is divided into three main areas of activity, Business & Enterprise, Economic Strategy & Partnerships and Infrastructure, with the aim of creating the right environment to support economic growth and increased employment opportunities in the county. Includes work on a wide range of initiatives including: Broadband, Kent & Medway Business Loan Fund, No Use Empty, Foreign Inward Investment, Visit Kent, Produced In Kent and Hardelot training centre. Much of this is carried out in partnership with and through other organisations and businesses within and beyond Kent including at regional, national and international level. | 33 | 164 |
| | | | Schools & High Needs Education Budgets | | | | | | | | | | |
| 116 | 0.0 | E&YP | Exclusion Services | 0.0 | 2,510.1 | 2,510.1 | 0.0 | 0.0 | -2,510.1 | 0.0 | Payments to schools for the provision of education services to excluded pupils where there are no Pupil Referral Units. | 3 | 165 |
| 117 | 0.0 | E&YP | High Needs Pupils in Further Education Colleges - Post 16 year olds | 0.0 | 5,110.4 | 5,110.4 | 0.0 | 0.0 | -5,110.4 | 0.0 | Top up payments for high needs pupils in further education college placements. | 4 | 166 |
| 118 | 0.0 | E&YP | High Needs Pupils in Independent Sector Providers - Post 16 year olds | 0.0 | 3,600.9 | 3,600.9 | 0.0 | 0.0 | -3,600.9 | 0.0 | Top up payments for post 16 high needs pupils in independent sector provision. | 4 | 167 |
| 119 | 0.0 | E&YP | High Needs Pupils in Independent Special School placements | 0.0 | 24,068.1 | 24,068.1 | -274.6 | -422.8 | -23,370.7 | 0.0 | Placements for approximately 530 children with severe special educational needs whose needs cannot be met within maintained schools. | 4 | 168 |
| 120 | 0.0 | E&YP | High Needs Pupils - Recoupment | 0.0 | 2,396.6 | 2,396.6 | 0.0 | -3,054.0 | 657.4 | 0.0 | Top up payments to other local authorities for Kent pupils with high needs, educated in other local authority schools, together with income from other local authorities for their pupils educated in Kent schools. | 4 | 169 |
| 121 | 0.0 | E&YP | PFI Schools Scheme | 0.0 | 27,006.4 | 27,006.4 | -10,605.4 | -1,603.0 | -14,798.0 | 0.0 | Service charges for 11 PFI schools. | 8 | 170 |
| 122 | 0.0 | E&YP | Schools and Pupil Referral Units Delegated budgets | 493,235.4 | 173,298.9 | 666,534.3 | 0.0 | -49,814.8 | -616,719.5 | 0.0 | Budgets managed directly by approximately 380 local authority maintained schools and Pupil Referral Units. | 56 | 171 |
| | | | Schools' Services | | | | | | | | | | |
| 123 | 5,032.3 | E&YP | Education Staff Pension costs | 0.0 | 7,468.3 | 7,468.3 | 0.0 | -684.0 | -2,000.0 | 4,784.3 | Cost of education staff early retirements including historic commitments. | 11 | 172 |

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WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Affordable Activity | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|----------------------------------|------------------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 124 | 555.1 | E&YP, GE&T | Other Schools' Services | 496.7 | 5,737.1 | 6,233.8 | -2,527.4 | -206.3 | -3,120.0 | 380.1 | Crossing Patrols, licences, provision of temporary mobile classrooms, planned maintenance agreements, legionella work, asbestos and condition surveys. Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals. Some of these services now operate on a fully traded basis. | 8 & 37 | 173 |
| 125 | 0.0 | E&YP | Redundancy costs | 0.0 | 1,188.7 | 1,188.7 | 0.0 | 0.0 | -1,188.7 | 0.0 | Redundancy costs for schools related staff. | 8 | 174 |
| 126 | 2,375.5 | E&YP | School Improvement | 4,453.2 | 2,405.8 | 6,859.0 | -4,441.3 | -764.1 | -98.1 | 1,555.5 | Providing advice, guidance, training and challenge to primary, secondary and special schools and Pupil Referral Units to raise standards of pupil achievement, and to implement national and local strategies. Support and training for over 4,800 school governors. | 6 | 175 |
| | | | Transport Services | | | | | | | | | | |
| 127 | 17,111.2 | GE&T | Concessionary Fares | 0.0 | 16,784.2 | 16,784.2 | 0.0 | -27.0 | 0.0 | 16,757.2 | Delivering approximately 16.5 million free bus journeys for elderly and disabled users via the English National Concessionary Travel Scheme, as defined by government. | 38 | 176 |
| 128 | 22,976.5 | E&YP | Home to School/College Transport (Special Educational Needs) | 192.1 | 25,579.3 | 25,771.4 | 0.0 | -801.5 | 0.0 | 24,969.9 | Specialist transport arrangements for 3,800 children with special educational needs aged 0-19. | 7 | 177 |
| 129 | 7,161.6 | E&YP | Home to School Transport (Mainstream) | 0.0 | 7,200.6 | 7,200.6 | 0.0 | -30.0 | 0.0 | 7,170.6 | Transport to and from school for approximately 6,000 eligible children. | 7 | 178 |
| 130 | 409.6 | E&YP | Kent 16+ Travel Card | 0.0 | 3,324.2 | 3,324.2 | -678.0 | -2,202.9 | 0.0 | 443.3 | Over 7,000 16+ travel cards issued to young people aged over 16 for unlimited bus travel in Kent and funding of eligible learners unable to access the 16+ travel card. | 7 | 179 |
| 131 | 6,043.4 | GE&T | Subsidised Bus Services (including Kent Karrier) | 0.0 | 8,311.5 | 8,311.5 | -517.0 | -604.0 | -1,087.8 | 6,102.7 | Providing financial support for otherwise uneconomic bus services and payment of Bus Service Operators grant in relation to subsidised services. Kent Karrier is the County's Dial-a-Ride transport service; membership is for those that cannot use conventional public transport because of disability or rural location. | 39 | 180 |
| 132 | 1,401.0 | GE&T | Transport Operations | 1,197.6 | 68.7 | 1,266.3 | 0.0 | -12.3 | 0.0 | 1,254.0 | Management, planning, procurement and monitoring of subsidised local bus services, home to school transport and public transport information. | 37 | 181 |
| 133 | 233.0 | GE&T | Transport Planning | 204.8 | 25.2 | 230.0 | 0.0 | 0.0 | 0.0 | 230.0 | Improve public transport and access to key services. | 37 | 182 |

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WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 134 | 8,312.5 | GE&T | Young Person's Travel Pass | 0.0 | 14,218.7 | 14,218.7 | 0.0 | -5,836.2 | 0.0 | 8,382.5 | 25,100 passes issued to young people aged 11 to 16, providing discounted travel on the Kent bus network, through subsidy from KCC. Including the provision of additional buses on key routes to meet increased demand. | 40 | 183 |
| | | | Waste Management | | | | | | | | | | |
| 135 | 814.1 | GE&T | Waste Compliance, Commissioning and Contract Management | 596.2 | 208.9 | 805.1 | 0.0 | 0.0 | 0.0 | 805.1 | Responsibility for the operational management, commissioning and compliance delivery of core waste management services, including the statutory duty to undertake the treatment and disposal of household waste in Kent. | 41 | 184 |
| 136 | 575.4 | GE&T | Partnerships & development | 283.5 | 285.9 | 569.4 | 0.0 | 0.0 | 0.0 | 569.4 | Collaborative working with the Environment Agency and other local authorities, including Kent Resource Partnership (KCC & the 12 Kent District Councils) to undertake enforcement activities and public campaigns to manage demand, reduce overall waste volumes and increase recycling. Develop strategies and implementation programmes. | 41 | 185 |
| 137 | 643.8 | GE&T | Closed Landfill Sites | 104.8 | 546.0 | 650.8 | 0.0 | -16.0 | 0.0 | 634.8 | Pollution monitoring and control and maintenance of 19 closed landfills to ensure public safety and environmental protection is maintained. | 41 | 186 |
| | | | Waste Processing | | | | | | | | | | |
| 138 | 15,299.3 | GE&T | Operation of Waste Facilities | 0.0 | 15,813.1 | 15,813.1 | 0.0 | -152.7 | 0.0 | 15,660.4 | Contracts for the provision of statutory waste services for Kent's residents, which includes 18 Household Waste Recycling Centres, attracting approximately 3.5 million visitors per year, and 7 transfer facilities to provide local disposal points for the efficient delivery of District Council collection services, together with associated bulk haulage contracts. | 42 | 188 |
| 139 | 6,236.1 | GE&T | Payments to Waste Collection Authorities (District Councils) | 0.0 | 6,305.5 | 6,305.5 | 0.0 | 0.0 | 0.0 | 6,305.5 | Payments to support recycling initiatives that reduce the amount of waste (21,500 tonnes) that would otherwise have to be disposed of through more costly routes, e.g. waste to energy recovery. | 42 | 189 |
| 140 | 6,851.7 | GE&T | Recycling Contracts and Composting | 0.0 | 8,837.7 | 8,837.7 | 0.0 | -1,716.0 | 0.0 | 7,121.7 | Recycling and composting 346,800 tonnes (47%) of household waste. | 42 | 190 |
| 141 | 36,164.0 | GE&T | Treatment and disposal of residual waste | 0.0 | 37,407.0 | 37,407.0 | 0.0 | 0.0 | 0.0 | 37,407.0 | Treatment and/or disposal of 362,000 tonnes of residual household waste produced in Kent, which is neither recyclable or compostable, either through waste to energy recovery (317,400 tonnes through the Allington Waste to Energy Plant) or through other waste treatment final disposal contracts (44,600 tonnes). Removal and disposal of approximately 170 abandoned vehicles. | 43 | 191 |

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|---------|----------------------|-------------|---|-------------------------|--------------------|--------------------|------------------|-------------------|-------------------|------------------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 142 | 634,968.3 | | Total Direct Services to the Public | 638,748.9 | 1,149,960.5 | 1,788,709.4 | -35,862.5 | -218,300.5 | -895,937.0 | 638,609.4 | | | |
| | | | <u>Financing Items (including Unallocated)</u> | | | | | | | | | | |
| 143 | 264.0 | FI | Audit Fees | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 | | 54 192 | |
| 144 | 704.0 | FI | Carbon Reduction Commitment | 0.0 | 631.0 | 631.0 | 0.0 | 0.0 | 0.0 | 631.0 | | 54 193 | |
| 145 | -8,700.0 | FI | Commercial Services (net contribution) | 0.0 | 0.0 | 0.0 | 0.0 | -6,800.0 | 0.0 | -6,800.0 | Contribution from Commercial Services towards KCC overheads. | 54 194 | |
| 146 | 3,352.0 | FI | Contribution to IT Asset Maintenance Reserve | 0.0 | 3,952.0 | 3,952.0 | 0.0 | 0.0 | 0.0 | 3,952.0 | Annual contribution towards ICT infrastructure replacement. | 54 195 | |
| 147 | -5,685.7 | FI | Contribution to/from reserves | 0.0 | -2,517.8 | -2,517.8 | 0.0 | 0.0 | 0.0 | -2,517.8 | | 54 196 | |
| 148 | 5,899.0 | FI | Insurance Fund | 0.0 | 5,299.0 | 5,299.0 | 0.0 | 0.0 | 0.0 | 5,299.0 | Contribution to self insurance fund. | 54 197 | |
| 149 | 2,000.0 | FI | Modernisation of the Council | 0.0 | 1,500.0 | 1,500.0 | 0.0 | 0.0 | 0.0 | 1,500.0 | One-off costs associated with restructure of the council including redundancy provision. | 54 198 | |
| 150 | 116,871.3 | FI | Net Debt costs (incl. Investment Income) | 0.0 | 123,463.3 | 123,463.3 | 0.0 | -10,342.0 | 0.0 | 113,121.3 | | 54 199 | |
| 151 | 953.0 | FI | Other | 1,130.0 | 959.0 | 2,089.0 | 0.0 | 0.0 | -36.0 | 2,053.0 | | 54 200 | |
| 152 | 0.0 | FI | Unallocated | 2,900.0 | -5,157.3 | -2,257.3 | 0.0 | 0.0 | 0.0 | -2,257.3 | | 54 201 | |
| 153 | 115,657.6 | | Total Financing Items | 4,030.0 | 128,393.2 | 132,423.2 | 0.0 | -17,142.0 | -36.0 | 115,245.2 | | | |
| | | | <u>Assessment Services</u> | | | | | | | | | | |
| 154 | 37,719.8 | SCH&W | Adult's Social Care Staffing | 37,355.4 | 3,514.9 | 40,870.3 | -37.2 | -2,928.0 | -185.3 | 37,719.8 | Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers. | 18 202 | |
| 155 | 1,152.6 | E&YP | Assessment and Support of Children with Special Education Needs | 4,868.7 | 5,145.3 | 10,014.0 | 0.0 | -281.0 | -9,229.2 | 503.8 | Statutory assessment and review of children with Special Educational Needs. | 5 203 | |
| 156 | 5,327.1 | SCH&W | Children's Social Care Staffing - Disabled Children | 5,089.6 | 469.1 | 5,558.7 | -80.0 | -151.6 | 0.0 | 5,327.1 | Social Care staffing providing assessment of children & families needs and ongoing support to looked after disabled children. | 25 205 | |
| 157 | 36,248.9 | SCH&W | Children's Social Care Staffing - Non-Disabled Children | 38,214.2 | 2,520.0 | 40,734.2 | -3,170.2 | -169.5 | 0.0 | 37,394.5 | Social Care staffing providing assessment of children & families needs and ongoing support to looked after non-disabled children. | 26 206 | |
| 158 | 80,448.4 | | Total Assessment Services | 85,527.9 | 11,649.3 | 97,177.2 | -3,287.4 | -3,530.1 | -9,414.5 | 80,945.2 | | | |

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|---------|----------------------|-------------|---|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| | | | Management, Support Services and Overheads | | | | | | | | | | |
| | | | Directorate Management and Support for: | | | | | | | | These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service. | | |
| 159 | 1,837.8 | E&YP | Education & Young People (E&YP) | 6,153.7 | 3,902.1 | 10,055.8 | -503.5 | -2,526.0 | -7,536.6 | -510.3 | | 11 | 207 |
| 160 | 3,908.3 | GE&T | Growth, Environment & Transport (GE&T) | 2,061.2 | 1,614.6 | 3,675.8 | 0.0 | -93.6 | 0.0 | 3,582.2 | | 44 | 208 |
| 161 | 7,098.5 | SCH&W | Social Care, Health & Wellbeing (SCH&W) | 4,663.6 | 4,032.0 | 8,695.6 | -235.2 | -160.0 | -1,132.7 | 7,167.7 | | 27 & 29 | 209 |
| 162 | -2,448.5 | S&CS | Strategic & Corporate Services (S&CS) | 703.0 | 2,146.4 | 2,849.4 | -716.9 | -132.0 | -4,388.0 | -2,387.5 | | 52 | 210 |
| | | | Support to Frontline Services: | | | | | | | | | | |
| 163 | 4,656.9 | SCH&W | Adult's Social Care Commissioning | 4,471.3 | 161.1 | 4,632.4 | -40.0 | -69.5 | -41.0 | 4,481.9 | Responsible for developing and delivering a commissioning strategy and procurement priorities for both Accommodation Solutions and Community Support for all vulnerable adults. | 29 | 211 |
| 164 | 1,121.4 | SCH&W | Adult's Social Care Performance Monitoring | 786.7 | 134.7 | 921.4 | 0.0 | 0.0 | 0.0 | 921.4 | Responsible for performance monitoring and information services for adults social care. | 29 | 212 |
| 165 | 0.0 | S&CS | Business Services Centre (BSC) | 21,677.8 | 5,995.9 | 27,673.7 | -21,641.5 | -6,032.2 | 0.0 | 0.0 | Provides transactional HR, ICT and Finance services together with traded services to external customers in these professions. | 48 | 213 |
| 166 | 3,405.2 | S&CS | Business Strategy | 2,629.0 | 505.2 | 3,134.2 | 0.0 | -42.0 | 0.0 | 3,092.2 | Supports the political and managerial leadership of KCC in a number of ways including strategic policy development across the whole council, effective performance management, research and business intelligence. | 51 | 214 |
| 167 | 1,796.4 | SCH&W | Children's Social Care Commissioning | 1,691.1 | 43.3 | 1,734.4 | 0.0 | 0.0 | 0.0 | 1,734.4 | Responsible for developing and delivering a commissioning strategy and procurement priorities for Specialist Children's Services | 29 | 215 |
| 168 | 815.2 | SCH&W | Children's Social Care Performance Monitoring | 741.2 | 67.9 | 809.1 | 0.0 | 0.0 | 0.0 | 809.1 | Responsible for performance monitoring and information services for children's social care. | 29 | 216 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Affordable Activity | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|----------------------------------|------------------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 169 | 2,172.2 | S&CS | Communications, Consultation & Engagement | 1,624.6 | 525.3 | 2,149.9 | -373.7 | 0.0 | 0.0 | 1,776.2 | Responsible for communicating with the public, ensuring residents are informed about services and how to access them, and promoting and defending KCC's reputation in the public domain. Advises on and delivers consultations, which support robust decision making processes for the authority. Also responsible for ensuring all council decisions take into account the impact they will have on residents or service user groups. Provides the 'Intelligent client' function on behalf of KCC and monitors the contract for the provision of the three primary contact channels: face to face through Gateways; phone & digital web services through Contact Point. | 50 | 217 |
| 170 | 3,693.0 | S&CS | Democratic and Members | 1,439.8 | 2,315.2 | 3,755.0 | 0.0 | -107.0 | -35.0 | 3,613.0 | The cost of supporting the 81 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, as amended in 2012 for the transfer of Public Health responsibilities, and the Local Government and Public Involvement in Health Act 2007. | 51 | 218 |
| 171 | 7,381.9 | E&YP, S&CS | Finance and Procurement <i>(excluding services commissioned from Business Services Centre)</i> | 12,541.3 | 1,663.5 | 14,204.8 | -2,148.6 | -3,957.9 | -2,167.5 | 5,930.8 | 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. | 11 & 49 | 219 |
| 172 | 2,926.1 | S&CS | Finance and Procurement - services commissioned from the Business Services Centre | 0.0 | 2,804.6 | 2,804.6 | 0.0 | -1.5 | 0.0 | 2,803.1 | Transactional financial services commissioned from the Business Services Centre. | 49 | 220 |
| 173 | -1,006.2 | S&CS | General Counsel and Information Governance | 747.4 | -1,415.4 | -668.0 | 0.0 | -53.0 | 0.0 | -721.0 | Management of contract with Invicta Law for legal advice and services to KCC, public bodies and other local authorities. Co-ordination of responses to Freedom of Information (FOI) requests. | 51 | 221 |
| 174 | 5,861.8 | S&CS | Human Resources <i>(excluding services commissioned from Business Services Centre)</i> | 3,786.7 | 2,046.0 | 5,832.7 | -210.3 | -492.6 | 0.0 | 5,129.8 | 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. | 50 | 222 |
| 175 | 1,553.5 | S&CS | Human Resources - services commissioned from the Business Services Centre | 0.0 | 1,343.0 | 1,343.0 | 0.0 | -90.5 | 0.0 | 1,252.5 | Transactional HR services commissioned from the Business Services Centre. | 50 | 223 |

Part 2 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2016-17 Revised Base | Directorate | Service | 2017-18 Proposed Budget | | | | | | | Section 5 (A-Z Grouping) Row Ref | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|-----------------|-------------------|------------------|------------------|------------------|-----------------|---|------------------------------|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | | |
| 176 | 30,546.8 | S&CS | Infrastructure (Property & ICT) <i>(excluding services commissioned from Business Services Centre & LATCO)</i> | 2,504.0 | 40,343.7 | 42,847.7 | -6,109.7 | -6,897.8 | -188.7 | 29,651.5 | Intelligent client function with responsibility for the management of KCC's land and property portfolio together with the management of the service delivery of ICT services, through contract arrangements with appropriate internal and external delivery vehicles. The Kent Public Services Network and other partnership arrangements are also included here. | 48 | 224 |
| 177 | 4,198.3 | S&CS | Infrastructure - ICT services commissioned from Business Services Centre | 0.0 | 4,133.3 | 4,133.3 | 0.0 | -250.4 | -147.3 | 3,735.6 | Transactional ICT services commissioned from the Business Services Centre. | 48 | 225 |
| 178 | 1,514.2 | S&CS | Infrastructure - Property services commissioned from Property LATCo | 0.0 | 2,659.9 | 2,659.9 | -886.0 | -620.1 | 0.0 | 1,153.8 | 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. Includes the dividend from the Property LATCo, GEN2. | 48 | 226 |
| 179 | -1,057.4 | S&CS | Legal Services - Dividend from Invicta Law | 0.0 | 0.0 | 0.0 | 0.0 | -1,057.4 | 0.0 | -1,057.4 | Dividend from Invicta Law, our external legal services provider. | 51 | 227 |
| 180 | 0.0 | S&CS | Transformation | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | The costs of contracts with our transformation partners are to be met from a transfer from reserves, hence a zero gross budget is reflected here. | 51 | 228 |
| 181 | 79,975.4 | | Total Management, Support Services and Overheads | 68,222.4 | 75,022.3 | 143,244.7 | -32,865.4 | -22,583.5 | -15,636.8 | 72,159.0 | | | |
| 182 | 911,049.7 | | TOTAL | 796,529.2 | 1,365,025.3 | 2,161,554.5 | -72,015.3 | -261,556.1 | -921,024.3 | 906,958.8 | | | |

The A-Z Variation Statements that follow show pressures and savings against the headings provided in the draft 2017-20 MTFP. For ease of reference, the table below gives a brief description of what is contained within each of these headings.

| Heading | Description |
|--------------------------------------|---|
| 2016-17 Base | Approved budget by County Council on 11th February 2016 |
| Base Adjustments (internal) | Changes to budgets which have nil overall affect on net budget requirement |
| Revised 2016-17 Base | |
| Additional Spending Pressures | |
| <i>Pay and Prices</i> | |
| Pay and Reward | Additional contribution to performance reward pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme |
| <i>Inflation:</i> | |
| Energy | Anticipated price increases on energy contracts as estimated by Commercial Services |
| Highway Contracts | Index linked increases on maintenance, technical services and traffic management |
| Waste Contracts | Index linked increases to composting, haulage & transfer stations, household waste recycling centres, landfill, landfill tax, recycling and waste to energy contracts |
| Adult Social Care | Implementing the national living wage strategy, recognising an impact of the national minimum wage increases and honouring contractual agreements for eligible adult social care contracts and services through a formulaic and targeted approach. Separate provision for providers claiming financial viability issues for price negotiations to be agreed by the Corporate Director in accordance with KCC virement procedures. |
| SCHW Sustainability Provision | Provision to enable the Corporate Director for Social Care to comply with requirement under the Care Act to facilitate a diverse and sustainable market for high quality care and support in their area |
| Children's Social Care | Provision for price negotiations with external providers and uplift to in-house foster carers in line with DFE guidance |
| Home to school transport | Provision for inflation on contracted services and season tickets for mainstream & SEN home to school transport and the 16+ travel card |
| Public Transport | Provision for inflation on: subsidised bus service contracts; the reimbursement of fares for the young person's travel pass; and concessionary fares |
| Non specific price provision | Non specific provision for CPI inflation on other negotiated contracts without indexation clauses |
| ICT Contracts | Exchange rate impact on ICT software contracts |

| | |
|---|--|
| Demography | <i>Additional spending associated with increasing population and demographic make-up of the population</i> |
| <i>The demography pressures represent net increases in spending but these may be the effect of increases in some service areas and reductions in others. Therefore, in the individual variation statements, there will be positive and negative entries against demography pressures.</i> | |
| Older People | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex |
| Adults with a Learning Disability | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex |
| Mental Health | Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex |
| Children's Social Care | Estimated impact of an increase in the population of children in Kent, leading to increased demand for specialist children's services |
| Waste Tonnage | Estimated additional waste anticipated due to increased number of households |
| SEN Transport | Estimated impact of rising pupil population on SEN home to school and college transport |
| Young Person's Travel Pass | Estimated impact of more children being eligible for the young persons travel pass, due to rising population |
| Coroners | Increase in number of post mortems undertaken, meaning a greater proportion of deaths are being investigated further by Coroners |
| Concessionary Fares | Reduction in concessionary fare journey numbers, consistent with national and local trends for reducing journey numbers |
| Government & Legislative | |
| Coroners | Introduction of Medical Examiner service |
| Flooding | Additional responsibilities in relation to sustainable drainage systems (SuDS) |
| Public Rights of Way | Additional duties in relation to local planning searches (Con24) |
| Apprenticeship Levy | Estimated net cost resulting from introduction of Apprenticeship Levy in 2017, including levy contribution and draw down of training costs |
| Deprivation of Liberty Safeguards | Additional DOLS assessments following the Cheshire Judgement 2014, previously funded from initial grant |
| Intermediaries Legislation | Estimated impact of additional employer costs resulting from new Intermediaries legislation from 6 April 2017 |
| Reduction in Grant Funding | |
| Public Health - Grant Reduction | Estimated reduction in Public Health Grant |

| | |
|--|---|
| Net Budget Realignment | <i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i> |
| Waste | Dry recyclables pressure, resulting from fall in commodity prices, and increase in waste tonnage |
| Commercial Services | Reversal of one-off draw-down from Commercial Services reserves |
| Young Person's Travel Pass - Activity | Realignment of budget following changes in activity at the time of budget build |
| Young Person's Travel Pass - School days | Change in the number of school days in the financial year compared to the previous year |
| Concessionary Fares | Realignment of budget due to falling journey numbers, in line with reduction in journey numbers in recent years |
| Adult Social Care | Realignment of budget following changes in activity at the time of budget build. |
| Children's Social Care | Realignment of budget following changes in activity at the time of budget build. |
| SEN Transport | Latest in-year pressure on SEN transport which reflects higher journey costs than budgeted in 2016-17 |
| Other | Other minor budget realignments |
| Service Strategies & Improvements | |
| School Transport | Impact of Grammar School Select Committee transport recommendations |
| Coroners | Final year of phased transfer of Coroners officers costs being transferred from Police |
| Economic Development - Broadband Project | Broadband Phase 2: funding for administration and management of scheme |
| Capital Programme | Additional debt costs to fund the 2016-19 capital programme |
| Sustainable Transformation Plan | KCC's contribution towards the project management costs of the Health Sustainable Transformation Plan |
| ICT Single System | Commissioning of EYPS Single System ICT through a hosted solution |
| ICT Asset Maintenance Reserve | Increased contribution to reserve to maintain KCC core ICT desktop provision |
| Invicta Law | Cost to Invicta Law of full recharge of corporate support services (offset by additional income to central corporate support services below), as per the original business case |
| Leases | One off transitional issues around the timing of leases |
| Strategic Commissioner | New Strategic Commissioner post, agreed at County Council 26th January 2017 |
| General Reserves | Contribution to General Reserves to reflect the higher risk inherent in the 2017-18 budget proposals, and future forecasts |
| Highways | Increase Kent Highways proactive management budget |
| Member Grants | Increase Member grant budget by £2k per Member |
| Other | Other minor service improvements |
| Replace use of one-offs | Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2015-16 |

Savings and Income**Transformation Savings**

These are net savings. Some of these savings involve investment in order to deliver overall savings. Therefore, in the individual variation statements, there will be positive and negative entries against the transformation savings.

| | |
|---|--|
| Adults Older People / Physical Disability - Phase 2 | Continued roll out of Phase 2 transformation including initiatives aimed at promoting better integration with health services and a better range of support services for clients leaving hospital back to home |
| Adults Older People / Physical Disability - Phase 3 | Initial estimate of potential savings which could be achieved through Phase 3 of social care transformation |
| Adults with a Learning Disability - Phase 2 | Continued rollout of Phase 2 transformation including initiatives aimed at reducing dependence on care services for vulnerable adults |
| Adults with a Learning Disability - Phase 3 | Initial estimate of potential savings which could be achieved through Phase 3 of social care transformation |
| Adults with a Learning Disability - Housing Related Support | Estimated savings to be achieved from commissioning of new combined service incorporating previous separate services of Supporting Independence Service and Housing Related Support Service to be more outcome focussed and promote independent living |
| Your Life Your Home - Mental Health | Review of people in Mental Health residential placements with a view to provide a service in an alternative setting |
| SEN Transport independent travel initiatives | Continued savings from initiatives aimed at increasing independent travel to school by SEND pupils including developing independent travel training and direct payments to parents |
| Waste | New contract whereby waste collected from mechanical street sweeping is recycled |
| Public Transport | Full year effect of bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid |
| Street Lighting | Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system |
| Growth, Environment and Transport | Savings through multi-agency working with partners |
| GEN2 LATCo | Dividend from and implementation of Property Local Authority Trading Company model |
| Contact Centre and Digital Web Platform | Removal of one-off investment in 2016-17 for new contact centre and digital web platform. |

| | |
|---|--|
| Income | |
| Trading | Increased income from traded services with schools, academies, other local authorities and public bodies |
| Client Charges | Uplift in social care client contributions in line with benefit uplifts for 2017-18, parental contribution for children placed in care, and inflationary increases for other activity led services including young person's travel pass, libraries, and registration |
| Corporate Support Services - BSC | Reduction in Engagement, Organisation Design & Development commissioned budget to Business Services Centre to be delivered through increased profitability |
| Market Expertise | Sell Finance and Infrastructure expertise to external bodies |
| Investment Income | Full year effect of changes to 2016-17 investment strategy |
| Capital Investment Fund | Revised Treasury Management strategy |
| Corporate Support Services | Income from full recharge of corporate support service costs to Invicta Law (offset by pressure above), as per the original business case |
| Corporate Landlord | Increase in rental income from more innovative use of the Corporate Landlord estate |
| Increases in Grants and Contributions | |
| Education Services Grant | The retained element of the former Education Services Grant which has transferred into Dedicated Schools Grant, and this will reduce net spend as it will now be treated as grant income |
| Efficiency Savings | |
| <i>Staffing:</i> | |
| <i>These staff restructures deliver net savings, however they may result in increased staff costs in some areas but reduced staff costs in others. Therefore, in the individual variation statements, there will be positive and negative entries against the staff restructure efficiency savings. In addition, there may also be an impact on non-staffing costs so in some variation statements the saving may also show against non-staffing.</i> | |
| Staffing Restructures | Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations |
| Management Structures | Stricter enforcement of organisational design principles around the number of tiers of management and spans of control. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations |
| <i>Infrastructure:</i> | |
| Established Programmes | Existing savings plans arising from asset rationalisation, facilities management and utility contracts |

| <i>Contracts & Procurement:</i> | |
|--|--|
| SEN Transport Route Optimisation | Savings through improved route optimisation and procurement practices |
| Learning Disability Supported Living | Contract re-negotiations with supported living providers |
| Domiciliary Care | Ensuring that contracted providers can deliver volume and therefore avoiding more expensive spot market contracts |
| Fostering | New placements with Independent Fostering Agencies anticipated to be at lower cost due to increased placement availability |
| Older People | Cessation of funding for Health "step down" beds |
| Early Help | Full year effect of Early Help commissioning savings started in 2016-17 |
| Economic Development | Review of grants and income |
| Visitor Economy | Contract and marketing review |
| Waste | Waste strategy efficiencies |
| Highways, Transportation & Waste | Contract and other efficiencies across Highways, Transportation & Waste division |
| Infrastructure | Reduction in ICT spend on third party contracts and equipment and centralise remaining ICT contract spend |
| E-Learning | Further development of e-learning and reducing external training costs |
| Procurement | Improving: small value/high volume procurement activity; category management; commercial support; spot purchasing; and contract reviews |
| Home to school transport | Reduction in SEN home to school transport costs due to growth in local SEN provision attached to mainstream schools and academies |
| Adults with a Learning Disability | Full year effect of savings achieved in 2016-17 |
| Environment, Planning & Enforcement | Review of non staffing budgets |
| Young Person's Travel Pass | Reduction in additional capacity payments to bus operators |
| Total Facilities Management | Review Total Facilities Management contact |
| Care Leavers & Supported Accommodation | More efficient commissioning of supported accommodation for young people aged 16+ |
| Adults Mental Health | Estimated savings to be achieved from commissioning of new combined service incorporating previous separate services of Supporting Independence Service and Housing Related Support Service to be more outcome focussed and promote independent living |
| Substance Misuse | Improved commissioning of substance misuse service alongside Public Health activity |
| Homelessness | Joint working with partner organisations to introduce a new homelessness strategy focussed on prevention and better outcomes that ensures support is provided to vulnerable homeless people in Kent |
| GEN2 LATCo | Reduction of the commissioned budget to GEN2 |
| Cloud Based Solution | Move Medway DR data centre to 'Cloud-based' solution |
| Integrated Commissioning | Increased efficiencies through integrated commissioning and working with the NHS |
| Social Care | Improved negotiations with Health partners in relation to continuing health care eligibility |
| Other | Other minor contracts and procurement savings |

| | |
|--|---|
| <i>Other:</i> | |
| Operational Support Unit | Efficiencies across operational support unit |
| Adult Social Care | Review calculation of bad debt provision in relation to client income for social care debt |
| Youth Participation Workers | Partnership working with Headstart |
| Insurance | Reduce contribution to insurance fund based on recent years' performance |
| Discretionary Spend | Pro-rata cut to discretionary spend |
| Public Health Grant | Internal commissioning of services to deliver public health outcomes |
| Training budget | Identify existing training expenditure permitted to be funded from the new Apprenticeship Levy, to partially offset the pressure above |
| Other | Other minor efficiency savings |
| <i>Financing Savings</i> | |
| Draw-down central reserves | Net draw-down of central reserves to support future years' budgets |
| Draw-down directorate reserves | Draw-down directorate reserves to support future years' budgets |
| Debt repayment | Review amounts set aside for repayment (MRP) |
| Use of underspend | Use of uncommitted 2015-16 underspend |
| Modernisation of the Council | Reduce contribution to Modernisation of the Council budget |
| Use of capital receipts | Use of Capital Receipts to fund transformation (subject to headroom) |
| <i>Policy Savings</i> | |
| <i>These are net savings and will result in savings in some areas but increases in others as services may be provided in a different way. Therefore, in the individual variation statements, there will be positive and negative entries against these policy savings.</i> | |
| Home to school transport | Final instalment of 2012 decision to remove discretion on Home to School Transport Policy |
| Soft Landscaping | Review of contracts |
| Children's Social Care | Review means testing for financial support to new Adopters and Special Guardians |
| Adults with a Learning Disability | Implementation of accommodation model for the short breaks service |
| Older People / Physical Disability | Review In-House services |
| Older People / Physical Disability Charging | Change to charging policies |
| Accommodation for Offenders | Reviewing with partners specialist accommodation with an expectation that suitable alternative accommodation will be jointly commissioned |
| Partnership Arrangements with Districts | Rationalise current support payments |
| Older People / Physical Disability Residential Homes | Full year effect of closure of in-house residential homes |
| Kent Support and Assistance Service | Review of the KSAS service, ensuring that expected service critical costs that will still be required to support social care users are retained |
| Public Health - Service Reductions | Public Health Service Reductions |
| Turner | Full year effect of review of funding agreement for 2016-18 |
| Libraries | Reduce Library Book Fund by Approximately 20% (one-off) |
| Other | Other minor policy savings |

Part 3 - A to Z Variation Statements

Adults and Older People - Direct Payments - Learning Disability (aged 18+)

Section 6 - A to Z Service Analysis Row: 1

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 19,024.5 | 19,024.5 | 0.0 | -69.5 | -875.5 | 18,079.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 389.8 | 389.8 | 0.0 | 0.0 | 0.0 | 389.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 0.0 | 0.0 | 0.0 | 30.0 | 0.0 | 30.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 389.8 | 389.8 | 0.0 | 30.0 | 0.0 | 419.8 |
| 2016-17 Revised Base | 0.0 | 19,414.3 | 19,414.3 | 0.0 | -39.5 | -875.5 | 18,499.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 357.9 | 357.9 | 0.0 | 0.0 | 0.0 | 357.9 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 328.0 | 328.0 | 0.0 | 0.0 | 0.0 | 328.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 685.9 | 685.9 | 0.0 | 0.0 | 0.0 | 685.9 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | -91.7 | -91.7 | 0.0 | 0.0 | 0.0 | -91.7 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Adults with a Learning Disability | 0.0 | -133.6 | -133.6 | 0.0 | 0.0 | 0.0 | -133.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | -225.3 | -225.3 | 0.0 | 0.0 | 0.0 | -225.3 |
| 2017-18 Proposed Budget | 0.0 | 19,874.9 | 19,874.9 | 0.0 | -39.5 | -875.5 | 18,959.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Direct Payments - Mental Health (aged 18+)

Section 6 - A to Z Service Analysis Row: 2

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,102.9 | 1,102.9 | 0.0 | -84.3 | 0.0 | 1,018.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 24.9 | 24.9 | 0.0 | 0.0 | 0.0 | 24.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -80.0 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -55.1 | -55.1 | 0.0 | 0.0 | 0.0 | -55.1 |
| 2016-17 Revised Base | 0.0 | 1,047.8 | 1,047.8 | 0.0 | -84.3 | 0.0 | 963.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 19.5 | 19.5 | 0.0 | 0.0 | 0.0 | 19.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 19.5 | 19.5 | 0.0 | 0.0 | 0.0 | 19.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 1,067.3 | 1,067.3 | 0.0 | -84.3 | 0.0 | 983.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Direct Payments - Older People (aged 65+)

Section 6 - A to Z Service Analysis Row: 3

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 12,867.5 | 12,867.5 | 0.0 | 0.0 | -186.5 | 12,681.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 507.4 | 507.4 | 0.0 | 0.0 | 0.0 | 507.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -879.6 | -879.6 | 0.0 | -2,658.6 | 0.0 | -3,538.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -372.2 | -372.2 | 0.0 | -2,658.6 | 0.0 | -3,030.8 |
| 2016-17 Revised Base | 0.0 | 12,495.3 | 12,495.3 | 0.0 | -2,658.6 | -186.5 | 9,650.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 289.4 | 289.4 | 0.0 | 0.0 | 0.0 | 289.4 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | -1,471.7 | -1,471.7 | 0.0 | 0.0 | 0.0 | -1,471.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -1,182.3 | -1,182.3 | 0.0 | 0.0 | 0.0 | -1,182.3 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 11,313.0 | 11,313.0 | 0.0 | -2,658.6 | -186.5 | 8,467.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Direct Payments - Physical Disability (aged 18 - 64)

Section 6 - A to Z Service Analysis Row: 4

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 13,166.6 | 13,166.6 | 0.0 | 0.0 | -982.2 | 12,184.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 540.6 | 540.6 | 0.0 | 0.0 | 0.0 | 540.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -1,000.0 | -1,000.0 | 0.0 | 0.0 | 0.0 | -1,000.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -459.4 | -459.4 | 0.0 | 0.0 | 0.0 | -459.4 |
| 2016-17 Revised Base | 0.0 | 12,707.2 | 12,707.2 | 0.0 | 0.0 | -982.2 | 11,725.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 312.0 | 312.0 | 0.0 | 0.0 | 0.0 | 312.0 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | -859.4 | -859.4 | 0.0 | 0.0 | 0.0 | -859.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -547.4 | -547.4 | 0.0 | 0.0 | 0.0 | -547.4 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 12,159.8 | 12,159.8 | 0.0 | 0.0 | -982.2 | 11,177.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Domiciliary Care - Learning Disability (aged 18+)

Section 6 - A to Z Service Analysis Row: 5

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 728.0 | 728.0 | 0.0 | 0.0 | -14.0 | 714.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 27.5 | 27.5 | 0.0 | 0.0 | 0.0 | 27.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 27.5 | 27.5 | 0.0 | 0.0 | 0.0 | 27.5 |
| 2016-17 Revised Base | 0.0 | 755.5 | 755.5 | 0.0 | 0.0 | -14.0 | 741.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 22.1 | 22.1 | 0.0 | 0.0 | 0.0 | 22.1 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 70.2 | 70.2 | 0.0 | 0.0 | 0.0 | 70.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 92.3 | 92.3 | 0.0 | 0.0 | 0.0 | 92.3 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Adults with a Learning Disability | 0.0 | -9.1 | -9.1 | 0.0 | 0.0 | 0.0 | -9.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -9.1 | -9.1 | 0.0 | 0.0 | 0.0 | -9.1 |
| 2017-18 Proposed Budget | 0.0 | 838.7 | 838.7 | 0.0 | 0.0 | -14.0 | 824.7 |

Part 3 - A to Z Variation Statements

Adults and Older People - Domiciliary Care - Older People (aged 65+) - In house service (Kent Enablement at Home service)

Section 6 - A to Z Service Analysis Row: 6

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 7,887.1 | -1.9 | 7,885.2 | -51.0 | -5,864.4 | 0.0 | 1,969.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 265.4 | 0.0 | 265.4 | 0.0 | 194.0 | 0.0 | 459.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -3.4 | -3.4 | 0.0 | 0.0 | 0.0 | -3.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 265.4 | -3.4 | 262.0 | 0.0 | 194.0 | 0.0 | 456.0 |
| 2016-17 Revised Base | 8,152.5 | -5.3 | 8,147.2 | -51.0 | -5,670.4 | 0.0 | 2,425.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 8,152.5 | -5.3 | 8,147.2 | -51.0 | -5,670.4 | 0.0 | 2,425.8 |

Part 3 - A to Z Variation Statements

Adults and Older People - Domiciliary Care - Older People (aged 65+) - Commissioned Service

Section 6 - A to Z Service Analysis Row: 7

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 25,554.2 | 25,554.2 | 0.0 | -9,871.2 | -71.0 | 15,612.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 357.1 | 357.1 | 0.0 | 0.0 | 0.0 | 357.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 2,031.2 | 2,031.2 | 0.0 | 4,104.2 | 0.0 | 6,135.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,388.3 | 2,388.3 | 0.0 | 4,104.2 | 0.0 | 6,492.5 |
| 2016-17 Revised Base | 0.0 | 27,942.5 | 27,942.5 | 0.0 | -5,767.0 | -71.0 | 22,104.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 746.1 | 746.1 | 0.0 | 0.0 | 0.0 | 746.1 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 5,309.6 | 5,309.6 | 0.0 | 0.0 | 0.0 | 5,309.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 6,055.7 | 6,055.7 | 0.0 | 0.0 | 0.0 | 6,055.7 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 2 | 0.0 | -1,539.0 | -1,539.0 | 0.0 | 0.0 | 0.0 | -1,539.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Domiciliary Care | 0.0 | -397.6 | -397.6 | 0.0 | 0.0 | 0.0 | -397.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,936.6 | -1,936.6 | 0.0 | 0.0 | 0.0 | -1,936.6 |
| 2017-18 Proposed Budget | 0.0 | 32,061.6 | 32,061.6 | 0.0 | -5,767.0 | -71.0 | 26,223.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Domiciliary Care - Physical Disability (aged 18 - 64) - In house service

Section 6 - A to Z Service Analysis Row: 8

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 |

Part 3 - A to Z Variation Statements

Adults and Older People - Domiciliary Care - Physical Disability (aged 18 - 64) - Commissioned Service

Section 6 - A to Z Service Analysis Row: 9

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 4,184.0 | 4,184.0 | 0.0 | 0.0 | -28.4 | 4,155.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -100.6 | -100.6 | 0.0 | 0.0 | 0.0 | -100.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 1,000.0 | 1,000.0 | 0.0 | 0.0 | 0.0 | 1,000.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 899.4 | 899.4 | 0.0 | 0.0 | 0.0 | 899.4 |
| 2016-17 Revised Base | 0.0 | 5,083.4 | 5,083.4 | 0.0 | 0.0 | -28.4 | 5,055.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 126.2 | 126.2 | 0.0 | 0.0 | 0.0 | 126.2 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 73.1 | 73.1 | 0.0 | 0.0 | 0.0 | 73.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 199.3 | 199.3 | 0.0 | 0.0 | 0.0 | 199.3 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 2 | 0.0 | -241.3 | -241.3 | 0.0 | 0.0 | 0.0 | -241.3 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Domiciliary Care | 0.0 | -102.4 | -102.4 | 0.0 | 0.0 | 0.0 | -102.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | -343.7 | -343.7 | 0.0 | 0.0 | 0.0 | -343.7 |
| 2017-18 Proposed Budget | 0.0 | 4,939.0 | 4,939.0 | 0.0 | 0.0 | -28.4 | 4,910.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Non Residential Charging Income - Learning Disability (aged 18+)

Section 6 - A to Z Service Analysis Row: 10

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | -3,954.4 | 0.0 | -3,954.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 0.0 | 0.0 | 0.0 | -600.0 | 0.0 | -600.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | -600.0 | 0.0 | -600.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -4,554.4 | 0.0 | -4,554.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 0.0 | 0.0 | 0.0 | -295.5 | 0.0 | -295.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | -295.5 | 0.0 | -295.5 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | 0.0 | 0.0 | 0.0 | -189.8 | 0.0 | -189.8 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -87.3 | 0.0 | -87.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -277.1 | 0.0 | -277.1 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -5,127.0 | 0.0 | -5,127.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Non Residential Charging Income - Older People (aged 65+)

Section 6 - A to Z Service Analysis Row: 11

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | -9,313.8 | 0.0 | -9,313.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 160.3 | 0.0 | 160.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 160.3 | 0.0 | 160.3 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -9,153.5 | 0.0 | -9,153.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 0.0 | 0.0 | 0.0 | -506.3 | 0.0 | -506.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | -506.3 | 0.0 | -506.3 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 2 | 0.0 | 0.0 | 0.0 | 0.0 | 166.6 | 0.0 | 166.6 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -1,039.7 | 0.0 | -1,039.7 |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Charging | 0.0 | 0.0 | 0.0 | 0.0 | -256.6 | 0.0 | -256.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -1,129.7 | 0.0 | -1,129.7 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -10,789.5 | 0.0 | -10,789.5 |

Part 3 - A to Z Variation Statements

Adults and Older People - Non Residential Charging Income - Physical Disability (aged 18 - 64) / Mental Health (aged 18+)

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Not applicable

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | -1,633.0 | 0.0 | -1,633.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Non Residential Charging Income - Mental Health (aged 18+) A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | 145.0 | 0.0 | 145.0 |
| Transfer to new Adults and Older People - Non Residential Charging Income - Physical Disability (aged 18-64) A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | 1,488.0 | 0.0 | 1,488.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 1,633.0 | 0.0 | 1,633.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Adults and Older People - Non Residential Charging Income - Physical Disability (aged 18 - 64)

Section 6 - A to Z Service Analysis Row: 12

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 30.2 | 0.0 | 30.2 |
| Transfer from old Adults and Older People - Non Residential Charging Income - Physical Disability (aged 18-64) / Mental Health (aged 18+) A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | -1,488.0 | 0.0 | -1,488.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | -1,457.8 | 0.0 | -1,457.8 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -1,457.8 | 0.0 | -1,457.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 2 | 0.0 | 0.0 | 0.0 | 0.0 | 37.3 | 0.0 | 37.3 |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Charging | 0.0 | 0.0 | 0.0 | 0.0 | -45.4 | 0.0 | -45.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -8.1 | 0.0 | -8.1 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -1,465.9 | 0.0 | -1,465.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Non Residential Charging Income - Mental Health (aged 18+)

Section 6 - A to Z Service Analysis Row: 13

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Adults and Older People - Non Residential Charging Income - Physical Disability (aged 18-64) / Mental Health (aged 18+) A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | -145.0 | 0.0 | -145.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | -145.0 | 0.0 | -145.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -145.0 | 0.0 | -145.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -18.6 | 0.0 | -18.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -18.6 | 0.0 | -18.6 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -163.6 | 0.0 | -163.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Learning Disability (aged 18+)

Section 6 - A to Z Service Analysis Row: 14

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 74,433.9 | 74,433.9 | 0.0 | -6,130.5 | 0.0 | 68,303.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 509.5 | 509.5 | 0.0 | 0.0 | 0.0 | 509.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -676.2 | -676.2 | 0.0 | 0.0 | 0.0 | -676.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -166.7 | -166.7 | 0.0 | 0.0 | 0.0 | -166.7 |
| 2016-17 Revised Base | 0.0 | 74,267.2 | 74,267.2 | 0.0 | -6,130.5 | 0.0 | 68,136.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 1,502.8 | 1,502.8 | 0.0 | 0.0 | 0.0 | 1,502.8 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 1,436.1 | 1,436.1 | 0.0 | -82.5 | 0.0 | 1,353.6 |
| <u>Replace Use of one-offs</u> | 0.0 | 380.0 | 380.0 | 0.0 | 0.0 | 0.0 | 380.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 3,318.9 | 3,318.9 | 0.0 | -82.5 | 0.0 | 3,236.4 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | -4,690.0 | -4,690.0 | 0.0 | 336.2 | 0.0 | -4,353.8 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -30.4 | 0.0 | -30.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Learning Disability Supported Living | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| Adults with a Learning Disability | 0.0 | -28.7 | -28.7 | 0.0 | 0.0 | 0.0 | -28.7 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -78.7 | -78.7 | 0.0 | 0.0 | 0.0 | -78.7 |
| <i>Other:</i> | | | | | | | |
| Adult Social Care | 0.0 | -45.5 | -45.5 | 0.0 | 0.0 | 0.0 | -45.5 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -124.2 | -124.2 | 0.0 | 0.0 | 0.0 | -124.2 |
| <i>Sub-total Savings & Income</i> | 0.0 | -4,814.2 | -4,814.2 | 0.0 | 305.8 | 0.0 | -4,508.4 |
| 2017-18 Proposed Budget | 0.0 | 72,771.9 | 72,771.9 | 0.0 | -5,907.2 | 0.0 | 66,864.7 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Mental Health (aged 18+)

Section 6 - A to Z Service Analysis Row: 15

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 8,697.2 | 8,697.2 | 0.0 | -1,015.9 | 0.0 | 7,681.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 165.2 | 165.2 | 0.0 | -3.4 | 0.0 | 161.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 1,563.9 | 1,563.9 | 0.0 | 102.4 | 0.0 | 1,666.3 |
| <u>Sub-total Base Budget Adjustments - Internal</u> | 0.0 | 1,729.1 | 1,729.1 | 0.0 | 99.0 | 0.0 | 1,828.1 |
| 2016-17 Revised Base | 0.0 | 10,426.3 | 10,426.3 | 0.0 | -916.9 | 0.0 | 9,509.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 218.5 | 218.5 | 0.0 | 0.0 | 0.0 | 218.5 |
| <u>Demography</u> | | | | | | | |
| Mental Health | 0.0 | 700.0 | 700.0 | 0.0 | 0.0 | 0.0 | 700.0 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Care | 0.0 | 0.0 | 0.0 | 0.0 | 51.9 | 0.0 | 51.9 |
| <u>Sub-total Additional Spending Pressures</u> | 0.0 | 918.5 | 918.5 | 0.0 | 51.9 | 0.0 | 970.4 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Your Life Your Home - Mental Health | 0.0 | -700.0 | -700.0 | 0.0 | 0.0 | 0.0 | -700.0 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -7.4 | 0.0 | -7.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Social Care | 0.0 | -75.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Other:</i> | | | | | | | |
| Adult Social Care | 0.0 | -0.5 | -0.5 | 0.0 | 0.0 | 0.0 | -0.5 |
| <u>Sub-total Efficiency Savings</u> | 0.0 | -75.5 | -75.5 | 0.0 | 0.0 | 0.0 | -75.5 |
| <u>Sub-total Savings & Income</u> | 0.0 | -775.5 | -775.5 | 0.0 | -7.4 | 0.0 | -782.9 |
| 2017-18 Proposed Budget | 0.0 | 10,569.3 | 10,569.3 | 0.0 | -872.4 | 0.0 | 9,696.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Older People (aged 65+) - Nursing

Section 6 - A to Z Service Analysis Row: 16

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 35,941.4 | 35,941.4 | 0.0 | -14,665.2 | 0.0 | 21,276.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 2,001.1 | 2,001.1 | 0.0 | 23.8 | 0.0 | 2,024.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -2,462.7 | -2,462.7 | 0.0 | -3,656.7 | 0.0 | -6,119.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -461.6 | -461.6 | 0.0 | -3,632.9 | 0.0 | -4,094.5 |
| 2016-17 Revised Base | 0.0 | 35,479.8 | 35,479.8 | 0.0 | -18,298.1 | 0.0 | 17,181.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 682.4 | 682.4 | 0.0 | 0.0 | 0.0 | 682.4 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | -2,768.1 | -2,768.1 | 0.0 | 1,213.6 | 0.0 | -1,554.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -2,085.7 | -2,085.7 | 0.0 | 1,213.6 | 0.0 | -872.1 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -313.6 | 0.0 | -313.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Older People | 0.0 | -570.0 | -570.0 | 0.0 | 0.0 | 0.0 | -570.0 |
| Social Care | 0.0 | -75.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -645.0 | -645.0 | 0.0 | 0.0 | 0.0 | -645.0 |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Residential Homes | 0.0 | 33.6 | 33.6 | 0.0 | 0.0 | 0.0 | 33.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | -611.4 | -611.4 | 0.0 | -313.6 | 0.0 | -925.0 |
| 2017-18 Proposed Budget | 0.0 | 32,782.7 | 32,782.7 | 0.0 | -17,398.1 | 0.0 | 15,384.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Older People (aged 65+) - Residential - In house service

Section 6 - A to Z Service Analysis Row: 17

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 9,691.2 | 9,851.2 | 19,542.4 | 0.0 | -3,546.5 | -1,922.2 | 14,073.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -324.0 | 1,060.6 | 736.6 | 0.0 | -442.1 | 0.0 | 294.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.3 | -0.3 | 0.0 | 0.0 | 0.0 | -0.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -324.0 | 1,060.3 | 736.3 | 0.0 | -442.1 | 0.0 | 294.2 |
| 2016-17 Revised Base | 9,367.2 | 10,911.5 | 20,278.7 | 0.0 | -3,988.6 | -1,922.2 | 14,367.9 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Residential Homes | -507.3 | 105.9 | -401.4 | 0.0 | 0.0 | 0.0 | -401.4 |
| <i>Sub-total Savings & Income</i> | -507.3 | 105.9 | -401.4 | 0.0 | 0.0 | 0.0 | -401.4 |
| 2017-18 Proposed Budget | 8,859.9 | 11,017.4 | 19,877.3 | 0.0 | -3,988.6 | -1,922.2 | 13,966.5 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Older People (aged 65+) - Residential - Commissioned Service

Section 6 - A to Z Service Analysis Row: 18

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 50,165.1 | 50,165.1 | 0.0 | -27,808.2 | 0.0 | 22,356.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 2,962.4 | 2,962.4 | 0.0 | 44.4 | 0.0 | 3,006.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 3,991.6 | 3,991.6 | 0.0 | -6,492.0 | 0.0 | -2,500.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 6,954.0 | 6,954.0 | 0.0 | -6,447.6 | 0.0 | 506.4 |
| 2016-17 Revised Base | 0.0 | 57,119.1 | 57,119.1 | 0.0 | -34,255.8 | 0.0 | 22,863.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 1,130.2 | 1,130.2 | 0.0 | 0.0 | 0.0 | 1,130.2 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 3,429.5 | 3,429.5 | 0.0 | -1,359.0 | 0.0 | 2,070.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 4,559.7 | 4,559.7 | 0.0 | -1,359.0 | 0.0 | 3,200.7 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 2 | 0.0 | -3134.1 | -3,134.1 | 0.0 | 1,084.0 | 0.0 | -2,050.1 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -647.3 | 0.0 | -647.3 |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability | 0.0 | -380.0 | -380.0 | 0.0 | 0.0 | 0.0 | -380.0 |
| Older People / Physical Disability Residential Homes | 0.0 | 216.6 | 216.6 | 0.0 | 0.0 | 0.0 | 216.6 |
| <i>Sub-total Policy Savings</i> | 0.0 | -163.4 | -163.4 | 0.0 | 0.0 | 0.0 | -163.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | -3,297.5 | -3,297.5 | 0.0 | 436.7 | 0.0 | -2,860.8 |
| 2017-18 Proposed Budget | 0.0 | 58,381.3 | 58,381.3 | 0.0 | -35,178.1 | 0.0 | 23,203.2 |

Part 3 - A to Z Variation Statements

Adults and Older People - Nursing and Residential Care - Physical Disability (aged 18 - 64)

Section 6 - A to Z Service Analysis Row: 19

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 13,269.9 | 13,269.9 | 0.0 | -1,739.1 | 0.0 | 11,530.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 239.3 | 239.3 | 0.0 | 0.8 | 0.0 | 240.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 239.3 | 239.3 | 0.0 | 0.8 | 0.0 | 240.1 |
| 2016-17 Revised Base | 0.0 | 13,509.2 | 13,509.2 | 0.0 | -1,738.3 | 0.0 | 11,770.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 268.7 | 268.7 | 0.0 | 0.0 | 0.0 | 268.7 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 121.8 | 121.8 | 0.0 | 20.8 | 0.0 | 142.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 390.5 | 390.5 | 0.0 | 20.8 | 0.0 | 411.3 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 13,899.7 | 13,899.7 | 0.0 | -1,717.5 | 0.0 | 12,182.2 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Learning Disability (aged 18+) - In house service

Section 6 - A to Z Service Analysis Row: 20

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,596.9 | 1,027.2 | 3,624.1 | 0.0 | -134.5 | -912.9 | 2,576.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -187.3 | -0.6 | -187.9 | 0.0 | 0.0 | 0.0 | -187.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -99.0 | -0.4 | -99.4 | 0.0 | 0.0 | 0.0 | -99.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -286.3 | -1.0 | -287.3 | 0.0 | 0.0 | 0.0 | -287.3 |
| 2016-17 Revised Base | 2,310.6 | 1,026.2 | 3,336.8 | 0.0 | -134.5 | -912.9 | 2,289.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 2,310.6 | 1,026.2 | 3,336.8 | 0.0 | -134.5 | -912.9 | 2,289.4 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Learning Disability (aged 18+) - Shared Lives Scheme

Section 6 - A to Z Service Analysis Row: 21

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 315.7 | 4,352.2 | 4,667.9 | 0.0 | 0.0 | 0.0 | 4,667.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 8.9 | 5.7 | 14.6 | 0.0 | 0.0 | 0.0 | 14.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -364.4 | -364.4 | 0.0 | 0.0 | 0.0 | -364.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 8.9 | -358.7 | -349.8 | 0.0 | 0.0 | 0.0 | -349.8 |
| 2016-17 Revised Base | 324.6 | 3,993.5 | 4,318.1 | 0.0 | 0.0 | 0.0 | 4,318.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 39.0 | 39.0 | 0.0 | 0.0 | 0.0 | 39.0 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 276.9 | 276.9 | 0.0 | 0.0 | 0.0 | 276.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 315.9 | 315.9 | 0.0 | 0.0 | 0.0 | 315.9 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | 140.2 | 140.2 | 0.0 | 0.0 | 0.0 | 140.2 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Adults with a Learning Disability | 0.0 | -36.7 | -36.7 | 0.0 | 0.0 | 0.0 | -36.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | 103.5 | 103.5 | 0.0 | 0.0 | 0.0 | 103.5 |
| 2017-18 Proposed Budget | 324.6 | 4,412.9 | 4,737.5 | 0.0 | 0.0 | 0.0 | 4,737.5 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements

Section 6 - A to Z Service Analysis Row: 22

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 38,722.4 | 38,722.4 | 0.0 | -118.5 | -94.0 | 38,509.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 1,005.5 | 1,005.5 | 0.0 | 0.0 | 0.0 | 1,005.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 1,388.1 | 1,388.1 | 0.0 | 0.0 | 0.0 | 1,388.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,393.6 | 2,393.6 | 0.0 | 0.0 | 0.0 | 2,393.6 |
| 2016-17 Revised Base | 0.0 | 41,116.0 | 41,116.0 | 0.0 | -118.5 | -94.0 | 40,903.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 900.3 | 900.3 | 0.0 | 0.0 | 0.0 | 900.3 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 4,275.6 | 4,275.6 | 0.0 | 0.0 | 0.0 | 4,275.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Care | 0.0 | 464.0 | 464.0 | 0.0 | 0.0 | 0.0 | 464.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 5,639.9 | 5,639.9 | 0.0 | 0.0 | 0.0 | 5,639.9 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | 3,305.8 | 3,305.8 | 0.0 | 0.0 | 0.0 | 3,305.8 |
| Adults with a Learning Disability - Phase 3 | 0.0 | -1,300.0 | -1,300.0 | 0.0 | 0.0 | 0.0 | -1,300.0 |
| <i>Sub-total Transformation Savings</i> | 0.0 | 2,005.8 | 2,005.8 | 0.0 | 0.0 | 0.0 | 2,005.8 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Learning Disability Supported Living | 0.0 | -550.0 | -550.0 | 0.0 | 0.0 | 0.0 | -550.0 |
| Adults with a Learning Disability | 0.0 | -148.6 | -148.6 | 0.0 | 0.0 | 0.0 | -148.6 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -698.6 | -698.6 | 0.0 | 0.0 | 0.0 | -698.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | 1,307.2 | 1,307.2 | 0.0 | 0.0 | 0.0 | 1,307.2 |
| 2017-18 Proposed Budget | 0.0 | 48,063.1 | 48,063.1 | 0.0 | -118.5 | -94.0 | 47,850.6 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Mental Health (aged 18+) - Commissioned Service

Section 6 - A to Z Service Analysis Row: 23

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 108.8 | 108.8 | 0.0 | 0.0 | 0.0 | 108.8 |
| Transfer from old Adults and Older People - Supported Living - Physical Disability (aged 18-64) / Mental Health (aged 18+) - Commissioned service A-Z budget line | 0.0 | 2,095.5 | 2,095.5 | 0.0 | -84.3 | -13.9 | 1,997.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 337.4 | 337.4 | 0.0 | -40.2 | 0.0 | 297.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,541.7 | 2,541.7 | 0.0 | -124.5 | -13.9 | 2,403.3 |
| 2016-17 Revised Base | 0.0 | 2,541.7 | 2,541.7 | 0.0 | -124.5 | -13.9 | 2,403.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 62.3 | 62.3 | 0.0 | 0.0 | 0.0 | 62.3 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Care | 0.0 | 231.3 | 231.3 | 0.0 | 0.0 | 0.0 | 231.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 293.6 | 293.6 | 0.0 | 0.0 | 0.0 | 293.6 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 2,835.3 | 2,835.3 | 0.0 | -124.5 | -13.9 | 2,696.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Mental Health (aged 18+) - In house service

Section 6 - A to Z Service Analysis Row: 24

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 148.6 | 148.6 | 0.0 | 0.0 | -148.6 | 0.0 |
| Transfer from old Adults and Older People - Supported Living - Physical Disability (aged 18-64) / Mental Health (aged 18+) - In house service A-Z budget line | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 256.0 | 256.0 | 0.0 | 0.0 | -256.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 256.0 | 256.0 | 0.0 | 0.0 | -256.0 | 0.0 |
| <u>Additional Spending Pressures</u> | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Savings & Income</u> | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 256.0 | 256.0 | 0.0 | 0.0 | -256.0 | 0.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Older People (aged 65+) - In house service

Section 6 - A to Z Service Analysis Row: 25

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 3,519.3 | 3,519.3 | 0.0 | 0.0 | -3,487.8 | 31.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,519.3 | 3,519.3 | 0.0 | 0.0 | -3,487.8 | 31.5 |
| 2016-17 Revised Base | 0.0 | 8,344.3 | 8,344.3 | 0.0 | 0.0 | -8,312.8 | 31.5 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 8,344.3 | 8,344.3 | 0.0 | 0.0 | -8,312.8 | 31.5 |

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Older People (aged 65+) - Commissioned service

Section 6 - A to Z Service Analysis Row: 26

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 395.9 | 395.9 | 0.0 | 0.0 | 0.0 | 395.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 13.0 | 13.0 | 0.0 | 0.0 | 0.0 | 13.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 13.0 | 13.0 | 0.0 | 0.0 | 0.0 | 13.0 |
| 2016-17 Revised Base | 0.0 | 408.9 | 408.9 | 0.0 | 0.0 | 0.0 | 408.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 10.3 | 10.3 | 0.0 | 0.0 | 0.0 | 10.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 10.3 | 10.3 | 0.0 | 0.0 | 0.0 | 10.3 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 419.2 | 419.2 | 0.0 | 0.0 | 0.0 | 419.2 |

Part 3 - A to Z Variation Statements
Adults and Older People - Supported Living
- Physical Disability (aged 18 - 64) / Mental Health (aged 18+) - In house service

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Adults and Older People - Supported Living - Mental Health (aged 18+) - In house service A-Z budget line | 0.0 | -107.4 | -107.4 | 0.0 | 0.0 | 107.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -107.4 | -107.4 | 0.0 | 0.0 | 107.4 | 0.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Physical Disability (aged 18 - 64) / Mental Health (aged 18+) - Commissioned service

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 5,327.3 | 5,327.3 | 0.0 | -84.3 | -29.5 | 5,213.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Adults and Older People - Supported Living - Mental Health (aged 18+) - Commissioned service A-Z budget line | 0.0 | -2,095.5 | -2,095.5 | 0.0 | 84.3 | 13.9 | -1,997.3 |
| Transfer to new Adults and Older People - Supported Living - Physical Disability (aged 18-64) - Commissioned Service A-Z budget line | 0.0 | -3,231.8 | -3,231.8 | 0.0 | 0.0 | 15.6 | -3,216.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -5,327.3 | -5,327.3 | 0.0 | 84.3 | 29.5 | -5,213.5 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Adults and Older People - Supported Living - Physical Disability (aged 18 - 64) - Commissioned service

Section 6 - A to Z Service Analysis Row: 27

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 97.6 | 97.6 | 0.0 | 0.0 | 0.0 | 97.6 |
| Transfer from old Adults and Older People - Supported Living - Physical Disability (aged 18-64) / Mental Health (aged 18+) - Commissioned service A-Z budget line | 0.0 | 3,231.8 | 3,231.8 | 0.0 | 0.0 | -15.6 | 3,216.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,329.4 | 3,329.4 | 0.0 | 0.0 | -15.6 | 3,313.8 |
| 2016-17 Revised Base | 0.0 | 3,329.4 | 3,329.4 | 0.0 | 0.0 | -15.6 | 3,313.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 67.1 | 67.1 | 0.0 | 0.0 | 0.0 | 67.1 |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 196.1 | 196.1 | 0.0 | 0.0 | 0.0 | 196.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 263.2 | 263.2 | 0.0 | 0.0 | 0.0 | 263.2 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 3,592.6 | 3,592.6 | 0.0 | 0.0 | -15.6 | 3,577.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Adaptive & Assistive Technology

Section 6 - A to Z Service Analysis Row: 28

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 411.0 | 7,087.8 | 7,498.8 | 0.0 | -5,315.0 | 0.0 | 2,183.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 12.4 | 1,471.5 | 1,483.9 | 0.0 | -1,471.5 | 0.0 | 12.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 1,037.2 | 1,037.2 | 0.0 | 1,905.8 | 0.0 | 2,943.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 12.4 | 2,508.7 | 2,521.1 | 0.0 | 434.3 | 0.0 | 2,955.4 |
| 2016-17 Revised Base | 423.4 | 9,596.5 | 10,019.9 | 0.0 | -4,880.7 | 0.0 | 5,139.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 109.1 | 109.1 | 0.0 | 0.0 | 0.0 | 109.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 109.1 | 109.1 | 0.0 | 0.0 | 0.0 | 109.1 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 423.4 | 9,705.6 | 10,129.0 | 0.0 | -4,880.7 | 0.0 | 5,248.3 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Community Support Services for Mental Health (aged 18+)

Section 6 - A to Z Service Analysis Row: 29

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,254.9 | 141.3 | 1,396.2 | 0.0 | -55.4 | 0.0 | 1,340.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -52.5 | 18.9 | -33.6 | 0.0 | -1.8 | 0.0 | -35.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 12.4 | 12.4 | 0.0 | 0.0 | 0.0 | 12.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -52.5 | 31.3 | -21.2 | 0.0 | -1.8 | 0.0 | -23.0 |
| 2016-17 Revised Base | 1,202.4 | 172.6 | 1,375.0 | 0.0 | -57.2 | 0.0 | 1,317.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 32.3 | 32.3 | 0.0 | 0.0 | 0.0 | 32.3 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Care | 0.0 | 5.8 | 5.8 | 0.0 | 0.0 | 0.0 | 5.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 38.1 | 38.1 | 0.0 | 0.0 | 0.0 | 38.1 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 1,202.4 | 210.7 | 1,413.1 | 0.0 | -57.2 | 0.0 | 1,355.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Day Care - Learning Disability (aged 18+) - In house service

Section 6 - A to Z Service Analysis Row: 30

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 5,546.4 | 819.2 | 6,365.6 | 0.0 | -70.7 | 0.0 | 6,294.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 111.9 | -8.8 | 103.1 | 0.0 | 0.0 | 0.0 | 103.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -357.8 | -23.5 | -381.3 | 0.0 | 0.0 | 0.0 | -381.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -245.9 | -32.3 | -278.2 | 0.0 | 0.0 | 0.0 | -278.2 |
| 2016-17 Revised Base | 5,300.5 | 786.9 | 6,087.4 | 0.0 | -70.7 | 0.0 | 6,016.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 5,300.5 | 786.9 | 6,087.4 | 0.0 | -70.7 | 0.0 | 6,016.7 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Day Care - Learning Disability (aged 18+) - Commissioned service

Section 6 - A to Z Service Analysis Row: 31

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 7,732.5 | 7,732.5 | 0.0 | 0.0 | -18.5 | 7,714.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -296.3 | -296.3 | 0.0 | 0.0 | 0.0 | -296.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 800.0 | 800.0 | 0.0 | 0.0 | 0.0 | 800.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 503.7 | 503.7 | 0.0 | 0.0 | 0.0 | 503.7 |
| 2016-17 Revised Base | 0.0 | 8,236.2 | 8,236.2 | 0.0 | 0.0 | -18.5 | 8,217.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 83.4 | 83.4 | 0.0 | 0.0 | 0.0 | 83.4 |
| <u>Demography</u> | | | | | | | |
| Adults with a Learning Disability | 0.0 | 391.2 | 391.2 | 0.0 | 0.0 | 0.0 | 391.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 474.6 | 474.6 | 0.0 | 0.0 | 0.0 | 474.6 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults with a Learning Disability - Phase 2 | 0.0 | 9.4 | 9.4 | 0.0 | 0.0 | 0.0 | 9.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Adults with a Learning Disability | 0.0 | -23.3 | -23.3 | 0.0 | 0.0 | 0.0 | -23.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -13.9 | -13.9 | 0.0 | 0.0 | 0.0 | -13.9 |
| 2017-18 Proposed Budget | 0.0 | 8,696.9 | 8,696.9 | 0.0 | 0.0 | -18.5 | 8,678.4 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Day Care - Older People (aged 65+) - In house service

Section 6 - A to Z Service Analysis Row: 32

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 675.8 | 126.1 | 801.9 | 0.0 | -36.0 | 0.0 | 765.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 15.7 | 0.0 | 15.7 | 0.0 | 0.0 | 0.0 | 15.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 15.7 | 0.0 | 15.7 | 0.0 | 0.0 | 0.0 | 15.7 |
| 2016-17 Revised Base | 691.5 | 126.1 | 817.6 | 0.0 | -36.0 | 0.0 | 781.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Residential Homes | -62.7 | -43.7 | -106.4 | 0.0 | 12.7 | 0.0 | -93.7 |
| <i>Sub-total Savings & Income</i> | -62.7 | -43.7 | -106.4 | 0.0 | 12.7 | 0.0 | -93.7 |
| 2017-18 Proposed Budget | 628.8 | 82.4 | 711.2 | 0.0 | -23.3 | 0.0 | 687.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Day Care - Older People (aged 65+) - Commissioned service

Section 6 - A to Z Service Analysis Row: 33

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 899.1 | 899.1 | 0.0 | 0.0 | 0.0 | 899.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -14.6 | -14.6 | 0.0 | 0.0 | 0.0 | -14.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -14.6 | -14.6 | 0.0 | 0.0 | 0.0 | -14.6 |
| 2016-17 Revised Base | 0.0 | 884.5 | 884.5 | 0.0 | 0.0 | 0.0 | 884.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 7.6 | 7.6 | 0.0 | 0.0 | 0.0 | 7.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 7.6 | 7.6 | 0.0 | 0.0 | 0.0 | 7.6 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Residential Homes | 0.0 | 174.3 | 174.3 | 0.0 | 0.0 | 0.0 | 174.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | 174.3 | 174.3 | 0.0 | 0.0 | 0.0 | 174.3 |
| 2017-18 Proposed Budget | 0.0 | 1,066.4 | 1,066.4 | 0.0 | 0.0 | 0.0 | 1,066.4 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Day Care - Physical Disability (aged 18 - 64)

Section 6 - A to Z Service Analysis Row: 34

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 8.9 | 8.9 | 0.0 | 0.0 | 0.0 | 8.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 8.9 | 8.9 | 0.0 | 0.0 | 0.0 | 8.9 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 983.1 | 983.1 | 0.0 | 0.0 | 0.0 | 983.1 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People)

Section 6 - A to Z Service Analysis Row: 35

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 324.4 | 16,831.2 | 17,155.6 | -193.2 | 0.0 | 0.0 | 16,962.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 8.1 | 398.2 | 406.3 | 0.0 | 0.0 | -181.7 | 224.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 200.0 | 200.0 | -200.0 | 0.0 | 0.0 | 0.0 |
| Sub-total Base Budget Adjustments - Internal | 8.1 | 598.2 | 606.3 | -200.0 | 0.0 | -181.7 | 224.6 |
| 2016-17 Revised Base | 332.5 | 17,429.4 | 17,761.9 | -393.2 | 0.0 | -181.7 | 17,187.0 |
| Additional Spending Pressures | | | | | | | |
| Replace Use of one-offs | 0.0 | 1,383.0 | 1,383.0 | 0.0 | 0.0 | 0.0 | 1,383.0 |
| Sub-total Additional Spending Pressures | 0.0 | 1,383.0 | 1,383.0 | 0.0 | 0.0 | 0.0 | 1,383.0 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Adults with a Learning Disability - Housing Related Support | 0.0 | -400.0 | -400.0 | 0.0 | 0.0 | 0.0 | -400.0 |
| Efficiency Savings | | | | | | | |
| Contracts & Procurement: | | | | | | | |
| Adults Mental Health | 0.0 | -250.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| Substance Misuse | 0.0 | -200.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| Homelessness | 0.0 | -300.0 | -300.0 | 0.0 | 0.0 | 0.0 | -300.0 |
| Sub-total Contracts & Procurement | 0.0 | -750.0 | -750.0 | 0.0 | 0.0 | 0.0 | -750.0 |
| Policy Savings | | | | | | | |
| Accommodation for Offenders | 0.0 | -350.0 | -350.0 | 0.0 | 0.0 | 0.0 | -350.0 |
| Sub-total Savings & Income | 0.0 | -1,500.0 | -1,500.0 | 0.0 | 0.0 | 0.0 | -1,500.0 |
| 2017-18 Proposed Budget | 332.5 | 17,312.4 | 17,644.9 | -393.2 | 0.0 | -181.7 | 17,070.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Legal Charges

Section 6 - A to Z Service Analysis Row: 36

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Other Adult Services

Section 6 - A to Z Service Analysis Row: 37

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 175.0 | 12,296.3 | 12,471.3 | 0.0 | -711.2 | -272.9 | 11,487.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -175.0 | -5,981.6 | -6,156.6 | 0.0 | 0.0 | 124.3 | -6,032.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -3,722.2 | -3,722.2 | 0.0 | 451.7 | 0.0 | -3,270.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -175.0 | -9,703.8 | -9,878.8 | 0.0 | 451.7 | 124.3 | -9,302.8 |
| 2016-17 Revised Base | 0.0 | 2,592.5 | 2,592.5 | 0.0 | -259.5 | -148.6 | 2,184.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 2.5 | 2.5 | 0.0 | 0.0 | 0.0 | 2.5 |
| SCHW Sustainability Provision | 0.0 | 6,800.0 | 6,800.0 | 0.0 | 0.0 | 0.0 | 6,800.0 |
| <i>Sub-total Pay & Prices</i> | 0.0 | 6,802.5 | 6,802.5 | 0.0 | 0.0 | 0.0 | 6,802.5 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Sustainable Transformation Plan | 0.0 | 300.0 | 300.0 | 0.0 | 0.0 | 0.0 | 300.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 7,102.5 | 7,102.5 | 0.0 | 0.0 | 0.0 | 7,102.5 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Older People/Physical Disability - Phase 3 | 0.0 | -2,700.0 | -2,700.0 | 0.0 | 0.0 | 0.0 | -2,700.0 |
| Adults with a Learning Disability - Phase 3 | 0.0 | -1,200.0 | -1,200.0 | 0.0 | 0.0 | 0.0 | -1,200.0 |
| <i>Sub-total Transformation Savings</i> | 0.0 | -3,900.0 | -3,900.0 | 0.0 | 0.0 | 0.0 | -3,900.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Integrated Commissioning | 0.0 | -2,000.0 | -2,000.0 | 0.0 | 0.0 | 0.0 | -2,000.0 |
| <i>Other:</i> | | | | | | | |
| Adult Social Care | 0.0 | -1,454.0 | -1,454.0 | 0.0 | 0.0 | 0.0 | -1,454.0 |
| Discretionary Spend | 0.0 | -214.0 | -214.0 | 0.0 | 0.0 | 0.0 | -214.0 |
| <i>Sub-total Other</i> | 0.0 | -1,668.0 | -1,668.0 | 0.0 | 0.0 | 0.0 | -1,668.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -3,668.0 | -3,668.0 | 0.0 | 0.0 | 0.0 | -3,668.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -7,568.0 | -7,568.0 | 0.0 | 0.0 | 0.0 | -7,568.0 |
| 2017-18 Proposed Budget | 0.0 | 2,127.0 | 2,127.0 | 0.0 | -259.5 | -148.6 | 1,718.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Safeguarding

Section 6 - A to Z Service Analysis Row: 38

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 91.6 | 34.5 | 126.1 | 0.0 | 0.0 | -1.9 | 124.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.4 | -0.4 | 0.0 | 0.0 | 0.0 | -0.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 91.6 | 34.1 | 125.7 | 0.0 | 0.0 | -1.9 | 123.8 |
| 2016-17 Revised Base | 1,424.8 | 375.5 | 1,800.3 | 0.0 | -111.1 | -126.4 | 1,562.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| Deprivation of Liberty Safeguards | 0.0 | 562.2 | 562.2 | 0.0 | 0.0 | 0.0 | 562.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 562.2 | 562.2 | 0.0 | 0.0 | 0.0 | 562.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -43.3 | 0.0 | -43.3 | 0.0 | 0.0 | 0.0 | -43.3 |
| <i>Sub-total Savings & Income</i> | -43.3 | 0.0 | -43.3 | 0.0 | 0.0 | 0.0 | -43.3 |
| 2017-18 Proposed Budget | 1,381.5 | 937.7 | 2,319.2 | 0.0 | -111.1 | -126.4 | 2,081.7 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Social Support - Carers - In house service

Section 6 - A to Z Service Analysis Row: 39

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,725.9 | 125.3 | 2,851.2 | 0.0 | -0.2 | 0.0 | 2,851.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 25.5 | -1.3 | 24.2 | 0.0 | 0.0 | 0.0 | 24.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 331.5 | 86.0 | 417.5 | 0.0 | 0.0 | 0.0 | 417.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 357.0 | 84.7 | 441.7 | 0.0 | 0.0 | 0.0 | 441.7 |
| 2016-17 Revised Base | 3,082.9 | 210.0 | 3,292.9 | 0.0 | -0.2 | 0.0 | 3,292.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Adults with a Learning Disability | -251.5 | 106.5 | -145.0 | 0.0 | 0.0 | 0.0 | -145.0 |
| Older People / Physical Disability Residential Homes | -624.8 | 7.9 | -616.9 | 0.0 | 0.2 | 0.0 | -616.7 |
| <i>Sub-total Policy Savings</i> | -876.3 | 114.4 | -761.9 | 0.0 | 0.2 | 0.0 | -761.7 |
| <i>Sub-total Savings & Income</i> | -876.3 | 114.4 | -761.9 | 0.0 | 0.2 | 0.0 | -761.7 |
| 2017-18 Proposed Budget | 2,206.6 | 324.4 | 2,531.0 | 0.0 | 0.0 | 0.0 | 2,531.0 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Social Support - Carers - Commissioned service

Section 6 - A to Z Service Analysis Row: 40

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 11,708.4 | 11,708.4 | -57.5 | -5,999.5 | 0.0 | 5,651.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 8.1 | 8.1 | 0.0 | -6.0 | 0.0 | 2.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -707.9 | -707.9 | 0.0 | 1,713.0 | 0.0 | 1,005.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -699.8 | -699.8 | 0.0 | 1,707.0 | 0.0 | 1,007.2 |
| 2016-17 Revised Base | 0.0 | 11,008.6 | 11,008.6 | -57.5 | -4,292.5 | 0.0 | 6,658.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 175.5 | 175.5 | 0.0 | 0.0 | 0.0 | 175.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 175.5 | 175.5 | 0.0 | 0.0 | 0.0 | 175.5 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -26.1 | 0.0 | -26.1 |
| <u>Policy Savings</u> | | | | | | | |
| Older People / Physical Disability Residential Homes | 0.0 | 78.4 | 78.4 | 0.0 | 0.0 | 0.0 | 78.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | 78.4 | 78.4 | 0.0 | -26.1 | 0.0 | 52.3 |
| 2017-18 Proposed Budget | 0.0 | 11,262.5 | 11,262.5 | -57.5 | -4,318.6 | 0.0 | 6,886.4 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Social Support - Information and Early Intervention

Section 6 - A to Z Service Analysis Row: 41

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 5,344.9 | 5,344.9 | -552.8 | -1,007.1 | -246.9 | 3,538.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -31.3 | -31.3 | 0.0 | 0.0 | 0.0 | -31.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -75.0 | -75.0 | 0.0 | 277.7 | 0.0 | 202.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -106.3 | -106.3 | 0.0 | 277.7 | 0.0 | 171.4 |
| 2016-17 Revised Base | 0.0 | 5,238.6 | 5,238.6 | -552.8 | -729.4 | -246.9 | 3,709.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 48.4 | 48.4 | 0.0 | 0.0 | 0.0 | 48.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 48.4 | 48.4 | 0.0 | 0.0 | 0.0 | 48.4 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Other | 0.0 | -125.0 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -125.0 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| 2017-18 Proposed Budget | 0.0 | 5,162.0 | 5,162.0 | -552.8 | -729.4 | -246.9 | 3,632.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Social Support - Social Isolation

Section 6 - A to Z Service Analysis Row: 42

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 9,096.8 | 9,096.8 | -2,083.6 | -1,140.8 | 0.0 | 5,872.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 191.8 | 191.8 | 0.0 | 0.0 | 0.0 | 191.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 7.0 | 7.0 | 0.0 | 238.9 | 0.0 | 245.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 198.8 | 198.8 | 0.0 | 238.9 | 0.0 | 437.7 |
| 2016-17 Revised Base | 0.0 | 9,295.6 | 9,295.6 | -2,083.6 | -901.9 | 0.0 | 6,310.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Adult Social Care | 0.0 | 44.8 | 44.8 | 0.0 | 0.0 | 0.0 | 44.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 44.8 | 44.8 | 0.0 | 0.0 | 0.0 | 44.8 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 9,340.4 | 9,340.4 | -2,083.6 | -901.9 | 0.0 | 6,354.9 |

Part 3 - A to Z Variation Statements

Adults and Older People - Other Services for Adults and Older People - Support & Assistance Service (Social Fund) including refugee families

Section 6 - A to Z Service Analysis Row: 43

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 277.0 | 2,454.5 | 2,731.5 | 0.0 | 0.0 | -1,250.0 | 1,481.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 5.9 | 0.0 | 5.9 | 0.0 | 0.0 | 0.0 | 5.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 5.9 | 0.0 | 5.9 | 0.0 | 0.0 | 0.0 | 5.9 |
| 2016-17 Revised Base | 282.9 | 2,454.5 | 2,737.4 | 0.0 | 0.0 | -1,250.0 | 1,487.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Kent Support and Assistance Service | -30.5 | -310.0 | -340.5 | 0.0 | 0.0 | 0.0 | -340.5 |
| <i>Sub-total Savings & Income</i> | -30.5 | -310.0 | -340.5 | 0.0 | 0.0 | 0.0 | -340.5 |
| 2017-18 Proposed Budget | 252.4 | 2,144.5 | 2,396.9 | 0.0 | 0.0 | -1,250.0 | 1,146.9 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - In house service

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,814.6 | 22,608.0 | 24,422.6 | -469.1 | 0.0 | 0.0 | 23,953.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Children's Services - Children in Care (Looked After) - Fostering - Disabled Children - In house service A-Z budget line | 0.0 | -1,290.0 | -1,290.0 | 0.0 | 0.0 | 0.0 | -1,290.0 |
| Transfer to new Children's Services - Children in Care (Looked After) - Fostering - Non-Disabled Children - In house service A-Z budget line | -1,814.6 | -21,318.0 | -23,132.6 | 469.1 | 0.0 | 0.0 | -22,663.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -1,814.6 | -22,608.0 | -24,422.6 | 469.1 | 0.0 | 0.0 | -23,953.5 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - Disabled Children - In house service

Section 6 - A to Z Service Analysis Row: 44

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Children's Services - Children in Care (Looked After) - Fostering - In house service A-Z budget line | 0.0 | 1,290.0 | 1,290.0 | 0.0 | 0.0 | 0.0 | 1,290.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,290.0 | 1,290.0 | 0.0 | 0.0 | 0.0 | 1,290.0 |
| 2016-17 Revised Base | 0.0 | 1,290.0 | 1,290.0 | 0.0 | 0.0 | 0.0 | 1,290.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 26.9 | 26.9 | 0.0 | 0.0 | 0.0 | 26.9 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 17.5 | 17.5 | 0.0 | 0.0 | 0.0 | 17.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 44.4 | 44.4 | 0.0 | 0.0 | 0.0 | 44.4 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 1,334.4 | 1,334.4 | 0.0 | 0.0 | 0.0 | 1,334.4 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - Non-Disabled Children - In house service

Section 6 - A to Z Service Analysis Row: 45

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 28.1 | -5.6 | 22.5 | 0.0 | 0.0 | 0.0 | 22.5 |
| Transfer from Children's Services - Children in Care (Looked After) - Fostering - In house service A-Z budget line | 1,814.6 | 21,318.0 | 23,132.6 | -469.1 | 0.0 | 0.0 | 22,663.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -195.8 | -123.3 | -319.1 | 318.1 | 0.0 | 0.0 | -1.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1,646.9 | 21,189.1 | 22,836.0 | -151.0 | 0.0 | 0.0 | 22,685.0 |
| 2016-17 Revised Base | 1,646.9 | 21,189.1 | 22,836.0 | -151.0 | 0.0 | 0.0 | 22,685.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 441.8 | 441.8 | 0.0 | 0.0 | 0.0 | 441.8 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 230.7 | 637.6 | 868.3 | 0.0 | 0.0 | 0.0 | 868.3 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | -120.0 | -1,181.1 | -1,301.1 | 0.0 | 0.0 | 0.0 | -1,301.1 |
| <i>Sub-total Additional Spending Pressures</i> | 110.7 | -101.7 | 9.0 | 0.0 | 0.0 | 0.0 | 9.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -100.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -100.0 | 0.0 | -100.0 |
| 2017-18 Proposed Budget | 1,757.6 | 21,087.4 | 22,845.0 | -151.0 | -100.0 | 0.0 | 22,594.0 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 6,782.6 | 6,782.6 | 0.0 | 0.0 | 0.0 | 6,782.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Children's Services - Children in Care (Looked After) - Fostering - Disabled Children - Commissioned from Independent Fostering Agencies A-Z budget line | 0.0 | -939.2 | -939.2 | 0.0 | 0.0 | 0.0 | -939.2 |
| Transfer to new Children's Services - Children in Care (Looked After) - Fostering - Non-Disabled Children - Commissioned from Independent Fostering Agencies A-Z budget line | 0.0 | -5,843.4 | -5,843.4 | 0.0 | 0.0 | 0.0 | -5,843.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -6,782.6 | -6,782.6 | 0.0 | 0.0 | 0.0 | -6,782.6 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - Disabled Children - Commissioned from Independent Fostering Agencies

Section 6 - A to Z Service Analysis Row: 46

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Children's Services - Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies A-Z budget line | 0.0 | 939.2 | 939.2 | 0.0 | 0.0 | 0.0 | 939.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 939.2 | 939.2 | 0.0 | 0.0 | 0.0 | 939.2 |
| 2016-17 Revised Base | 0.0 | 939.2 | 939.2 | 0.0 | 0.0 | 0.0 | 939.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 10.2 | 10.2 | 0.0 | 0.0 | 0.0 | 10.2 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 12.6 | 12.6 | 0.0 | 0.0 | 0.0 | 12.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 22.8 | 22.8 | 0.0 | 0.0 | 0.0 | 22.8 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Fostering | 0.0 | -17.7 | -17.7 | 0.0 | 0.0 | 0.0 | -17.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | -17.7 | -17.7 | 0.0 | 0.0 | 0.0 | -17.7 |
| 2017-18 Proposed Budget | 0.0 | 944.3 | 944.3 | 0.0 | 0.0 | 0.0 | 944.3 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Fostering - Non-Disabled Children - Commissioned from Independent Fostering Agencies

Section 6 - A to Z Service Analysis Row: 47

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Children's Services - Children in Care (Looked After) - Fostering - Commissioned from Independent Fostering Agencies A-Z budget line | 0.0 | 5,843.4 | 5,843.4 | 0.0 | 0.0 | 0.0 | 5,843.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 5,843.4 | 5,843.4 | 0.0 | 0.0 | 0.0 | 5,843.4 |
| 2016-17 Revised Base | 0.0 | 5,843.4 | 5,843.4 | 0.0 | 0.0 | 0.0 | 5,843.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 70.7 | 70.7 | 0.0 | 0.0 | 0.0 | 70.7 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | 778.6 | 778.6 | 0.0 | 0.0 | 0.0 | 778.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 849.3 | 849.3 | 0.0 | 0.0 | 0.0 | 849.3 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Fostering | 0.0 | -116.3 | -116.3 | 0.0 | 0.0 | 0.0 | -116.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -116.3 | -116.3 | 0.0 | 0.0 | 0.0 | -116.3 |
| 2017-18 Proposed Budget | 0.0 | 6,576.4 | 6,576.4 | 0.0 | 0.0 | 0.0 | 6,576.4 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Legal Charges

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 0.0 | 6,738.0 | 6,738.0 | 0.0 | 0.0 | 0.0 | 6,738.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Children's Services - Children in Care (Looked After) - Legal Charges - Disabled Children A-Z budget line | 0.0 | -167.3 | -167.3 | 0.0 | 0.0 | 0.0 | -167.3 |
| Transfer to new Children's Services - Children in Care (Looked After) - Legal Charges - Non-Disabled Children A-Z budget line | 0.0 | -6,570.7 | -6,570.7 | 0.0 | 0.0 | 0.0 | -6,570.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -6,738.0 | -6,738.0 | 0.0 | 0.0 | 0.0 | -6,738.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Legal Charges - Disabled Children

Section 6 - A to Z Service Analysis Row: 48

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Children's Services - Children in Care (Looked After) - Legal Charges A-Z budget line | 0.0 | 167.3 | 167.3 | 0.0 | 0.0 | 0.0 | 167.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 167.3 | 167.3 | 0.0 | 0.0 | 0.0 | 167.3 |
| 2016-17 Revised Base | 0.0 | 167.3 | 167.3 | 0.0 | 0.0 | 0.0 | 167.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 167.3 | 167.3 | 0.0 | 0.0 | 0.0 | 167.3 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Legal Charges - Non-Disabled Children

Section 6 - A to Z Service Analysis Row: 49

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer from old Children's Services - Children in Care (Looked After) - Legal Charges A-Z budget line | 0.0 | 6,570.7 | 6,570.7 | 0.0 | 0.0 | 0.0 | 6,570.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 6,570.7 | 6,570.7 | 0.0 | 0.0 | 0.0 | 6,570.7 |
| 2016-17 Revised Base | 0.0 | 6,570.7 | 6,570.7 | 0.0 | 0.0 | 0.0 | 6,570.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 6,570.7 | 6,570.7 | 0.0 | 0.0 | 0.0 | 6,570.7 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Residential Children's Services - In house service (Short Breaks Units)

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,696.9 | 401.5 | 3,098.4 | -12.7 | -669.7 | 0.0 | 2,416.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Children's Services - Children in Care (Looked After) - Residential Children's Services - Disabled Children - In house service (Short Breaks Units) A-Z budget line | -2,696.9 | -401.5 | -3,098.4 | 12.7 | 669.7 | 0.0 | -2,416.0 |
| <u>Sub-total Base Budget Adjustments - Internal</u> | <u>-2,696.9</u> | <u>-401.5</u> | <u>-3,098.4</u> | <u>12.7</u> | <u>669.7</u> | <u>0.0</u> | <u>-2,416.0</u> |
| <u>2016-17 Revised Base</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Additional Spending Pressures | | | | | | | |
| <u>Sub-total Additional Spending Pressures</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| Savings & Income | | | | | | | |
| <u>Sub-total Savings & Income</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Residential Children's Services - Disabled Children - In house service (Short Breaks Units)

Section 6 - A to Z Service Analysis Row: 50

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 32.1 | 12.9 | 45.0 | 0.0 | 0.0 | 0.0 | 45.0 |
| Transfer from old Children's Services - Children in Care (Looked After) - Residential Children's Services - In house service (Short Breaks Units) A-Z budget line | 2,696.9 | 401.5 | 3,098.4 | -12.7 | -669.7 | 0.0 | 2,416.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 62.9 | -5.3 | 57.6 | 0.0 | 0.0 | 0.0 | 57.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 2,791.9 | 409.1 | 3,201.0 | -12.7 | -669.7 | 0.0 | 2,518.6 |
| 2016-17 Revised Base | 2,791.9 | 409.1 | 3,201.0 | -12.7 | -669.7 | 0.0 | 2,518.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 2,791.9 | 409.1 | 3,201.0 | -12.7 | -669.7 | 0.0 | 2,518.6 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 13,412.2 | 13,412.2 | -920.6 | -1,614.1 | 0.0 | 10,877.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Children's Services - Children in Care (Looked After) - Residential Children's Services - Disabled Children - Commissioned from Independent Sector A-Z budget line | 0.0 | -4,736.3 | -4,736.3 | 853.4 | 854.5 | 0.0 | -3,028.4 |
| Transfer to new Children's Services - Children in Care (Looked After) - Residential Children's Services - Non-Disabled Children - Commissioned from Independent Sector A-Z budget line | 0.0 | -8,675.9 | -8,675.9 | 67.2 | 759.6 | 0.0 | -7,849.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -13,412.2 | -13,412.2 | 920.6 | 1,614.1 | 0.0 | -10,877.5 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Residential Children's Services - Disabled Children - Commissioned from Independent Sector

Section 6 - A to Z Service Analysis Row: 51

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 62.6 | 62.6 | 0.0 | 0.0 | 0.0 | 62.6 |
| Transfer from old Children's Services - Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector A-Z budget line | 0.0 | 4,736.3 | 4,736.3 | -853.4 | -854.5 | 0.0 | 3,028.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -207.9 | -207.9 | 386.1 | -78.2 | 0.0 | 100.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 4,591.0 | 4,591.0 | -467.3 | -932.7 | 0.0 | 3,191.0 |
| 2016-17 Revised Base | 0.0 | 4,591.0 | 4,591.0 | -467.3 | -932.7 | 0.0 | 3,191.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 67.2 | 67.2 | 0.0 | 0.0 | 0.0 | 67.2 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 66.0 | 66.0 | 0.0 | 0.0 | 0.0 | 66.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 133.2 | 133.2 | 0.0 | 0.0 | 0.0 | 133.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Social Care | 0.0 | -25.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -25.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| 2017-18 Proposed Budget | 0.0 | 4,699.2 | 4,699.2 | -467.3 | -932.7 | 0.0 | 3,299.2 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Residential Children's Services - Non-Disabled Children - Commissioned from Independent Sector

Section 6 - A to Z Service Analysis Row: 52

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -294.4 | -294.4 | 67.2 | 165.2 | 0.0 | -62.0 |
| Transfer from Children's Services - Children in Care (Looked After) - Residential Children's Services - Commissioned from Independent Sector A-Z budget line | 0.0 | 8,675.9 | 8,675.9 | -67.2 | -759.6 | 0.0 | 7,849.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 8,381.5 | 8,381.5 | 0.0 | -594.4 | 0.0 | 7,787.1 |
| 2016-17 Revised Base | 0.0 | 8,381.5 | 8,381.5 | 0.0 | -594.4 | 0.0 | 7,787.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 181.6 | 181.6 | 0.0 | 0.0 | 0.0 | 181.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | 876.9 | 876.9 | 0.0 | 0.0 | 0.0 | 876.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,058.5 | 1,058.5 | 0.0 | 0.0 | 0.0 | 1,058.5 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Social Care | 0.0 | -25.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -25.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| 2017-18 Proposed Budget | 0.0 | 9,415.0 | 9,415.0 | 0.0 | -594.4 | 0.0 | 8,820.6 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Supported Accommodation - Non-Disabled Children - Commissioned from Independent Sector

Section 6 - A to Z Service Analysis Row: 53

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 530.5 | 530.5 | 0.0 | 0.0 | 0.0 | 530.5 |
| Transfer from Children's Services - Other | 0.0 | 1,277.6 | 1,277.6 | 0.0 | 0.0 | 0.0 | 1,277.6 |
| Children's Services - Care Leavers A-Z budget line | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,808.1 | 1,808.1 | 0.0 | 0.0 | 0.0 | 1,808.1 |
| 2016-17 Revised Base | 0.0 | 1,808.1 | 1,808.1 | 0.0 | 0.0 | 0.0 | 1,808.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 38.3 | 38.3 | 0.0 | 0.0 | 0.0 | 38.3 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 512.3 | 512.3 | 0.0 | 0.0 | 0.0 | 512.3 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | 219.2 | 219.2 | 0.0 | 0.0 | 0.0 | 219.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 769.8 | 769.8 | 0.0 | 0.0 | 0.0 | 769.8 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Care Leavers & Supported Accommodation | 0.0 | -112.3 | -112.3 | 0.0 | 0.0 | 0.0 | -112.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -112.3 | -112.3 | 0.0 | 0.0 | 0.0 | -112.3 |
| 2017-18 Proposed Budget | 0.0 | 2,465.6 | 2,465.6 | 0.0 | 0.0 | 0.0 | 2,465.6 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Care (Looked After) - Virtual School Kent

Section 6 - A to Z Service Analysis Row: 54

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,929.6 | 3,151.7 | 5,081.3 | -293.2 | -2.8 | -3,358.4 | 1,426.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 30.2 | 427.5 | 457.7 | 0.0 | 0.0 | -427.5 | 30.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -211.6 | -2.3 | -213.9 | 211.6 | 0.0 | 0.0 | -2.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -181.4 | 425.2 | 243.8 | 211.6 | 0.0 | -427.5 | 27.9 |
| 2016-17 Revised Base | 1,748.2 | 3,576.9 | 5,325.1 | -81.6 | -2.8 | -3,785.9 | 1,454.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -140.0 | 0.0 | -140.0 | 0.0 | 0.0 | 0.0 | -140.0 |
| <i>Sub-total Savings & Income</i> | -140.0 | 0.0 | -140.0 | 0.0 | 0.0 | 0.0 | -140.0 |
| 2017-18 Proposed Budget | 1,608.2 | 3,576.9 | 5,185.1 | -81.6 | -2.8 | -3,785.9 | 1,314.8 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Need - Family Support Services

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 10,535.5 | 10,535.5 | -882.2 | -777.8 | 0.0 | 8,875.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to new Children's Services - Children in Need - Family Support Services - Disabled Children A-Z budget line | 0.0 | -6,774.2 | -6,774.2 | 0.0 | 305.2 | 0.0 | -6,469.0 |
| Transfer to new Children's Services - Children in Need - Family Support Services - Non-Disabled Children A-Z budget line | 0.0 | -3,761.3 | -3,761.3 | 882.2 | 472.6 | 0.0 | -2,406.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -10,535.5 | -10,535.5 | 882.2 | 777.8 | 0.0 | -8,875.5 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Children's Services - Children in Need - Family Support Services - Disabled Children

Section 6 - A to Z Service Analysis Row: 55

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 142.8 | 142.8 | 0.0 | 0.0 | 0.0 | 142.8 |
| Transfer from old Children's Services - Children in Need - Family Support Services A-Z budget line | 0.0 | 6,774.2 | 6,774.2 | 0.0 | -305.2 | 0.0 | 6,469.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -100.2 | -100.2 | 0.0 | 0.2 | 0.0 | -100.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 6,816.8 | 6,816.8 | 0.0 | -305.0 | 0.0 | 6,511.8 |
| 2016-17 Revised Base | 0.0 | 6,816.8 | 6,816.8 | 0.0 | -305.0 | 0.0 | 6,511.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 84.9 | 84.9 | 0.0 | 0.0 | 0.0 | 84.9 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 63.9 | 63.9 | 0.0 | 0.0 | 0.0 | 63.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 148.8 | 148.8 | 0.0 | 0.0 | 0.0 | 148.8 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 6,965.6 | 6,965.6 | 0.0 | -305.0 | 0.0 | 6,660.6 |

Part 3 - A to Z Variation Statements

Children's Services - Children in Need - Family Support Services - Non-Disabled Children

Section 6 - A to Z Service Analysis Row: 56

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -93.0 | -93.0 | 0.0 | 0.0 | 0.0 | -93.0 |
| Transfer from old Children's Services - Children in Need - Family Support Services A-Z budget line | 0.0 | 3,761.3 | 3,761.3 | -882.2 | -472.6 | 0.0 | 2,406.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,668.3 | 3,668.3 | -882.2 | -472.6 | 0.0 | 2,313.5 |
| 2016-17 Revised Base | 0.0 | 3,668.3 | 3,668.3 | -882.2 | -472.6 | 0.0 | 2,313.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 0.6 | 0.6 | 0.0 | 0.0 | 0.0 | 0.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | -1,405.1 | -1,405.1 | 882.2 | 319.5 | 0.0 | -203.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -1,404.5 | -1,404.5 | 882.2 | 319.5 | 0.0 | -202.8 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 2,263.8 | 2,263.8 | 0.0 | -153.1 | 0.0 | 2,110.7 |

Part 3 - A to Z Variation Statements

Children's Services - Early Help - Children's Centres

Section 6 - A to Z Service Analysis Row: 57

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 6,073.1 | 2,216.2 | 8,289.3 | -2,048.4 | -28.1 | 0.0 | 6,212.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 102.0 | -12.0 | 90.0 | -15.9 | 4.2 | 0.0 | 78.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -9.4 | -0.8 | -10.2 | 0.0 | 9.4 | 0.0 | -0.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 92.6 | -12.8 | 79.8 | -15.9 | 13.6 | 0.0 | 77.5 |
| 2016-17 Revised Base | 6,165.7 | 2,203.4 | 8,369.1 | -2,064.3 | -14.5 | 0.0 | 6,290.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Public Health Grant | 0.0 | 0.0 | 0.0 | -2,649.3 | 0.0 | 0.0 | -2,649.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | -2,649.3 | 0.0 | 0.0 | -2,649.3 |
| 2017-18 Proposed Budget | 6,165.7 | 2,203.4 | 8,369.1 | -4,713.6 | -14.5 | 0.0 | 3,641.0 |

Part 3 - A to Z Variation Statements

Children's Services - Early Help - Early Intervention and Prevention

Section 6 - A to Z Service Analysis Row: 58

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 12,407.0 | 4,735.6 | 17,142.6 | -318.8 | 0.0 | -5,032.7 | 11,791.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 324.5 | 510.0 | 834.5 | 192.7 | 57.3 | -876.0 | 208.5 |
| Transfer from old Community Services - Tackling Troubled Families A-Z budget line | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 129.3 | 1,040.9 | 1,170.2 | -16.5 | 0.0 | -1,267.2 | -113.5 |
| Sub-total Base Budget Adjustments - Internal | 791.0 | 2,939.8 | 3,730.8 | 76.2 | -431.7 | -3,280.3 | 95.0 |
| 2016-17 Revised Base | 13,198.0 | 7,675.4 | 20,873.4 | -242.6 | -431.7 | -8,313.0 | 11,886.1 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Increases in Grants and Contributions | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -524.4 | -524.4 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -360.0 | -426.0 | -786.0 | 0.0 | 0.0 | 0.0 | -786.0 |
| Contracts & Procurement: | | | | | | | |
| Early Help | 0.0 | -250.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| Sub-total Efficiency Savings | -360.0 | -676.0 | -1,036.0 | 0.0 | 0.0 | 0.0 | -1,036.0 |
| Sub-total Savings & Income | -360.0 | -676.0 | -1,036.0 | 0.0 | 0.0 | -524.4 | -1,560.4 |
| 2017-18 Proposed Budget | 12,838.0 | 6,999.4 | 19,837.4 | -242.6 | -431.7 | -8,837.4 | 10,325.7 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - 14 to 24 year olds

Section 6 - A to Z Service Analysis Row: 59

Directorate: Education & Young People's Services (E&YP) and Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,326.1 | 686.8 | 2,012.9 | 0.0 | -87.4 | -906.0 | 1,019.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 11.8 | -0.9 | 10.9 | 0.0 | 0.0 | 0.0 | 10.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.3 | -0.3 | 0.0 | 0.0 | 0.0 | -0.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 11.8 | -1.2 | 10.6 | 0.0 | 0.0 | 0.0 | 10.6 |
| 2016-17 Revised Base | 1,337.9 | 685.6 | 2,023.5 | 0.0 | -87.4 | -906.0 | 1,030.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -130.0 | 0.0 | 0.0 | -130.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Economic Development | 0.0 | -3.0 | -3.0 | 0.0 | 0.0 | 0.0 | -3.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -3.0 | -3.0 | -130.0 | 0.0 | 0.0 | -133.0 |
| 2017-18 Proposed Budget | 1,337.9 | 682.6 | 2,020.5 | -130.0 | -87.4 | -906.0 | 897.1 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Attendance & Behaviour

Section 6 - A to Z Service Analysis Row: 60

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,168.7 | 377.3 | 2,546.0 | -10.0 | -275.0 | -2,122.4 | 138.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 10.4 | -4.0 | 6.4 | 0.0 | 0.0 | 0.0 | 6.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 40.3 | -53.9 | -13.6 | 0.0 | -10.0 | 23.3 | -0.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 50.7 | -57.9 | -7.2 | 0.0 | -10.0 | 23.3 | 6.1 |
| 2016-17 Revised Base | 2,219.4 | 319.4 | 2,538.8 | -10.0 | -285.0 | -2,099.1 | 144.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | 0.0 | -12.0 | 0.0 | -12.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -132.7 | -132.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -12.0 | -132.7 | -144.7 |
| 2017-18 Proposed Budget | 2,219.4 | 319.4 | 2,538.8 | -10.0 | -297.0 | -2,231.8 | 0.0 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Early Years and Childcare

Section 6 - A to Z Service Analysis Row: 61

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 4,365.9 | 1,847.7 | 6,213.6 | -510.6 | -766.9 | -3,655.2 | 1,280.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 30.3 | -13.1 | 17.2 | 0.0 | 0.0 | 0.0 | 17.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 55.0 | -0.8 | 54.2 | -38.1 | -16.9 | 0.0 | -0.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 85.3 | -13.9 | 71.4 | -38.1 | -16.9 | 0.0 | 16.4 |
| 2016-17 Revised Base | 4,451.2 | 1,833.8 | 6,285.0 | -548.7 | -783.8 | -3,655.2 | 1,297.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | 0.0 | -74.0 | 0.0 | -74.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -74.0 | 0.0 | -74.0 |
| 2017-18 Proposed Budget | 4,451.2 | 1,833.8 | 6,285.0 | -548.7 | -857.8 | -3,655.2 | 1,223.3 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Early Years Education

Section 6 - A to Z Service Analysis Row: 62

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 56,176.2 | 56,176.2 | 0.0 | 0.0 | -56,176.2 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 1,760.5 | 1,760.5 | 0.0 | 0.0 | -1,760.5 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 10,405.0 | 10,405.0 | 0.0 | 0.0 | -10,405.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 12,165.5 | 12,165.5 | 0.0 | 0.0 | -12,165.5 | 0.0 |
| 2016-17 Revised Base | 0.0 | 68,341.7 | 68,341.7 | 0.0 | 0.0 | -68,341.7 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 68,341.7 | 68,341.7 | 0.0 | 0.0 | -68,341.7 | 0.0 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Education Psychology Service

Section 6 - A to Z Service Analysis Row: 63

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,862.4 | 118.6 | 2,981.0 | -619.5 | -205.5 | 0.0 | 2,156.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 42.0 | -10.0 | 32.0 | 0.0 | 0.0 | 0.0 | 32.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 150.0 | -0.5 | 149.5 | -149.5 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 192.0 | -10.5 | 181.5 | -149.5 | 0.0 | 0.0 | 32.0 |
| 2016-17 Revised Base | 3,054.4 | 108.1 | 3,162.5 | -769.0 | -205.5 | 0.0 | 2,188.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -99.2 | -55.8 | 0.0 | -155.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | -99.2 | -55.8 | 0.0 | -155.0 |
| 2017-18 Proposed Budget | 3,054.4 | 108.1 | 3,162.5 | -868.2 | -261.3 | 0.0 | 2,033.0 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Individual Learner Support (incl. Inclusion Support Services Kent (ISSK) and Information & Advice Service for SEN Kent (IASK))

Section 6 - A to Z Service Analysis Row: 64

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,685.5 | 5,615.6 | 7,301.1 | -215.1 | -260.1 | -6,346.2 | 479.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 74.2 | 0.0 | 74.2 | -30.0 | -30.3 | 0.0 | 13.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 47.7 | -1.4 | 46.3 | 0.0 | 0.0 | -46.5 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 121.9 | -1.4 | 120.5 | -30.0 | -30.3 | -46.5 | 13.7 |
| 2016-17 Revised Base | 1,807.4 | 5,614.2 | 7,421.6 | -245.1 | -290.4 | -6,392.7 | 493.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | 0.0 | -25.0 | 0.0 | -25.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -63.4 | -63.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -25.0 | -63.4 | -88.4 |
| 2017-18 Proposed Budget | 1,807.4 | 5,614.2 | 7,421.6 | -245.1 | -315.4 | -6,456.1 | 405.0 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Support for Pupils with SEN

Section 6 - A to Z Service Analysis Row: 65

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 28.0 | 5,869.0 | 5,897.0 | 0.0 | -387.2 | -5,509.8 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 84.3 | 56.0 | 140.3 | 0.0 | 0.0 | -140.3 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 84.3 | 56.0 | 140.3 | 0.0 | 0.0 | -140.3 | 0.0 |
| 2016-17 Revised Base | 112.3 | 5,925.0 | 6,037.3 | 0.0 | -387.2 | -5,650.1 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 112.3 | 5,925.0 | 6,037.3 | 0.0 | -387.2 | -5,650.1 | 0.0 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Youth Service

Section 6 - A to Z Service Analysis Row: 66

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 1,118.7 | 1,843.5 | 2,962.2 | -676.4 | -804.8 | -245.0 | 1,236.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 5.7 | -3.5 | 2.2 | 0.0 | 0.0 | 0.0 | 2.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 95.0 | -0.5 | 94.5 | -95.0 | 0.0 | 0.0 | -0.5 |
| Sub-total Base Budget Adjustments - Internal | 100.7 | -4.0 | 96.7 | -95.0 | 0.0 | 0.0 | 1.7 |
| 2016-17 Revised Base | 1,219.4 | 1,839.5 | 3,058.9 | -771.4 | -804.8 | -245.0 | 1,237.7 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -5.0 | -195.0 | 0.0 | -200.0 |
| Efficiency Savings | | | | | | | |
| Other: | | | | | | | |
| Youth Participation Workers | -116.2 | -3.8 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| Sub-total Savings & Income | -116.2 | -3.8 | -120.0 | -5.0 | -195.0 | 0.0 | -320.0 |
| 2017-18 Proposed Budget | 1,103.2 | 1,835.7 | 2,938.9 | -776.4 | -999.8 | -245.0 | 917.7 |

Part 3 - A to Z Variation Statements

Children's Services - Education and Personal - Youth Offending Service

Section 6 - A to Z Service Analysis Row: 67

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,492.9 | 865.1 | 2,358.0 | -323.6 | -311.1 | -1,230.8 | 492.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -23.8 | -73.3 | -97.1 | 0.0 | 0.0 | 93.6 | -3.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 122.1 | -210.5 | -88.4 | 0.0 | 0.0 | 0.0 | -88.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 98.3 | -283.8 | -185.5 | 0.0 | 0.0 | 93.6 | -91.9 |
| 2016-17 Revised Base | 1,591.2 | 581.3 | 2,172.5 | -323.6 | -311.1 | -1,137.2 | 400.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -80.0 | 0.0 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| <i>Sub-total Savings & Income</i> | -80.0 | 0.0 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| 2017-18 Proposed Budget | 1,511.2 | 581.3 | 2,092.5 | -323.6 | -311.1 | -1,137.2 | 320.6 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Adoption & other permanent care arrangements for children

Section 6 - A to Z Service Analysis Row: 68

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,951.7 | 9,709.6 | 11,661.3 | 0.0 | -104.0 | 0.0 | 11,557.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -42.5 | -66.0 | -108.5 | 0.0 | 1.0 | 0.0 | -107.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -1.7 | -1.7 | 0.0 | 0.0 | 0.0 | -1.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -42.5 | -67.7 | -110.2 | 0.0 | 1.0 | 0.0 | -109.2 |
| 2016-17 Revised Base | 1,909.2 | 9,641.9 | 11,551.1 | 0.0 | -103.0 | 0.0 | 11,448.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 207.4 | 207.4 | 0.0 | 0.0 | 0.0 | 207.4 |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 540.8 | 540.8 | 0.0 | 0.0 | 0.0 | 540.8 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | 1,108.9 | 1,108.9 | 0.0 | 0.0 | 0.0 | 1,108.9 |
| <u>Replace Use of one-offs</u> | 0.0 | 500.0 | 500.0 | 0.0 | 0.0 | 0.0 | 500.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 2,357.1 | 2,357.1 | 0.0 | 0.0 | 0.0 | 2,357.1 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Children's Social Care | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| 2017-18 Proposed Budget | 1,909.2 | 11,899.0 | 13,808.2 | 0.0 | -103.0 | 0.0 | 13,705.2 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Asylum Seekers - Aged under 16

Section 6 - A to Z Service Analysis Row: 69

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 38.6 | 38.6 | 0.0 | 0.0 | -38.6 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -8,660.3 | -8,660.3 | 0.0 | 0.0 | 8,660.3 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -8,621.7 | -8,621.7 | 0.0 | 0.0 | 8,621.7 | 0.0 |
| 2016-17 Revised Base | 0.0 | 4,428.3 | 4,428.3 | 0.0 | 0.0 | -4,428.3 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 4,428.3 | 4,428.3 | 0.0 | 0.0 | -4,428.3 | 0.0 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Asylum Seekers - Aged 16 & 17

Section 6 - A to Z Service Analysis Row: 70

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 34.9 | 34.9 | 0.0 | 0.0 | -34.9 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -702.4 | -13,857.4 | -14,559.8 | 0.0 | 0.0 | 14,559.8 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -702.4 | -13,822.5 | -14,524.9 | 0.0 | 0.0 | 14,524.9 | 0.0 |
| 2016-17 Revised Base | 0.0 | 10,450.1 | 10,450.1 | 0.0 | 0.0 | -10,450.1 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 10,450.1 | 10,450.1 | 0.0 | 0.0 | -10,450.1 | 0.0 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Asylum Seekers - Aged 18 and over (care leavers)

Section 6 - A to Z Service Analysis Row: 71

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 8,195.0 | 8,195.0 | 0.0 | 0.0 | -7,645.0 | 550.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 246.2 | 246.2 | 0.0 | 0.0 | -246.2 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 306.4 | 306.4 | 0.0 | 0.0 | -306.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 552.6 | 552.6 | 0.0 | 0.0 | -552.6 | 0.0 |
| 2016-17 Revised Base | 0.0 | 8,747.6 | 8,747.6 | 0.0 | 0.0 | -8,197.6 | 550.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 8,747.6 | 8,747.6 | 0.0 | 0.0 | -8,197.6 | 550.0 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Care Leavers

Section 6 - A to Z Service Analysis Row: 72

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 2,014.8 | 5,246.9 | 7,261.7 | -1,985.2 | 0.0 | -530.6 | 4,745.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 30.4 | -837.7 | -807.3 | 105.2 | 0.0 | -94.1 | -796.2 |
| Transfer to new Children's Services - Children in Care (Looked After) - Supported Accommodation - Non-Disabled Children - Commissioned from Independent Sector A-Z budget line | 0.0 | -1,277.6 | -1,277.6 | 0.0 | 0.0 | 0.0 | -1,277.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 683.2 | -3.0 | 680.2 | -683.2 | 0.0 | 0.0 | -3.0 |
| Sub-total Base Budget Adjustments - Internal | 713.6 | -2,118.3 | -1,404.7 | -578.0 | 0.0 | -94.1 | -2,076.8 |
| 2016-17 Revised Base | 2,728.4 | 3,128.6 | 5,857.0 | -2,563.2 | 0.0 | -624.7 | 2,669.1 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Children's Social Care | 0.0 | 37.7 | 37.7 | 0.0 | 0.0 | 0.0 | 37.7 |
| Demography | | | | | | | |
| Children's Social Care | 367.0 | 0.0 | 367.0 | 0.0 | 0.0 | 0.0 | 367.0 |
| Net Budget Realignment | | | | | | | |
| Children's Social Care | 0.0 | 169.0 | 169.0 | 0.0 | 0.0 | 0.0 | 169.0 |
| Sub-total Additional Spending Pressures | 367.0 | 206.7 | 573.7 | 0.0 | 0.0 | 0.0 | 573.7 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Care Leavers & Supported Accommodation | 0.0 | -187.7 | -187.7 | 0.0 | 0.0 | 0.0 | -187.7 |
| Sub-total Savings & Income | 0.0 | -187.7 | -187.7 | 0.0 | 0.0 | 0.0 | -187.7 |
| 2017-18 Proposed Budget | 3,095.4 | 3,147.6 | 6,243.0 | -2,563.2 | 0.0 | -624.7 | 3,055.1 |

Part 3 - A to Z Variation Statements

Children's Services - Other Children's Services - Safeguarding

Section 6 - A to Z Service Analysis Row: 73

Directorate: Education & Young People's Services (E&YP) and Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 6,916.9 | 923.5 | 7,840.4 | -2,179.9 | -727.6 | 0.0 | 4,932.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 173.6 | -0.4 | 173.2 | -35.7 | -43.2 | 0.0 | 94.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -1,270.8 | -107.3 | -1,378.1 | 1,375.8 | 0.0 | 0.6 | -1.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -1,097.2 | -107.7 | -1,204.9 | 1,340.1 | -43.2 | 0.6 | 92.6 |
| 2016-17 Revised Base | 5,819.7 | 815.8 | 6,635.5 | -839.8 | -770.8 | 0.6 | 5,025.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 0.0 | 0.0 | 0.0 | 17.3 | 164.7 | 0.0 | 182.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 17.3 | 164.7 | 0.0 | 182.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -21.1 | -56.9 | 0.0 | -78.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -0.6 | -0.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -157.0 | -25.0 | -182.0 | 0.0 | 0.0 | 0.0 | -182.0 |
| <i>Sub-total Savings & Income</i> | -157.0 | -25.0 | -182.0 | -21.1 | -56.9 | -0.6 | -260.6 |
| 2017-18 Proposed Budget | 5,662.7 | 790.8 | 6,453.5 | -843.6 | -663.0 | 0.0 | 4,946.9 |

Part 3 - A to Z Variation Statements

Community Services - Arts & Culture Development (including grant to Turner Contemporary)

Section 6 - A to Z Service Analysis Row: 74

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 386.8 | 1,610.0 | 1,996.8 | 0.0 | 0.0 | 0.0 | 1,996.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -37.8 | 0.0 | -37.8 | 0.0 | 0.0 | 0.0 | -37.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -37.8 | -0.1 | -37.9 | 0.0 | 0.0 | 0.0 | -37.9 |
| 2016-17 Revised Base | 349.0 | 1,609.9 | 1,958.9 | 0.0 | 0.0 | 0.0 | 1,958.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Net Budget Realignment</u> | | | | | | | |
| Other | 0.0 | -10.0 | -10.0 | 0.0 | 0.0 | 0.0 | -10.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -10.0 | -10.0 | 0.0 | 0.0 | 0.0 | -10.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -42.0 | 0.0 | -42.0 | 0.0 | 0.0 | 0.0 | -42.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Economic Development | 0.0 | -1.4 | -1.4 | 0.0 | 0.0 | 0.0 | -1.4 |
| Other | 0.0 | -23.7 | -23.7 | 0.0 | 0.0 | 0.0 | -23.7 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -25.1 | -25.1 | 0.0 | 0.0 | 0.0 | -25.1 |
| <i>Sub-total Efficiency Savings</i> | -42.0 | -25.1 | -67.1 | 0.0 | 0.0 | 0.0 | -67.1 |
| <u>Policy Savings</u> | | | | | | | |
| Turner | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | -42.0 | -75.1 | -117.1 | 0.0 | 0.0 | 0.0 | -117.1 |
| 2017-18 Proposed Budget | 307.0 | 1,524.8 | 1,831.8 | 0.0 | 0.0 | 0.0 | 1,831.8 |

Part 3 - A to Z Variation Statements

Community Services - Community Learning & Skills (CLS)

Section 6 - A to Z Service Analysis Row: 75

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -147.5 | -94.5 | -242.0 | 0.0 | 142.7 | 77.8 | -21.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -4.7 | -4.7 | 0.0 | 0.0 | 0.0 | -4.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -147.5 | -99.2 | -246.7 | 0.0 | 142.7 | 77.8 | -26.2 |
| 2016-17 Revised Base | 8,791.2 | 3,905.9 | 12,697.1 | 0.0 | -3,381.9 | -10,681.6 | -1,366.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 8,791.2 | 3,905.9 | 12,697.1 | 0.0 | -3,381.9 | -10,681.6 | -1,366.4 |

Part 3 - A to Z Variation Statements

Community Services - Contact Centre & Digital Web Services

Section 6 - A to Z Service Analysis Row: 76

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 4,617.7 | 4,617.7 | 0.0 | -305.0 | -89.0 | 4,223.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 28.1 | 0.0 | 28.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -43.4 | -43.4 | 0.0 | 42.3 | 0.0 | -1.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -43.4 | -43.4 | 0.0 | 70.4 | 0.0 | 27.0 |
| 2016-17 Revised Base | 0.0 | 4,574.3 | 4,574.3 | 0.0 | -234.6 | -89.0 | 4,250.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Contact Centre and Digital Web Platform | 0.0 | -552.7 | -552.7 | 0.0 | 0.0 | 0.0 | -552.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | -552.7 | -552.7 | 0.0 | 0.0 | 0.0 | -552.7 |
| 2017-18 Proposed Budget | 0.0 | 4,021.6 | 4,021.6 | 0.0 | -234.6 | -89.0 | 3,698.0 |

Part 3 - A to Z Variation Statements

Community Services - Gateways

Section 6 - A to Z Service Analysis Row: 77

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 356.5 | 581.8 | 938.3 | 0.0 | -38.1 | 0.0 | 900.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 8.3 | 0.0 | 8.3 | 0.0 | 13.1 | 0.0 | 21.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 8.3 | 0.0 | 8.3 | 0.0 | 13.1 | 0.0 | 21.4 |
| 2016-17 Revised Base | 364.8 | 581.8 | 946.6 | 0.0 | -25.0 | 0.0 | 921.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -40.0 | -40.0 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| <i>Sub-total Savings & Income</i> | -40.0 | -40.0 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| 2017-18 Proposed Budget | 324.8 | 541.8 | 866.6 | 0.0 | -25.0 | 0.0 | 841.6 |

Part 3 - A to Z Variation Statements

Community Services - Gypsies and Travellers

Section 6 - A to Z Service Analysis Row: 78

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 266.2 | 171.3 | 437.5 | 0.0 | -437.5 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.2 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -0.2 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| 2016-17 Revised Base | 266.2 | 171.1 | 437.3 | 0.0 | -437.5 | 0.0 | -0.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -10.0 | 0.0 | -10.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -50.0 | 0.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | -50.0 | 0.0 | -50.0 | 0.0 | -10.0 | 0.0 | -60.0 |
| 2017-18 Proposed Budget | 216.2 | 171.1 | 387.3 | 0.0 | -447.5 | 0.0 | -60.2 |

Part 3 - A to Z Variation Statements

Community Services - Libraries, Registration and Archives Services

Section 6 - A to Z Service Analysis Row: 79

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 11,544.4 | 5,008.5 | 16,552.9 | -464.5 | -5,466.3 | 0.0 | 10,622.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 293.7 | -10.8 | 282.9 | 0.8 | 0.0 | 0.0 | 283.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -5.9 | -5.9 | 0.0 | 0.0 | 0.0 | -5.9 |
| Sub-total Base Budget Adjustments - Internal | 293.7 | -16.7 | 277.0 | 0.8 | 0.0 | 0.0 | 277.8 |
| 2016-17 Revised Base | 11,838.1 | 4,991.8 | 16,829.9 | -463.7 | -5,466.3 | 0.0 | 10,899.9 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Non specific price provision | 0.0 | 8.2 | 8.2 | 0.0 | 0.0 | 0.0 | 8.2 |
| Sub-total Additional Spending Pressures | 0.0 | 8.2 | 8.2 | 0.0 | 0.0 | 0.0 | 8.2 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -370.0 | 0.0 | -370.0 |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -510.0 | 0.0 | -510.0 | 0.0 | 0.0 | 0.0 | -510.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -85.0 | -85.0 | 0.0 | 0.0 | 0.0 | -85.0 |
| Sub-total Efficiency Savings | -510.0 | -85.0 | -595.0 | 0.0 | 0.0 | 0.0 | -595.0 |
| Policy Savings | | | | | | | |
| Libraries | 0.0 | -250.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| Sub-total Savings & Income | -510.0 | -335.0 | -845.0 | 0.0 | -370.0 | 0.0 | -1,215.0 |
| 2017-18 Proposed Budget | 11,328.1 | 4,665.0 | 15,993.1 | -463.7 | -5,836.3 | 0.0 | 9,693.1 |

Part 3 - A to Z Variation Statements

Community Services - Local Healthwatch & NHS Complaints Advocacy

Section 6 - A to Z Service Analysis Row: 80

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 749.5 | 749.5 | 0.0 | 0.0 | -459.0 | 290.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 10.5 | 10.5 | 0.0 | 0.0 | -10.5 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 10.5 | 10.5 | 0.0 | 0.0 | -10.5 | 0.0 |
| 2016-17 Revised Base | 0.0 | 760.0 | 760.0 | 0.0 | 0.0 | -469.5 | 290.5 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Other | 0.0 | -79.0 | -79.0 | 0.0 | 0.0 | 0.0 | -79.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -79.0 | -79.0 | 0.0 | 0.0 | 0.0 | -79.0 |
| 2017-18 Proposed Budget | 0.0 | 681.0 | 681.0 | 0.0 | 0.0 | -469.5 | 211.5 |

Part 3 - A to Z Variation Statements

Community Services - Sports & Physical Activity Development

Section 6 - A to Z Service Analysis Row: 81

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 678.8 | 847.8 | 1,526.6 | -83.0 | -1,011.0 | 0.0 | 432.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 56.0 | 263.8 | 319.8 | -14.8 | -299.0 | 0.0 | 6.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.3 | -0.3 | 0.0 | 0.0 | 0.0 | -0.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 56.0 | 263.5 | 319.5 | -14.8 | -299.0 | 0.0 | 5.7 |
| 2016-17 Revised Base | 734.8 | 1,111.3 | 1,846.1 | -97.8 | -1,310.0 | 0.0 | 438.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | 0.0 | -50.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -6.7 | -6.7 | 0.0 | 0.0 | 0.0 | -6.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | -6.7 | -6.7 | -50.0 | 0.0 | 0.0 | -56.7 |
| 2017-18 Proposed Budget | 734.8 | 1,104.6 | 1,839.4 | -147.8 | -1,310.0 | 0.0 | 381.6 |

Part 3 - A to Z Variation Statements

Community Services - Supporting Employment

Section 6 - A to Z Service Analysis Row: 82

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 736.0 | 50.1 | 786.1 | -305.0 | -30.0 | 0.0 | 451.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 10.2 | 0.0 | 10.2 | 0.0 | 0.0 | 0.0 | 10.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 10.2 | 0.0 | 10.2 | 0.0 | 0.0 | 0.0 | 10.2 |
| 2016-17 Revised Base | 746.2 | 50.1 | 796.3 | -305.0 | -30.0 | 0.0 | 461.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 746.2 | 50.1 | 796.3 | -305.0 | -30.0 | 0.0 | 461.3 |

Part 3 - A to Z Variation Statements

Community Services - Troubled Families Programme

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| Transfer to Children's Services - Early Help - Early Intervention and Prevention A-Z budget line | -337.2 | -1,388.9 | -1,726.1 | 100.0 | 489.0 | 1,137.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -337.2 | -1,388.9 | -1,726.1 | 100.0 | 489.0 | 1,137.1 | 0.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Environment - Country Parks & Countryside Partnerships & Explore Kent

Section 6 - A to Z Service Analysis Row: 83

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,558.3 | 870.4 | 2,428.7 | -75.0 | -1,719.4 | -79.8 | 554.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 81.7 | 431.5 | 513.2 | -65.2 | -435.5 | 3.6 | 16.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.7 | -0.7 | 0.0 | 0.0 | 0.0 | -0.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 81.7 | 430.8 | 512.5 | -65.2 | -435.5 | 3.6 | 15.4 |
| 2016-17 Revised Base | 1,640.0 | 1,301.2 | 2,941.2 | -140.2 | -2,154.9 | -76.2 | 569.9 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -46.0 | 0.0 | -46.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -20.0 | 0.0 | -20.0 | 0.0 | 0.0 | 0.0 | -20.0 |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -29.0 | -29.0 | 0.0 | 0.0 | 0.0 | -29.0 |
| <i>Sub-total Efficiency Savings</i> | -20.0 | -29.0 | -49.0 | 0.0 | 0.0 | 0.0 | -49.0 |
| <i>Sub-total Savings & Income</i> | -20.0 | -29.0 | -49.0 | 0.0 | -46.0 | 0.0 | -95.0 |
| 2017-18 Proposed Budget | 1,620.0 | 1,272.2 | 2,892.2 | -140.2 | -2,200.9 | -76.2 | 474.9 |

Part 3 - A to Z Variation Statements

Environment - Environmental Management (incl. Coastal Protection)

Section 6 - A to Z Service Analysis Row: 84

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,469.6 | 1,820.3 | 3,289.9 | -34.5 | -797.4 | -1,026.4 | 1,431.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 167.7 | 957.1 | 1,124.8 | -227.5 | -37.8 | -831.9 | 27.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -74.4 | -74.4 | 0.0 | 0.0 | 0.0 | -74.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 167.7 | 882.7 | 1,050.4 | -227.5 | -37.8 | -831.9 | -46.8 |
| 2016-17 Revised Base | 1,637.3 | 2,703.0 | 4,340.3 | -262.0 | -835.2 | -1,858.3 | 1,384.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -59.0 | 0.0 | -59.0 | 0.0 | 0.0 | 0.0 | -59.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -5.0 | -5.0 | 0.0 | 0.0 | 0.0 | -5.0 |
| <i>Sub-total Efficiency Savings</i> | -59.0 | -5.0 | -64.0 | 0.0 | 0.0 | 0.0 | -64.0 |
| <i>Sub-total Savings & Income</i> | -59.0 | -5.0 | -64.0 | 0.0 | 0.0 | 0.0 | -64.0 |
| 2017-18 Proposed Budget | 1,578.3 | 2,698.0 | 4,276.3 | -262.0 | -835.2 | -1,858.3 | 1,320.8 |

Part 3 - A to Z Variation Statements

Environment - Public Rights of Way

Section 6 - A to Z Service Analysis Row: 85

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,273.3 | 411.6 | 1,684.9 | 0.0 | -89.0 | 0.0 | 1,595.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 20.9 | 29.9 | 50.8 | 0.0 | -19.1 | 0.0 | 31.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.5 | -0.5 | 0.0 | 0.0 | 0.0 | -0.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 20.9 | 29.4 | 50.3 | 0.0 | -19.1 | 0.0 | 31.2 |
| 2016-17 Revised Base | 1,294.2 | 441.0 | 1,735.2 | 0.0 | -108.1 | 0.0 | 1,627.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Non specific price provision | 0.0 | 8.7 | 8.7 | 0.0 | 0.0 | 0.0 | 8.7 |
| <u>Government & Legislative</u> | | | | | | | |
| Public Rights of Way | 45.0 | 5.0 | 50.0 | 0.0 | 0.0 | 0.0 | 50.0 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 0.0 | 8.3 | 8.3 | 0.0 | 0.0 | 0.0 | 8.3 |
| <i>Sub-total Additional Spending Pressures</i> | 45.0 | 22.0 | 67.0 | 0.0 | 0.0 | 0.0 | 67.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -16.0 | 0.0 | -16.0 | 0.0 | 0.0 | 0.0 | -16.0 |
| <i>Sub-total Savings & Income</i> | -16.0 | 0.0 | -16.0 | 0.0 | 0.0 | 0.0 | -16.0 |
| 2017-18 Proposed Budget | 1,323.2 | 463.0 | 1,786.2 | 0.0 | -108.1 | 0.0 | 1,678.1 |

Part 3 - A to Z Variation Statements

Highways - Highways Maintenance - Adverse Weather

Section 6 - A to Z Service Analysis Row: 86

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,261.3 | 3,261.3 | 0.0 | 0.0 | 0.0 | 3,261.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 3,261.3 | 3,261.3 | 0.0 | 0.0 | 0.0 | 3,261.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 67.3 | 67.3 | 0.0 | 0.0 | 0.0 | 67.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 67.3 | 67.3 | 0.0 | 0.0 | 0.0 | 67.3 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 3,328.6 | 3,328.6 | 0.0 | 0.0 | 0.0 | 3,328.6 |

Part 3 - A to Z Variation Statements

Highways - Highways Maintenance - Bridges and other structures

Section 6 - A to Z Service Analysis Row: 87

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 746.4 | 1,520.7 | 2,267.1 | 0.0 | -221.9 | 0.0 | 2,045.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 6.3 | 0.0 | 6.3 | 0.0 | 0.0 | 0.0 | 6.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 6.3 | 0.0 | 6.3 | 0.0 | 0.0 | 0.0 | 6.3 |
| 2016-17 Revised Base | 752.7 | 1,520.7 | 2,273.4 | 0.0 | -221.9 | 0.0 | 2,051.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 29.3 | 29.3 | 0.0 | 0.0 | 0.0 | 29.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 29.3 | 29.3 | 0.0 | 0.0 | 0.0 | 29.3 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -4.4 | 0.0 | -4.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -42.0 | 0.0 | -42.0 | 0.0 | 0.0 | 0.0 | -42.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -25.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -8.1 | -8.1 | 0.0 | 0.0 | 0.0 | -8.1 |
| <i>Sub-total Efficiency Savings</i> | -42.0 | -33.1 | -75.1 | 0.0 | 0.0 | 0.0 | -75.1 |
| <i>Sub-total Savings & Income</i> | -42.0 | -33.1 | -75.1 | 0.0 | -4.4 | 0.0 | -79.5 |
| 2017-18 Proposed Budget | 710.7 | 1,516.9 | 2,227.6 | 0.0 | -226.3 | 0.0 | 2,001.3 |

Part 3 - A to Z Variation Statements

Highways - Highways Maintenance - General maintenance and emergency response

Section 6 - A to Z Service Analysis Row: 88

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 3,694.5 | 4,088.5 | 7,783.0 | 0.0 | -475.8 | 0.0 | 7,307.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 91.0 | -123.8 | -32.8 | 0.0 | 0.0 | 0.0 | -32.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -193.8 | 390.5 | 196.7 | 0.0 | -124.1 | 0.0 | 72.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -102.8 | 266.7 | 163.9 | 0.0 | -124.1 | 0.0 | 39.8 |
| 2016-17 Revised Base | 3,591.7 | 4,355.2 | 7,946.9 | 0.0 | -599.9 | 0.0 | 7,347.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 91.4 | 91.4 | 0.0 | 0.0 | 0.0 | 91.4 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Highways | 0.0 | 500.0 | 500.0 | 0.0 | 0.0 | 0.0 | 500.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 591.4 | 591.4 | 0.0 | 0.0 | 0.0 | 591.4 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -10.0 | -100.0 | -110.0 | 0.0 | 0.0 | 0.0 | -110.0 |
| <i>Sub-total Savings & Income</i> | -10.0 | -100.0 | -110.0 | 0.0 | 0.0 | 0.0 | -110.0 |
| 2017-18 Proposed Budget | 3,581.7 | 4,846.6 | 8,428.3 | 0.0 | -599.9 | 0.0 | 7,828.4 |

Part 3 - A to Z Variation Statements

Highways - Highways Maintenance - Highways drainage

Section 6 - A to Z Service Analysis Row: 89

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 400.5 | 2,185.8 | 2,586.3 | 0.0 | 0.0 | 0.0 | 2,586.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 7.3 | 0.0 | 7.3 | 0.0 | 0.0 | 0.0 | 7.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -5.0 | 404.5 | 399.5 | 0.0 | 0.0 | 0.0 | 399.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 2.3 | 404.5 | 406.8 | 0.0 | 0.0 | 0.0 | 406.8 |
| 2016-17 Revised Base | 402.8 | 2,590.3 | 2,993.1 | 0.0 | 0.0 | 0.0 | 2,993.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 61.8 | 61.8 | 0.0 | 0.0 | 0.0 | 61.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 61.8 | 61.8 | 0.0 | 0.0 | 0.0 | 61.8 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -31.0 | -31.0 | 0.0 | 0.0 | 0.0 | -31.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -62.2 | -62.2 | 0.0 | 0.0 | 0.0 | -62.2 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -93.2 | -93.2 | 0.0 | 0.0 | 0.0 | -93.2 |
| <i>Sub-total Savings & Income</i> | 0.0 | -93.2 | -93.2 | 0.0 | 0.0 | 0.0 | -93.2 |
| 2017-18 Proposed Budget | 402.8 | 2,558.9 | 2,961.7 | 0.0 | 0.0 | 0.0 | 2,961.7 |

Part 3 - A to Z Variation Statements

Highways - Highways Maintenance - Streetlight maintenance

Section 6 - A to Z Service Analysis Row: 90

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 509.5 | 2,716.2 | 3,225.7 | 0.0 | -154.0 | 0.0 | 3,071.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 11.4 | 0.0 | 11.4 | 0.0 | 0.0 | 0.0 | 11.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 11.4 | 0.0 | 11.4 | 0.0 | 0.0 | 0.0 | 11.4 |
| 2016-17 Revised Base | 520.9 | 2,716.2 | 3,237.1 | 0.0 | -154.0 | 0.0 | 3,083.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 57.7 | 57.7 | 0.0 | 0.0 | 0.0 | 57.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 57.7 | 57.7 | 0.0 | 0.0 | 0.0 | 57.7 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Street Lighting | 0.0 | -415.0 | -415.0 | 0.0 | 0.0 | 0.0 | -415.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -40.0 | -40.0 | 0.0 | 0.0 | 0.0 | -40.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -2.0 | -2.0 | 0.0 | 0.0 | 0.0 | -2.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -42.0 | -42.0 | 0.0 | 0.0 | 0.0 | -42.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -457.0 | -457.0 | 0.0 | 0.0 | 0.0 | -457.0 |
| 2017-18 Proposed Budget | 520.9 | 2,316.9 | 2,837.8 | 0.0 | -154.0 | 0.0 | 2,683.8 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Development Planning

Section 6 - A to Z Service Analysis Row: 91

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,650.5 | 324.8 | 1,975.3 | 0.0 | -2,135.2 | 0.0 | -159.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 142.2 | 0.0 | 142.2 | 0.0 | 0.0 | 0.0 | 142.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.6 | -0.6 | 0.0 | 0.0 | 0.0 | -0.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 142.2 | -0.6 | 141.6 | 0.0 | 0.0 | 0.0 | 141.6 |
| 2016-17 Revised Base | 1,792.7 | 324.2 | 2,116.9 | 0.0 | -2,135.2 | 0.0 | -18.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -41.2 | 0.0 | -41.2 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -25.0 | 0.0 | -25.0 | 0.0 | 0.0 | 0.0 | -25.0 |
| <i>Sub-total Savings & Income</i> | -25.0 | 0.0 | -25.0 | 0.0 | -41.2 | 0.0 | -66.2 |
| 2017-18 Proposed Budget | 1,767.7 | 324.2 | 2,091.9 | 0.0 | -2,176.4 | 0.0 | -84.5 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Highway improvements

Section 6 - A to Z Service Analysis Row: 92

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,266.3 | -576.5 | 1,689.8 | 0.0 | -33.3 | 0.0 | 1,656.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 17.5 | -27.7 | -10.2 | 0.0 | 15.7 | 0.0 | 5.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -13.8 | -13.8 | 0.0 | 13.0 | 0.0 | -0.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 17.5 | -41.5 | -24.0 | 0.0 | 28.7 | 0.0 | 4.7 |
| 2016-17 Revised Base | 2,283.8 | -618.0 | 1,665.8 | 0.0 | -4.6 | 0.0 | 1,661.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -5.0 | -15.0 | -20.0 | 0.0 | 0.0 | 0.0 | -20.0 |
| <u>Policy Savings</u> | | | | | | | |
| Other | 0.0 | -75.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Sub-total Savings & Income</i> | -5.0 | -90.0 | -95.0 | 0.0 | 0.0 | 0.0 | -95.0 |
| 2017-18 Proposed Budget | 2,278.8 | -708.0 | 1,570.8 | 0.0 | -4.6 | 0.0 | 1,566.2 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Road safety

Section 6 - A to Z Service Analysis Row: 93

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,000.5 | 1,993.8 | 2,994.3 | -28.0 | -2,068.4 | -140.0 | 757.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 16.8 | -196.1 | -179.3 | 0.0 | 64.6 | 0.0 | -114.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -32.6 | -0.6 | -33.2 | 0.0 | 0.0 | 32.6 | -0.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -15.8 | -196.7 | -212.5 | 0.0 | 64.6 | 32.6 | -115.3 |
| 2016-17 Revised Base | 984.7 | 1,797.1 | 2,781.8 | -28.0 | -2,003.8 | -107.4 | 642.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -1.8 | 0.0 | -1.8 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -50.0 | 0.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -3.0 | -26.0 | -29.0 | 0.0 | 0.0 | 0.0 | -29.0 |
| <i>Sub-total Efficiency Savings</i> | -53.0 | -26.0 | -79.0 | 0.0 | 0.0 | 0.0 | -79.0 |
| <i>Sub-total Savings & Income</i> | -53.0 | -26.0 | -79.0 | 0.0 | -1.8 | 0.0 | -80.8 |
| 2017-18 Proposed Budget | 931.7 | 1,771.1 | 2,702.8 | -28.0 | -2,005.6 | -107.4 | 561.8 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Streetlight energy

Section 6 - A to Z Service Analysis Row: 94

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 4,733.8 | 4,733.8 | 0.0 | 0.0 | 0.0 | 4,733.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 4,733.8 | 4,733.8 | 0.0 | 0.0 | 0.0 | 4,733.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Energy | 0.0 | 239.2 | 239.2 | 0.0 | 0.0 | 0.0 | 239.2 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 0.0 | 85.0 | 85.0 | 0.0 | 0.0 | 0.0 | 85.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 324.2 | 324.2 | 0.0 | 0.0 | 0.0 | 324.2 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Street Lighting | 0.0 | -1,097.0 | -1,097.0 | 0.0 | 0.0 | 0.0 | -1,097.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,097.0 | -1,097.0 | 0.0 | 0.0 | 0.0 | -1,097.0 |
| 2017-18 Proposed Budget | 0.0 | 3,961.0 | 3,961.0 | 0.0 | 0.0 | 0.0 | 3,961.0 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Traffic management

Section 6 - A to Z Service Analysis Row: 95

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,255.2 | 2,490.9 | 4,746.1 | 0.0 | -3,363.2 | 0.0 | 1,382.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 54.5 | -8.2 | 46.3 | 0.0 | 5.0 | 0.0 | 51.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 274.4 | -308.1 | -33.7 | 0.0 | -366.8 | 0.0 | -400.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 328.9 | -316.3 | 12.6 | 0.0 | -361.8 | 0.0 | -349.2 |
| 2016-17 Revised Base | 2,584.1 | 2,174.6 | 4,758.7 | 0.0 | -3,725.0 | 0.0 | 1,033.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 31.5 | 31.5 | 0.0 | 0.0 | 0.0 | 31.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 31.5 | 31.5 | 0.0 | 0.0 | 0.0 | 31.5 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -32.6 | 0.0 | -32.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -35.0 | 0.0 | -35.0 | 0.0 | 0.0 | 0.0 | -35.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -14.0 | -253.0 | -267.0 | 0.0 | 0.0 | 0.0 | -267.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -57.1 | -57.1 | 0.0 | 0.0 | 0.0 | -57.1 |
| <i>Sub-total Efficiency Savings</i> | -49.0 | -310.1 | -359.1 | 0.0 | 0.0 | 0.0 | -359.1 |
| <i>Sub-total Savings & Income</i> | -49.0 | -310.1 | -359.1 | 0.0 | -32.6 | 0.0 | -391.7 |
| 2017-18 Proposed Budget | 2,535.1 | 1,896.0 | 4,431.1 | 0.0 | -3,757.6 | 0.0 | 673.5 |

Part 3 - A to Z Variation Statements

Highways - Highways Management - Tree maintenance, grass cutting and weed control

Section 6 - A to Z Service Analysis Row: 96

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 660.0 | 2,610.1 | 3,270.1 | 0.0 | 0.0 | 0.0 | 3,270.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 19.4 | 100.0 | 119.4 | 0.0 | 0.0 | 0.0 | 119.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 2.8 | -2.9 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 22.2 | 97.1 | 119.3 | 0.0 | 0.0 | 0.0 | 119.3 |
| 2016-17 Revised Base | 682.2 | 2,707.2 | 3,389.4 | 0.0 | 0.0 | 0.0 | 3,389.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Highway Contracts | 0.0 | 15.2 | 15.2 | 0.0 | 0.0 | 0.0 | 15.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 15.2 | 15.2 | 0.0 | 0.0 | 0.0 | 15.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -42.0 | -42.0 | 0.0 | 0.0 | 0.0 | -42.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -15.2 | -15.2 | 0.0 | 0.0 | 0.0 | -15.2 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -57.2 | -57.2 | 0.0 | 0.0 | 0.0 | -57.2 |
| <u>Policy Savings</u> | | | | | | | |
| Soft Landscaping | 0.0 | -90.0 | -90.0 | 0.0 | 0.0 | 0.0 | -90.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -147.2 | -147.2 | 0.0 | 0.0 | 0.0 | -147.2 |
| 2017-18 Proposed Budget | 682.2 | 2,575.2 | 3,257.4 | 0.0 | 0.0 | 0.0 | 3,257.4 |

Part 3 - A to Z Variation Statements

Local Democracy - County Council Elections

Section 6 - A to Z Service Analysis Row: 97

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 520.0 | 520.0 | 0.0 | 0.0 | 0.0 | 520.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 520.0 | 520.0 | 0.0 | 0.0 | 0.0 | 520.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 520.0 | 520.0 | 0.0 | 0.0 | 0.0 | 520.0 |

Part 3 - A to Z Variation Statements

Local Democracy - Local Member Grants

Section 6 - A to Z Service Analysis Row: 98

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,680.0 | 1,680.0 | 0.0 | 0.0 | 0.0 | 1,680.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 1,680.0 | 1,680.0 | 0.0 | 0.0 | 0.0 | 1,680.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Member Grants | 0.0 | 162.0 | 162.0 | 0.0 | 0.0 | 0.0 | 162.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 162.0 | 162.0 | 0.0 | 0.0 | 0.0 | 162.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -60.0 | -60.0 | 0.0 | 0.0 | 0.0 | -60.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -60.0 | -60.0 | 0.0 | 0.0 | 0.0 | -60.0 |
| 2017-18 Proposed Budget | 0.0 | 1,782.0 | 1,782.0 | 0.0 | 0.0 | 0.0 | 1,782.0 |

Part 3 - A to Z Variation Statements

Local Democracy - Partnership arrangements with District Councils

Section 6 - A to Z Service Analysis Row: 99

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,788.2 | 1,788.2 | 0.0 | 0.0 | 0.0 | 1,788.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 1,788.2 | 1,788.2 | 0.0 | 0.0 | 0.0 | 1,788.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Partnership Arrangements with Districts | 0.0 | -167.0 | -167.0 | 0.0 | 0.0 | 0.0 | -167.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -167.0 | -167.0 | 0.0 | 0.0 | 0.0 | -167.0 |
| 2017-18 Proposed Budget | 0.0 | 1,621.2 | 1,621.2 | 0.0 | 0.0 | 0.0 | 1,621.2 |

Part 3 - A to Z Variation Statements

Planning and Transport Strategy - Planning & Transport Policy

Section 6 - A to Z Service Analysis Row: 100

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 874.3 | 364.7 | 1,239.0 | 0.0 | 0.0 | 0.0 | 1,239.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 18.5 | -1.6 | 16.9 | 0.0 | 0.0 | 0.0 | 16.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.2 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 18.5 | -1.8 | 16.7 | 0.0 | 0.0 | 0.0 | 16.7 |
| 2016-17 Revised Base | 892.8 | 362.9 | 1,255.7 | 0.0 | 0.0 | 0.0 | 1,255.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -104.0 | -104.0 | 0.0 | 0.0 | 0.0 | -104.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -104.0 | -104.0 | 0.0 | 0.0 | 0.0 | -104.0 |
| 2017-18 Proposed Budget | 892.8 | 258.9 | 1,151.7 | 0.0 | 0.0 | 0.0 | 1,151.7 |

Part 3 - A to Z Variation Statements

Planning and Transport Strategy - Planning Applications

Section 6 - A to Z Service Analysis Row: 101

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 911.8 | 184.5 | 1,096.3 | -374.2 | -325.8 | 0.0 | 396.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 20.3 | 0.0 | 20.3 | 0.0 | 0.0 | 0.0 | 20.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -197.7 | -40.3 | -238.0 | 142.2 | 95.8 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -177.4 | -40.3 | -217.7 | 142.2 | 95.8 | 0.0 | 20.3 |
| 2016-17 Revised Base | 734.4 | 144.2 | 878.6 | -232.0 | -230.0 | 0.0 | 416.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 0.0 | 40.0 | 40.0 | 0.0 | 0.0 | 0.0 | 40.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 40.0 | 40.0 | 0.0 | 0.0 | 0.0 | 40.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -31.0 | -31.0 | 0.0 | 0.0 | 0.0 | -31.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -31.0 | -31.0 | 0.0 | 0.0 | 0.0 | -31.0 |
| 2017-18 Proposed Budget | 734.4 | 153.2 | 887.6 | -232.0 | -230.0 | 0.0 | 425.6 |

Part 3 - A to Z Variation Statements

Public Health - Children's Public Health Programmes: 0-5 year olds Health Visiting Service

Section 6 - A to Z Service Analysis Row: 102

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 22,256.6 | 22,256.6 | 0.0 | 0.0 | -22,256.6 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -406.4 | -406.4 | 0.0 | 0.0 | 406.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -406.4 | -406.4 | 0.0 | 0.0 | 406.4 | 0.0 |
| 2016-17 Revised Base | 0.0 | 21,850.2 | 21,850.2 | 0.0 | 0.0 | -21,850.2 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 21,850.2 | 21,850.2 | 0.0 | 0.0 | -21,850.2 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Other Children's Public Health Programmes

Section 6 - A to Z Service Analysis Row: 103

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 8,848.5 | 8,848.5 | 0.0 | 0.0 | -8,848.5 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 2,691.7 | 2,691.7 | 0.0 | 0.0 | -2,691.7 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,691.7 | 2,691.7 | 0.0 | 0.0 | -2,691.7 | 0.0 |
| 2016-17 Revised Base | 0.0 | 11,540.2 | 11,540.2 | 0.0 | 0.0 | -11,540.2 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 202.0 | 202.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 202.0 | 202.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -202.0 | -202.0 | 0.0 | 0.0 | 0.0 | -202.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -202.0 | -202.0 | 0.0 | 0.0 | 0.0 | -202.0 |
| 2017-18 Proposed Budget | 0.0 | 11,338.2 | 11,338.2 | 0.0 | 0.0 | -11,338.2 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Drug & Alcohol services

Section 6 - A to Z Service Analysis Row: 104

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 320.2 | 14,620.7 | 14,940.9 | 0.0 | -4,906.8 | -9,828.3 | 205.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 3.1 | 134.6 | 137.7 | 0.0 | -148.6 | 0.0 | -10.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -39.2 | -55.7 | -94.9 | 0.0 | 0.0 | 0.0 | -94.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -36.1 | 78.9 | 42.8 | 0.0 | -148.6 | 0.0 | -105.8 |
| 2016-17 Revised Base | 284.1 | 14,699.6 | 14,983.7 | 0.0 | -5,055.4 | -9,828.3 | 100.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 445.8 | 445.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 445.8 | 445.8 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -100.0 | 0.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -445.8 | -445.8 | 0.0 | 0.0 | 0.0 | -445.8 |
| <i>Sub-total Savings & Income</i> | -100.0 | -445.8 | -545.8 | 0.0 | 0.0 | 0.0 | -545.8 |
| 2017-18 Proposed Budget | 184.1 | 14,253.8 | 14,437.9 | 0.0 | -5,055.4 | -9,382.5 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Integrated Health & Lifestyle Service

Section 6 - A to Z Service Analysis Row: 105

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer from Public Health - Targeting Health Inequalities A-Z budget line | 0.0 | 2,093.8 | 2,093.8 | 0.0 | 0.0 | -2,093.8 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 4,513.9 | 4,513.9 | 0.0 | 0.0 | -4,513.9 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 6,607.7 | 6,607.7 | 0.0 | 0.0 | -6,607.7 | 0.0 |
| 2016-17 Revised Base | 0.0 | 6,607.7 | 6,607.7 | 0.0 | 0.0 | -6,607.7 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 326.7 | 326.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 326.7 | 326.7 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -326.7 | -326.7 | 0.0 | 0.0 | 0.0 | -326.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | -326.7 | -326.7 | 0.0 | 0.0 | 0.0 | -326.7 |
| 2017-18 Proposed Budget | 0.0 | 6,281.0 | 6,281.0 | 0.0 | 0.0 | -6,281.0 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Mental Health Adults

Section 6 - A to Z Service Analysis Row: 106

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 2,780.3 | 2,780.3 | 0.0 | 0.0 | -2,780.3 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 500.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 500.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 2,280.3 | 2,280.3 | 0.0 | 0.0 | -2,280.3 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 115.5 | 115.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 115.5 | 115.5 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -115.5 | -115.5 | 0.0 | 0.0 | 0.0 | -115.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -115.5 | -115.5 | 0.0 | 0.0 | 0.0 | -115.5 |
| 2017-18 Proposed Budget | 0.0 | 2,164.8 | 2,164.8 | 0.0 | 0.0 | -2,164.8 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Obesity and Physical Activity

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 2,329.9 | 2,329.9 | 0.0 | 0.0 | -2,329.9 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -2,329.9 | -2,329.9 | 0.0 | 0.0 | 2,329.9 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -2,329.9 | -2,329.9 | 0.0 | 0.0 | 2,329.9 | 0.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to the new Public Health Integrated Health & Lifestyle Service A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Public Health - Public Health Staffing, Advice and Monitoring

Section 6 - A to Z Service Analysis Row: 107

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 3,327.1 | -178.7 | 3,148.4 | -50.0 | -36.0 | -3,062.4 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 58.9 | 27.4 | 86.3 | 50.0 | -32.9 | -103.4 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -14.9 | 440.0 | 425.1 | -9.8 | -378.8 | -36.5 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 44.0 | 467.4 | 511.4 | 40.2 | -411.7 | -139.9 | 0.0 |
| 2016-17 Revised Base | 3,371.1 | 288.7 | 3,659.8 | -9.8 | -447.7 | -3,202.3 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 256.2 | 256.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 256.2 | 256.2 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | -249.2 | -7.0 | -256.2 | 0.0 | 0.0 | 0.0 | -256.2 |
| <i>Sub-total Savings & Income</i> | -249.2 | -7.0 | -256.2 | 0.0 | 0.0 | 0.0 | -256.2 |
| 2017-18 Proposed Budget | 3,121.9 | 281.7 | 3,403.6 | -9.8 | -447.7 | -2,946.1 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Sexual Health Services

Section 6 - A to Z Service Analysis Row: 108

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 12,641.0 | 12,641.0 | 0.0 | -1,000.0 | -11,641.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -45.1 | -45.1 | 0.0 | 0.0 | 45.1 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -242.8 | -242.8 | 0.0 | 0.0 | 242.8 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -287.9 | -287.9 | 0.0 | 0.0 | 287.9 | 0.0 |
| 2016-17 Revised Base | 0.0 | 12,353.1 | 12,353.1 | 0.0 | -1,000.0 | -11,353.1 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 182.3 | 182.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 182.3 | 182.3 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -182.3 | -182.3 | 0.0 | 0.0 | 0.0 | -182.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -182.3 | -182.3 | 0.0 | 0.0 | 0.0 | -182.3 |
| 2017-18 Proposed Budget | 0.0 | 12,170.8 | 12,170.8 | 0.0 | -1,000.0 | -11,170.8 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Targeting Health Inequalities

Section 6 - A to Z Service Analysis Row: 109

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 6,096.0 | 6,096.0 | 0.0 | -40.0 | -6,056.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 500.0 | 500.0 | 0.0 | 0.0 | -500.0 | 0.0 |
| Transfer to new Public Health - Integrated Health & Lifestyle Service A-Z budget line | 0.0 | -2,093.8 | -2,093.8 | 0.0 | 0.0 | 2,093.8 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 31.0 | -1,266.0 | -1,235.0 | 0.0 | -21.0 | 1,256.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 31.0 | -2,859.8 | -2,828.8 | 0.0 | -21.0 | 2,849.8 | 0.0 |
| 2016-17 Revised Base | 31.0 | 3,236.2 | 3,267.2 | 0.0 | -61.0 | -3,206.2 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 209.5 | 209.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 209.5 | 209.5 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -209.5 | -209.5 | 0.0 | 0.0 | 0.0 | -209.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -209.5 | -209.5 | 0.0 | 0.0 | 0.0 | -209.5 |
| 2017-18 Proposed Budget | 31.0 | 3,026.7 | 3,057.7 | 0.0 | -61.0 | -2,996.7 | 0.0 |

Part 3 - A to Z Variation Statements

Public Health - Tobacco Control

Section 6 - A to Z Service Analysis Row: 110

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,226.0 | 3,226.0 | 0.0 | 0.0 | -3,226.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -3,066.0 | -3,066.0 | 0.0 | 0.0 | 3,066.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -3,066.0 | -3,066.0 | 0.0 | 0.0 | 3,066.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 160.0 | 160.0 | 0.0 | 0.0 | -160.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Reduction in Grant Funding</u> | | | | | | | |
| Public Health - Grant Reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 15.0 | 15.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 15.0 | 15.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Public Health Service Reductions | 0.0 | -15.0 | -15.0 | 0.0 | 0.0 | 0.0 | -15.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -15.0 | -15.0 | 0.0 | 0.0 | 0.0 | -15.0 |
| 2017-18 Proposed Budget | 0.0 | 145.0 | 145.0 | 0.0 | 0.0 | -145.0 | 0.0 |

Part 3 - A to Z Variation Statements

Public Protection - Community Safety (including Community Wardens)

Section 6 - A to Z Service Analysis Row: 111

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,027.3 | 203.8 | 2,231.1 | 0.0 | -68.8 | 0.0 | 2,162.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 55.0 | 0.0 | 55.0 | 0.0 | 0.0 | 0.0 | 55.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 45.8 | 17.2 | 63.0 | -16.0 | -47.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 100.8 | 17.2 | 118.0 | -16.0 | -47.0 | 0.0 | 55.0 |
| 2016-17 Revised Base | 2,128.1 | 221.0 | 2,349.1 | -16.0 | -115.8 | 0.0 | 2,217.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -30.0 | 0.0 | -30.0 | 0.0 | 0.0 | 0.0 | -30.0 |
| <u>Policy Savings</u> | | | | | | | |
| Other | -75.0 | 0.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Sub-total Savings & Income</i> | -105.0 | 0.0 | -105.0 | 0.0 | 0.0 | 0.0 | -105.0 |
| 2017-18 Proposed Budget | 2,023.1 | 221.0 | 2,244.1 | -16.0 | -115.8 | 0.0 | 2,112.3 |

Part 3 - A to Z Variation Statements

Public Protection - Coroners

Section 6 - A to Z Service Analysis Row: 112

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,450.0 | 2,183.7 | 3,633.7 | 0.0 | -757.2 | 0.0 | 2,876.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 9.3 | 5.6 | 14.9 | 0.0 | -5.6 | 0.0 | 9.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -26.8 | -1.2 | -28.0 | 0.0 | 26.8 | 0.0 | -1.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -17.5 | 4.4 | -13.1 | 0.0 | 21.2 | 0.0 | 8.1 |
| 2016-17 Revised Base | 1,432.5 | 2,188.1 | 3,620.6 | 0.0 | -736.0 | 0.0 | 2,884.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Non specific price provision | 0.0 | 21.5 | 21.5 | 0.0 | 0.0 | 0.0 | 21.5 |
| <u>Demography</u> | | | | | | | |
| Coroners | 100.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| <u>Government & Legislative</u> | | | | | | | |
| Coroners | 300.0 | 0.0 | 300.0 | 0.0 | 0.0 | 0.0 | 300.0 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Coroners | 0.0 | 0.0 | 0.0 | 0.0 | 110.0 | 0.0 | 110.0 |
| <i>Sub-total Additional Spending Pressures</i> | 400.0 | 21.5 | 421.5 | 0.0 | 110.0 | 0.0 | 531.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 1,832.5 | 2,209.6 | 4,042.1 | 0.0 | -626.0 | 0.0 | 3,416.1 |

Part 3 - A to Z Variation Statements

Public Protection - Emergency Response & Resilience (including Flood Risk Management)

Section 6 - A to Z Service Analysis Row: 113

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 745.5 | 537.9 | 1,283.4 | 0.0 | -180.7 | 0.0 | 1,102.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 19.9 | 33.6 | 53.5 | 0.0 | -31.3 | 0.0 | 22.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.7 | -0.7 | 0.0 | 0.0 | 0.0 | -0.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 19.9 | 32.9 | 52.8 | 0.0 | -31.3 | 0.0 | 21.5 |
| 2016-17 Revised Base | 765.4 | 570.8 | 1,336.2 | 0.0 | -212.0 | 0.0 | 1,124.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| Flooding | 60.0 | 0.0 | 60.0 | 0.0 | 0.0 | 0.0 | 60.0 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Other | 0.0 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 0.0 | 15.0 | 15.0 | 0.0 | 0.0 | 0.0 | 15.0 |
| <i>Sub-total Additional Spending Pressures</i> | 60.0 | 115.0 | 175.0 | 0.0 | 0.0 | 0.0 | 175.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Contracts & Procurement:</u> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| 2017-18 Proposed Budget | 825.4 | 635.8 | 1,461.2 | 0.0 | -212.0 | 0.0 | 1,249.2 |

Part 3 - A to Z Variation Statements

Public Protection - Trading Standards (including Kent Scientific Services)

Section 6 - A to Z Service Analysis Row: 114

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,738.6 | 908.7 | 3,647.3 | -50.0 | -1,044.8 | 0.0 | 2,552.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 70.9 | -9.0 | 61.9 | 0.0 | 0.0 | 0.0 | 61.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.4 | -0.4 | 0.0 | 0.0 | 0.0 | -0.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 70.9 | -9.4 | 61.5 | 0.0 | 0.0 | 0.0 | 61.5 |
| 2016-17 Revised Base | 2,809.5 | 899.3 | 3,708.8 | -50.0 | -1,044.8 | 0.0 | 2,614.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -80.0 | 0.0 | -80.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -150.0 | 0.0 | -150.0 | 0.0 | 0.0 | 0.0 | -150.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environment, Planning & Enforcement | 0.0 | -10.0 | -10.0 | 0.0 | 0.0 | 0.0 | -10.0 |
| <i>Sub-total Efficiency Savings</i> | -150.0 | -10.0 | -160.0 | 0.0 | 0.0 | 0.0 | -160.0 |
| <i>Sub-total Savings & Income</i> | -150.0 | -10.0 | -160.0 | 0.0 | -80.0 | 0.0 | -240.0 |
| 2017-18 Proposed Budget | 2,659.5 | 889.3 | 3,548.8 | -50.0 | -1,124.8 | 0.0 | 2,374.0 |

Part 3 - A to Z Variation Statements

Regeneration & Economic Development - Regeneration & Economic Development Services

Section 6 - A to Z Service Analysis Row: 115

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 2,169.9 | 2,234.4 | 4,404.3 | -100.0 | -1,597.9 | -249.3 | 2,457.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 73.1 | 95.3 | 168.4 | 51.4 | -51.4 | 0.0 | 168.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 368.8 | 414.4 | 783.2 | 0.0 | -220.0 | -579.4 | -16.2 |
| Sub-total Base Budget Adjustments - Internal | 441.9 | 509.7 | 951.6 | 51.4 | -271.4 | -579.4 | 152.2 |
| 2016-17 Revised Base | 2,611.8 | 2,744.1 | 5,355.9 | -48.6 | -1,869.3 | -828.7 | 2,609.3 |
| Additional Spending Pressures | | | | | | | |
| Service Strategies & Improvements | | | | | | | |
| Economic Development - Broadband Project | 120.0 | 40.0 | 160.0 | 0.0 | 0.0 | 0.0 | 160.0 |
| Other | 0.0 | 124.7 | 124.7 | 0.0 | 0.0 | 0.0 | 124.7 |
| Sub-total Service Strategies & Improvements | 120.0 | 164.7 | 284.7 | 0.0 | 0.0 | 0.0 | 284.7 |
| Sub-total Additional Spending Pressures | 120.0 | 164.7 | 284.7 | 0.0 | 0.0 | 0.0 | 284.7 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Client Charges | 0.0 | 50.0 | 50.0 | 0.0 | -232.5 | 0.0 | -182.5 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -234.7 | 0.0 | -234.7 | 0.0 | 0.0 | 0.0 | -234.7 |
| Contracts & Procurement: | | | | | | | |
| Economic Development | 0.0 | -190.5 | -190.5 | 0.0 | 0.0 | 0.0 | -190.5 |
| Visitor Economy | 0.0 | -44.7 | -44.7 | 0.0 | 0.0 | 0.0 | -44.7 |
| Sub-total Contracts & Procurement | 0.0 | -235.2 | -235.2 | 0.0 | 0.0 | 0.0 | -235.2 |
| Other: | | | | | | | |
| Discretionary Spend | 0.0 | -37.5 | -37.5 | 0.0 | 0.0 | 0.0 | -37.5 |
| Sub-total Efficiency Savings | -234.7 | -272.7 | -507.4 | 0.0 | 0.0 | 0.0 | -507.4 |
| Sub-total Savings & Income | -234.7 | -222.7 | -457.4 | 0.0 | -232.5 | 0.0 | -689.9 |
| 2017-18 Proposed Budget | 2,497.1 | 2,686.1 | 5,183.2 | -48.6 | -2,101.8 | -828.7 | 2,204.1 |

Part 3 - A to Z Variation Statements

Schools & High Needs Education Budgets - Exclusion Services

Section 6 - A to Z Service Analysis Row: 116

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 2,495.4 | 2,495.4 | 0.0 | 0.0 | -2,495.4 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 14.7 | 14.7 | 0.0 | 0.0 | -14.7 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 14.7 | 14.7 | 0.0 | 0.0 | -14.7 | 0.0 |
| 2016-17 Revised Base | 0.0 | 2,510.1 | 2,510.1 | 0.0 | 0.0 | -2,510.1 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 2,510.1 | 2,510.1 | 0.0 | 0.0 | -2,510.1 | 0.0 |

Part 3 - A to Z Variation Statements
Schools & High Needs Education Budgets
- High Needs Pupils in Further Education Colleges - Post 16 year olds

Section 6 - A to Z Service Analysis Row: 117

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,050.0 | 3,050.0 | 0.0 | 0.0 | -3,050.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 2,060.4 | 2,060.4 | 0.0 | 0.0 | -2,060.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,060.4 | 2,060.4 | 0.0 | 0.0 | -2,060.4 | 0.0 |
| 2016-17 Revised Base | 0.0 | 5,110.4 | 5,110.4 | 0.0 | 0.0 | -5,110.4 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 5,110.4 | 5,110.4 | 0.0 | 0.0 | -5,110.4 | 0.0 |

Part 3 - A to Z Variation Statements
Schools & High Needs Education Budgets
- High Needs Pupils in Independent Sector Providers - Post 16 year olds

Section 6 - A to Z Service Analysis Row: 118

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 4,121.0 | 4,121.0 | 0.0 | 0.0 | -4,121.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -520.1 | -520.1 | 0.0 | 0.0 | 520.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -520.1 | -520.1 | 0.0 | 0.0 | 520.1 | 0.0 |
| 2016-17 Revised Base | 0.0 | 3,600.9 | 3,600.9 | 0.0 | 0.0 | -3,600.9 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 3,600.9 | 3,600.9 | 0.0 | 0.0 | -3,600.9 | 0.0 |

Part 3 - A to Z Variation Statements
Schools & High Needs Education Budgets
- High Needs Pupils in Independent Special School placements

Section 6 - A to Z Service Analysis Row: 119

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 22,275.4 | 22,275.4 | -274.6 | -422.8 | -21,578.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 1,792.7 | 1,792.7 | 0.0 | 0.0 | -1,792.7 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,792.7 | 1,792.7 | 0.0 | 0.0 | -1,792.7 | 0.0 |
| 2016-17 Revised Base | 0.0 | 24,068.1 | 24,068.1 | -274.6 | -422.8 | -23,370.7 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 24,068.1 | 24,068.1 | -274.6 | -422.8 | -23,370.7 | 0.0 |

Part 3 - A to Z Variation Statements

Schools & High Needs Education Budgets - High Needs Pupils - Recoupment

Section 6 - A to Z Service Analysis Row: 120

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,801.0 | 1,801.0 | 0.0 | -3,057.0 | 1,256.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 595.6 | 595.6 | 0.0 | 3.0 | -598.6 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 595.6 | 595.6 | 0.0 | 3.0 | -598.6 | 0.0 |
| 2016-17 Revised Base | 0.0 | 2,396.6 | 2,396.6 | 0.0 | -3,054.0 | 657.4 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 2,396.6 | 2,396.6 | 0.0 | -3,054.0 | 657.4 | 0.0 |

Part 3 - A to Z Variation Statements

Schools & High Needs Education Budgets - PFI Schools Scheme

Section 6 - A to Z Service Analysis Row: 121

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 27,063.4 | 27,063.4 | -10,642.1 | -1,623.3 | -14,798.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -57.0 | -57.0 | 36.7 | 20.3 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -57.0 | -57.0 | 36.7 | 20.3 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 27,006.4 | 27,006.4 | -10,605.4 | -1,603.0 | -14,798.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 27,006.4 | 27,006.4 | -10,605.4 | -1,603.0 | -14,798.0 | 0.0 |

Part 3 - A to Z Variation Statements
Schools & High Needs Education Budgets
- Schools and Pupil Referral Units Delegated budgets

Section 6 - A to Z Service Analysis Row: 122

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|-------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -14,702.5 | -1,898.7 | -16,601.2 | 0.0 | 0.0 | 16,601.2 | 0.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 21,258.4 | -9,904.8 | 11,353.6 | 0.0 | 183.5 | -11,537.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 6,555.9 | -11,803.5 | -5,247.6 | 0.0 | 183.5 | 5,064.1 | 0.0 |
| 2016-17 Revised Base | 493,235.4 | 173,298.9 | 666,534.3 | 0.0 | -49,814.8 | -616,719.5 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 493,235.4 | 173,298.9 | 666,534.3 | 0.0 | -49,814.8 | -616,719.5 | 0.0 |

Part 3 - A to Z Variation Statements

Schools' Services - Education Staff Pension costs

Section 6 - A to Z Service Analysis Row: 123

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 7,716.3 | 7,716.3 | 0.0 | -684.0 | -2,000.0 | 5,032.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 7,716.3 | 7,716.3 | 0.0 | -684.0 | -2,000.0 | 5,032.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -248.0 | -248.0 | 0.0 | 0.0 | 0.0 | -248.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -248.0 | -248.0 | 0.0 | 0.0 | 0.0 | -248.0 |
| 2017-18 Proposed Budget | 0.0 | 7,468.3 | 7,468.3 | 0.0 | -684.0 | -2,000.0 | 4,784.3 |

Part 3 - A to Z Variation Statements

Schools' Services - Other Schools' Services

Section 6 - A to Z Service Analysis Row: 124

Directorate: Education & Young People's Services (E&YP) and Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 887.6 | 8,556.2 | 9,443.8 | -5,308.9 | -594.8 | -3,120.0 | 420.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -384.9 | -2,958.3 | -3,343.2 | 3,020.7 | 457.5 | 0.0 | 135.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 139.2 | 139.2 | -107.2 | -32.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -384.9 | -2,819.1 | -3,204.0 | 2,913.5 | 425.5 | 0.0 | 135.0 |
| 2016-17 Revised Base | 502.7 | 5,737.1 | 6,239.8 | -2,395.4 | -169.3 | -3,120.0 | 555.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -132.0 | -37.0 | 0.0 | -169.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -6.0 | 0.0 | -6.0 | 0.0 | 0.0 | 0.0 | -6.0 |
| <i>Sub-total Savings & Income</i> | -6.0 | 0.0 | -6.0 | -132.0 | -37.0 | 0.0 | -175.0 |
| 2017-18 Proposed Budget | 496.7 | 5,737.1 | 6,233.8 | -2,527.4 | -206.3 | -3,120.0 | 380.1 |

Part 3 - A to Z Variation Statements

Schools' Services - Redundancy costs

Section 6 - A to Z Service Analysis Row: 125

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,188.7 | 1,188.7 | 0.0 | 0.0 | -1,188.7 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 1,188.7 | 1,188.7 | 0.0 | 0.0 | -1,188.7 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 1,188.7 | 1,188.7 | 0.0 | 0.0 | -1,188.7 | 0.0 |

Part 3 - A to Z Variation Statements

Schools' Services - School Improvement

Section 6 - A to Z Service Analysis Row: 126

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 4,902.2 | 2,420.7 | 7,322.9 | -4,210.9 | -682.1 | -98.1 | 2,331.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 51.0 | -7.1 | 43.9 | 0.0 | 0.0 | 0.0 | 43.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -7.8 | -7.8 | 80.4 | -72.8 | 0.0 | -0.2 |
| Sub-total Base Budget Adjustments - Internal | 51.0 | -14.9 | 36.1 | 80.4 | -72.8 | 0.0 | 43.7 |
| 2016-17 Revised Base | 4,953.2 | 2,405.8 | 7,359.0 | -4,130.5 | -754.9 | -98.1 | 2,375.5 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -310.8 | -9.2 | 0.0 | -320.0 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -500.0 | 0.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| Sub-total Savings & Income | -500.0 | 0.0 | -500.0 | -310.8 | -9.2 | 0.0 | -820.0 |
| 2017-18 Proposed Budget | 4,453.2 | 2,405.8 | 6,859.0 | -4,441.3 | -764.1 | -98.1 | 1,555.5 |

Part 3 - A to Z Variation Statements

Transport Services - Concessionary Fares

Section 6 - A to Z Service Analysis Row: 127

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 17,138.2 | 17,138.2 | 0.0 | -27.0 | 0.0 | 17,111.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 17,138.2 | 17,138.2 | 0.0 | -27.0 | 0.0 | 17,111.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Public Transport | 0.0 | 166.0 | 166.0 | 0.0 | 0.0 | 0.0 | 166.0 |
| <u>Demography</u> | | | | | | | |
| Concessionary Fares | 0.0 | -120.0 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Concessionary Fares | 0.0 | -400.0 | -400.0 | 0.0 | 0.0 | 0.0 | -400.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -354.0 | -354.0 | 0.0 | 0.0 | 0.0 | -354.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 16,784.2 | 16,784.2 | 0.0 | -27.0 | 0.0 | 16,757.2 |

Part 3 - A to Z Variation Statements

Transport Services - Home to School/College Transport (Special Educational Needs)

Section 6 - A to Z Service Analysis Row: 128

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 166.3 | 23,590.9 | 23,757.2 | 0.0 | -783.0 | 0.0 | 22,974.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 2.8 | 0.0 | 2.8 | 0.0 | 0.0 | 0.0 | 2.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 23.0 | -5.0 | 18.0 | 0.0 | -18.5 | 0.0 | -0.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 25.8 | -5.0 | 20.8 | 0.0 | -18.5 | 0.0 | 2.3 |
| 2016-17 Revised Base | 192.1 | 23,585.9 | 23,778.0 | 0.0 | -801.5 | 0.0 | 22,976.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Home to school transport | 0.0 | 1,127.9 | 1,127.9 | 0.0 | 0.0 | 0.0 | 1,127.9 |
| <u>Demography</u> | | | | | | | |
| SEN Transport | 0.0 | 922.5 | 922.5 | 0.0 | 0.0 | 0.0 | 922.5 |
| <u>Net Budget Realignment</u> | | | | | | | |
| SEN Transport | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 4,050.4 | 4,050.4 | 0.0 | 0.0 | 0.0 | 4,050.4 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| SEN Transport independent travel initiatives | 0.0 | -695.0 | -695.0 | 0.0 | 0.0 | 0.0 | -695.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| SEN Transport Route Optimisation | 0.0 | -1,287.0 | -1,287.0 | 0.0 | 0.0 | 0.0 | -1,287.0 |
| Home to school transport | 0.0 | -75.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -1,362.0 | -1,362.0 | 0.0 | 0.0 | 0.0 | -1,362.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -2,057.0 | -2,057.0 | 0.0 | 0.0 | 0.0 | -2,057.0 |
| 2017-18 Proposed Budget | 192.1 | 25,579.3 | 25,771.4 | 0.0 | -801.5 | 0.0 | 24,969.9 |

Part 3 - A to Z Variation Statements

Transport Services - Home to School Transport (Mainstream)

Section 6 - A to Z Service Analysis Row: 129

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 7,191.6 | 7,191.6 | 0.0 | -30.0 | 0.0 | 7,161.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 7,191.6 | 7,191.6 | 0.0 | -30.0 | 0.0 | 7,161.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Home to school transport | 0.0 | 256.0 | 256.0 | 0.0 | 0.0 | 0.0 | 256.0 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| School Transport | 0.0 | 60.0 | 60.0 | 0.0 | 0.0 | 0.0 | 60.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 316.0 | 316.0 | 0.0 | 0.0 | 0.0 | 316.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| SEN Transport Route Optimisation | 0.0 | -207.0 | -207.0 | 0.0 | 0.0 | 0.0 | -207.0 |
| <u>Policy Savings</u> | | | | | | | |
| Home to school transport | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -307.0 | -307.0 | 0.0 | 0.0 | 0.0 | -307.0 |
| 2017-18 Proposed Budget | 0.0 | 7,200.6 | 7,200.6 | 0.0 | -30.0 | 0.0 | 7,170.6 |

Part 3 - A to Z Variation Statements

Transport Services - Kent 16+ Travel Card

Section 6 - A to Z Service Analysis Row: 130

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,290.5 | 3,290.5 | -678.0 | -2,202.9 | 0.0 | 409.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 3,290.5 | 3,290.5 | -678.0 | -2,202.9 | 0.0 | 409.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Home to school transport | 0.0 | 33.7 | 33.7 | 0.0 | 0.0 | 0.0 | 33.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 33.7 | 33.7 | 0.0 | 0.0 | 0.0 | 33.7 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 3,324.2 | 3,324.2 | -678.0 | -2,202.9 | 0.0 | 443.3 |

Part 3 - A to Z Variation Statements

Transport Services - Subsidised Bus Services (including Kent Karrier)

Section 6 - A to Z Service Analysis Row: 131

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 8,252.2 | 8,252.2 | -371.4 | -749.6 | -1,087.8 | 6,043.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 0.0 | 0.0 | -145.6 | 145.6 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | -145.6 | 145.6 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 8,252.2 | 8,252.2 | -517.0 | -604.0 | -1,087.8 | 6,043.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Public Transport | 0.0 | 168.3 | 168.3 | 0.0 | 0.0 | 0.0 | 168.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 168.3 | 168.3 | 0.0 | 0.0 | 0.0 | 168.3 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Public Transport | 0.0 | -105.0 | -105.0 | 0.0 | 0.0 | 0.0 | -105.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -4.0 | -4.0 | 0.0 | 0.0 | 0.0 | -4.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -109.0 | -109.0 | 0.0 | 0.0 | 0.0 | -109.0 |
| 2017-18 Proposed Budget | 0.0 | 8,311.5 | 8,311.5 | -517.0 | -604.0 | -1,087.8 | 6,102.7 |

Part 3 - A to Z Variation Statements

Transport Services - Transport Operations

Section 6 - A to Z Service Analysis Row: 132

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,306.5 | 100.5 | 1,407.0 | -32.5 | -8.3 | 0.0 | 1,366.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 38.1 | -3.3 | 34.8 | 0.0 | 0.0 | 0.0 | 34.8 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -28.5 | -28.5 | 32.5 | -4.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 38.1 | -31.8 | 6.3 | 32.5 | -4.0 | 0.0 | 34.8 |
| 2016-17 Revised Base | 1,344.6 | 68.7 | 1,413.3 | 0.0 | -12.3 | 0.0 | 1,401.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -130.0 | 0.0 | -130.0 | 0.0 | 0.0 | 0.0 | -130.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -17.0 | 0.0 | -17.0 | 0.0 | 0.0 | 0.0 | -17.0 |
| <i>Sub-total Efficiency Savings</i> | -147.0 | 0.0 | -147.0 | 0.0 | 0.0 | 0.0 | -147.0 |
| <i>Sub-total Savings & Income</i> | -147.0 | 0.0 | -147.0 | 0.0 | 0.0 | 0.0 | -147.0 |
| 2017-18 Proposed Budget | 1,197.6 | 68.7 | 1,266.3 | 0.0 | -12.3 | 0.0 | 1,254.0 |

Part 3 - A to Z Variation Statements

Transport Services - Transport Planning

Section 6 - A to Z Service Analysis Row: 133

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 201.2 | 34.5 | 235.7 | 0.0 | 0.0 | 0.0 | 235.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 6.6 | -9.2 | -2.6 | 0.0 | 0.0 | 0.0 | -2.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 6.6 | -9.3 | -2.7 | 0.0 | 0.0 | 0.0 | -2.7 |
| 2016-17 Revised Base | 207.8 | 25.2 | 233.0 | 0.0 | 0.0 | 0.0 | 233.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -3.0 | 0.0 | -3.0 | 0.0 | 0.0 | 0.0 | -3.0 |
| <i>Sub-total Savings & Income</i> | -3.0 | 0.0 | -3.0 | 0.0 | 0.0 | 0.0 | -3.0 |
| 2017-18 Proposed Budget | 204.8 | 25.2 | 230.0 | 0.0 | 0.0 | 0.0 | 230.0 |

Part 3 - A to Z Variation Statements

Transport Services - Young Person's Travel Pass

Section 6 - A to Z Service Analysis Row: 134

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 14,435.4 | 14,435.4 | 0.0 | -6,092.9 | 0.0 | 8,342.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -30.0 | -30.0 | 0.0 | 0.0 | 0.0 | -30.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -30.0 | -30.0 | 0.0 | 0.0 | 0.0 | -30.0 |
| 2016-17 Revised Base | 0.0 | 14,405.4 | 14,405.4 | 0.0 | -6,092.9 | 0.0 | 8,312.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Public Transport | 0.0 | 143.3 | 143.3 | 0.0 | 0.0 | 0.0 | 143.3 |
| <u>Demography</u> | | | | | | | |
| Young Persons Travel Pass | 0.0 | 230.0 | 230.0 | 0.0 | 0.0 | 0.0 | 230.0 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Young Persons Travel Pass - Activity | 0.0 | 0.0 | 0.0 | 0.0 | 400.0 | 0.0 | 400.0 |
| Young Persons Travel Pass - School days | 0.0 | -360.0 | -360.0 | 0.0 | 0.0 | 0.0 | -360.0 |
| <i>Sub-total Net Budget Realignment</i> | 0.0 | -360.0 | -360.0 | 0.0 | 400.0 | 0.0 | 40.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 13.3 | 13.3 | 0.0 | 400.0 | 0.0 | 413.3 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -143.3 | 0.0 | -143.3 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Young Persons Travel Pass | 0.0 | -200.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -200.0 | -200.0 | 0.0 | -143.3 | 0.0 | -343.3 |
| 2017-18 Proposed Budget | 0.0 | 14,218.7 | 14,218.7 | 0.0 | -5,836.2 | 0.0 | 8,382.5 |

Part 3 - A to Z Variation Statements

Waste Management - Waste Compliance, Commissioning and Contract Management

Section 6 - A to Z Service Analysis Row: 135

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 578.3 | 217.9 | 796.2 | 0.0 | 0.0 | 0.0 | 796.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 17.9 | 0.0 | 17.9 | 0.0 | 0.0 | 0.0 | 17.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 17.9 | 0.0 | 17.9 | 0.0 | 0.0 | 0.0 | 17.9 |
| 2016-17 Revised Base | 596.2 | 217.9 | 814.1 | 0.0 | 0.0 | 0.0 | 814.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | 0.0 | -9.0 | -9.0 | 0.0 | 0.0 | 0.0 | -9.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -9.0 | -9.0 | 0.0 | 0.0 | 0.0 | -9.0 |
| 2017-18 Proposed Budget | 596.2 | 208.9 | 805.1 | 0.0 | 0.0 | 0.0 | 805.1 |

Part 3 - A to Z Variation Statements

Waste Management - Partnerships & development

Section 6 - A to Z Service Analysis Row: 136

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 277.1 | 338.9 | 616.0 | 0.0 | 0.0 | 0.0 | 616.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 9.4 | -50.0 | -40.6 | 0.0 | 0.0 | 0.0 | -40.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 9.4 | -50.0 | -40.6 | 0.0 | 0.0 | 0.0 | -40.6 |
| 2016-17 Revised Base | 286.5 | 288.9 | 575.4 | 0.0 | 0.0 | 0.0 | 575.4 |
| <u>Additional Spending Pressures</u> | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Savings & Income</u> | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -3.0 | -3.0 | -6.0 | 0.0 | 0.0 | 0.0 | -6.0 |
| <i>Sub-total Savings & Income</i> | -3.0 | -3.0 | -6.0 | 0.0 | 0.0 | 0.0 | -6.0 |
| 2017-18 Proposed Budget | 283.5 | 285.9 | 569.4 | 0.0 | 0.0 | 0.0 | 569.4 |

Part 3 - A to Z Variation Statements

Waste Management - Closed Landfill Sites

Section 6 - A to Z Service Analysis Row: 137

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 104.9 | 553.0 | 657.9 | 0.0 | -16.0 | 0.0 | 641.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 1.9 | 0.0 | 1.9 | 0.0 | 0.0 | 0.0 | 1.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1.9 | 0.0 | 1.9 | 0.0 | 0.0 | 0.0 | 1.9 |
| 2016-17 Revised Base | 106.8 | 553.0 | 659.8 | 0.0 | -16.0 | 0.0 | 643.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -2.0 | -7.0 | -9.0 | 0.0 | 0.0 | 0.0 | -9.0 |
| <i>Sub-total Savings & Income</i> | -2.0 | -7.0 | -9.0 | 0.0 | 0.0 | 0.0 | -9.0 |
| 2017-18 Proposed Budget | 104.8 | 546.0 | 650.8 | 0.0 | -16.0 | 0.0 | 634.8 |

Part 3 - A to Z Variation Statements

Waste Management - Waste Processing - Landfill Tax

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,883.1 | 1,883.1 | 0.0 | 0.0 | 0.0 | 1,883.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -1,392.7 | -1,392.7 | 0.0 | 0.0 | 0.0 | -1,392.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -490.4 | -490.4 | 0.0 | 0.0 | 0.0 | -490.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -1,883.1 | -1,883.1 | 0.0 | 0.0 | 0.0 | -1,883.1 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to the treatment and disposal of residual waste A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Waste Management - Waste Processing - Operation of Waste Facilities

Section 6 - A to Z Service Analysis Row: 138

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 15,299.2 | 15,299.2 | 0.0 | -152.7 | 0.0 | 15,146.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 152.8 | 152.8 | 0.0 | 0.0 | 0.0 | 152.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 152.8 | 152.8 | 0.0 | 0.0 | 0.0 | 152.8 |
| 2016-17 Revised Base | 0.0 | 15,452.0 | 15,452.0 | 0.0 | -152.7 | 0.0 | 15,299.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Waste Contracts | 0.0 | 244.8 | 244.8 | 0.0 | 0.0 | 0.0 | 244.8 |
| <u>Demography</u> | | | | | | | |
| Waste Tonnage | 0.0 | 116.3 | 116.3 | 0.0 | 0.0 | 0.0 | 116.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 361.1 | 361.1 | 0.0 | 0.0 | 0.0 | 361.1 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 15,813.1 | 15,813.1 | 0.0 | -152.7 | 0.0 | 15,660.4 |

Part 3 - A to Z Variation Statements

Waste Management - Waste Processing - Payments to Waste Collection Authorities (District Councils)

Section 6 - A to Z Service Analysis Row: 139

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 5,964.7 | 5,964.7 | 0.0 | 0.0 | 0.0 | 5,964.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 271.4 | 271.4 | 0.0 | 0.0 | 0.0 | 271.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 271.4 | 271.4 | 0.0 | 0.0 | 0.0 | 271.4 |
| 2016-17 Revised Base | 0.0 | 6,236.1 | 6,236.1 | 0.0 | 0.0 | 0.0 | 6,236.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Waste Contracts | 0.0 | 52.0 | 52.0 | 0.0 | 0.0 | 0.0 | 52.0 |
| <u>Demography</u> | | | | | | | |
| Waste Tonnage | 0.0 | 17.4 | 17.4 | 0.0 | 0.0 | 0.0 | 17.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 69.4 | 69.4 | 0.0 | 0.0 | 0.0 | 69.4 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 6,305.5 | 6,305.5 | 0.0 | 0.0 | 0.0 | 6,305.5 |

Part 3 - A to Z Variation Statements

Waste Management - Waste Processing - Recycling Contracts and Composting

Section 6 - A to Z Service Analysis Row: 140

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 8,506.2 | 8,506.2 | 0.0 | -1,248.7 | 0.0 | 7,257.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -208.3 | -208.3 | 0.0 | -197.5 | 0.0 | -405.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -208.3 | -208.3 | 0.0 | -197.5 | 0.0 | -405.8 |
| 2016-17 Revised Base | 0.0 | 8,297.9 | 8,297.9 | 0.0 | -1,446.2 | 0.0 | 6,851.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Waste Contracts | 0.0 | 136.6 | 136.6 | 0.0 | 0.0 | 0.0 | 136.6 |
| <u>Demography</u> | | | | | | | |
| Waste Tonnage | 0.0 | 119.2 | 119.2 | 0.0 | -19.8 | 0.0 | 99.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | 572.0 | 572.0 | 0.0 | 0.0 | 0.0 | 572.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 827.8 | 827.8 | 0.0 | -19.8 | 0.0 | 808.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Waste | 0.0 | -200.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste | 0.0 | 0.0 | 0.0 | 0.0 | -250.0 | 0.0 | -250.0 |
| Highways, Transportation & Waste | 0.0 | -88.0 | -88.0 | 0.0 | 0.0 | 0.0 | -88.0 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -88.0 | -88.0 | 0.0 | -250.0 | 0.0 | -338.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -288.0 | -288.0 | 0.0 | -250.0 | 0.0 | -538.0 |
| 2017-18 Proposed Budget | 0.0 | 8,837.7 | 8,837.7 | 0.0 | -1,716.0 | 0.0 | 7,121.7 |

Part 3 - A to Z Variation Statements

Waste Management - Waste Processing - Treatment and disposal of residual waste

Section 6 - A to Z Service Analysis Row: 141

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 34,299.3 | 34,299.3 | 0.0 | 0.0 | 0.0 | 34,299.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 1,392.7 | 1,392.7 | 0.0 | 0.0 | 0.0 | 1,392.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 472.0 | 472.0 | 0.0 | 0.0 | 0.0 | 472.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,864.7 | 1,864.7 | 0.0 | 0.0 | 0.0 | 1,864.7 |
| 2016-17 Revised Base | 0.0 | 36,164.0 | 36,164.0 | 0.0 | 0.0 | 0.0 | 36,164.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Waste Contracts | 0.0 | 703.1 | 703.1 | 0.0 | 0.0 | 0.0 | 703.1 |
| <u>Demography</u> | | | | | | | |
| Waste Tonnage | 0.0 | 486.9 | 486.9 | 0.0 | 0.0 | 0.0 | 486.9 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | 553.0 | 553.0 | 0.0 | 0.0 | 0.0 | 553.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,743.0 | 1,743.0 | 0.0 | 0.0 | 0.0 | 1,743.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| 2017-18 Proposed Budget | 0.0 | 37,407.0 | 37,407.0 | 0.0 | 0.0 | 0.0 | 37,407.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Audit Fees

Section 6 - A to Z Service Analysis Row: 143

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Carbon Reduction Commitment

Section 6 - A to Z Service Analysis Row: 144

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 704.0 | 704.0 | 0.0 | 0.0 | 0.0 | 704.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 704.0 | 704.0 | 0.0 | 0.0 | 0.0 | 704.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Street Lighting | 0.0 | -73.0 | -73.0 | 0.0 | 0.0 | 0.0 | -73.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -73.0 | -73.0 | 0.0 | 0.0 | 0.0 | -73.0 |
| 2017-18 Proposed Budget | 0.0 | 631.0 | 631.0 | 0.0 | 0.0 | 0.0 | 631.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Commercial Services (net contribution)

Section 6 - A to Z Service Analysis Row: 145

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | -8,700.0 | 0.0 | -8,700.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -8,700.0 | 0.0 | -8,700.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Net Budget Realignment</u> | | | | | | | |
| Commercial Services | 0.0 | 0.0 | 0.0 | 0.0 | 1,900.0 | 0.0 | 1,900.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 1,900.0 | 0.0 | 1,900.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -6,800.0 | 0.0 | -6,800.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Contribution to IT Asset Maintenance Reserve

Section 6 - A to Z Service Analysis Row: 146

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,352.0 | 3,352.0 | 0.0 | 0.0 | 0.0 | 3,352.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 3,352.0 | 3,352.0 | 0.0 | 0.0 | 0.0 | 3,352.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| ICT Asset Maintenance Reserve | 0.0 | 600.0 | 600.0 | 0.0 | 0.0 | 0.0 | 600.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 600.0 | 600.0 | 0.0 | 0.0 | 0.0 | 600.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 3,952.0 | 3,952.0 | 0.0 | 0.0 | 0.0 | 3,952.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Contribution to/from reserves

Section 6 - A to Z Service Analysis Row: 147

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | -6,285.5 | -6,285.5 | 0.0 | 0.0 | 0.0 | -6,285.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 599.8 | 599.8 | 0.0 | 0.0 | 0.0 | 599.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 599.8 | 599.8 | 0.0 | 0.0 | 0.0 | 599.8 |
| 2016-17 Revised Base | 0.0 | -5,685.7 | -5,685.7 | 0.0 | 0.0 | 0.0 | -5,685.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| General Reserves | 0.0 | 3,994.2 | 3,994.2 | 0.0 | 0.0 | 0.0 | 3,994.2 |
| <u>Replace Use of one-offs</u> | 0.0 | 8,588.8 | 8,588.8 | 0.0 | 0.0 | 0.0 | 8,588.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 12,583.0 | 12,583.0 | 0.0 | 0.0 | 0.0 | 12,583.0 |
| Savings & Income | | | | | | | |
| <u>Financing Savings</u> | | | | | | | |
| Draw-down central reserves | 0.0 | -5,015.1 | -5,015.1 | 0.0 | 0.0 | 0.0 | -5,015.1 |
| Draw-down directorate reserves | 0.0 | -2,000.0 | -2,000.0 | 0.0 | 0.0 | 0.0 | -2,000.0 |
| Use of underspend | 0.0 | -2,400.0 | -2,400.0 | 0.0 | 0.0 | 0.0 | -2,400.0 |
| <i>Sub-total Financing Savings</i> | 0.0 | -9,415.1 | -9,415.1 | 0.0 | 0.0 | 0.0 | -9,415.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -9,415.1 | -9,415.1 | 0.0 | 0.0 | 0.0 | -9,415.1 |
| 2017-18 Proposed Budget | 0.0 | -2,517.8 | -2,517.8 | 0.0 | 0.0 | 0.0 | -2,517.8 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Insurance Fund

Section 6 - A to Z Service Analysis Row: 148

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 5,899.0 | 5,899.0 | 0.0 | 0.0 | 0.0 | 5,899.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 5,899.0 | 5,899.0 | 0.0 | 0.0 | 0.0 | 5,899.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Insurance | 0.0 | -600.0 | -600.0 | 0.0 | 0.0 | 0.0 | -600.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -600.0 | -600.0 | 0.0 | 0.0 | 0.0 | -600.0 |
| 2017-18 Proposed Budget | 0.0 | 5,299.0 | 5,299.0 | 0.0 | 0.0 | 0.0 | 5,299.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Modernisation of the Council

Section 6 - A to Z Service Analysis Row: 149

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Financing Savings</u> | | | | | | | |
| Modernisation of the Council reserve | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| 2017-18 Proposed Budget | 0.0 | 1,500.0 | 1,500.0 | 0.0 | 0.0 | 0.0 | 1,500.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Net Debt costs (incl. Investment Income)

Section 6 - A to Z Service Analysis Row: 150

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 126,056.0 | 126,056.0 | 0.0 | -8,452.7 | 0.0 | 117,603.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -246.5 | -246.5 | 0.0 | 0.0 | 0.0 | -246.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -692.2 | -692.2 | 0.0 | 206.7 | 0.0 | -485.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -938.7 | -938.7 | 0.0 | 206.7 | 0.0 | -732.0 |
| 2016-17 Revised Base | 0.0 | 125,117.3 | 125,117.3 | 0.0 | -8,246.0 | 0.0 | 116,871.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Capital Programme | 0.0 | 3,896.0 | 3,896.0 | 0.0 | 204.0 | 0.0 | 4,100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 3,896.0 | 3,896.0 | 0.0 | 204.0 | 0.0 | 4,100.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Investment Income | 0.0 | 0.0 | 0.0 | 0.0 | -600.0 | 0.0 | -600.0 |
| Capital Investment Fund | 0.0 | 0.0 | 0.0 | 0.0 | -1,700.0 | 0.0 | -1,700.0 |
| <i>Sub-total Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -2,300.0 | 0.0 | -2,300.0 |
| <u>Financing Savings</u> | | | | | | | |
| Debt repayment | 0.0 | -5,550.0 | -5,550.0 | 0.0 | 0.0 | 0.0 | -5,550.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -5,550.0 | -5,550.0 | 0.0 | -2,300.0 | 0.0 | -7,850.0 |
| 2017-18 Proposed Budget | 0.0 | 123,463.3 | 123,463.3 | 0.0 | -10,342.0 | 0.0 | 113,121.3 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Other

Section 6 - A to Z Service Analysis Row: 151

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 959.0 | 959.0 | 0.0 | 0.0 | -36.0 | 923.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 30.0 | 0.0 | 30.0 | 0.0 | 0.0 | 0.0 | 30.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 30.0 | 0.0 | 30.0 | 0.0 | 0.0 | 0.0 | 30.0 |
| 2016-17 Revised Base | 30.0 | 959.0 | 989.0 | 0.0 | 0.0 | -36.0 | 953.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| Apprenticeship Levy | 1,100.0 | 0.0 | 1,100.0 | 0.0 | 0.0 | 0.0 | 1,100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 1,100.0 | 0.0 | 1,100.0 | 0.0 | 0.0 | 0.0 | 1,100.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 1,130.0 | 959.0 | 2,089.0 | 0.0 | 0.0 | -36.0 | 2,053.0 |

Part 3 - A to Z Variation Statements

Financing Items (including Unallocated) - Unallocated

Section 6 - A to Z Service Analysis Row: 152

Directorate: Financing Items (FI)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 7,800.0 | 1,102.5 | 8,902.5 | 0.0 | 0.0 | 0.0 | 8,902.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -5,706.0 | -3,116.9 | -8,822.9 | 0.0 | 0.0 | 0.0 | -8,822.9 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -2,094.0 | 2,014.4 | -79.6 | 0.0 | 0.0 | 0.0 | -79.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>-7,800.0</i> | <i>-1,102.5</i> | <i>-8,902.5</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-8,902.5</i> |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| Pay and Reward | 3,900.0 | 0.0 | 3,900.0 | 0.0 | 0.0 | 0.0 | 3,900.0 |
| <i>Inflation:</i> | | | | | | | |
| ICT Contracts | 0.0 | 342.7 | 342.7 | 0.0 | 0.0 | 0.0 | 342.7 |
| <i>Sub-total Pay & Prices</i> | <i>3,900.0</i> | <i>342.7</i> | <i>4,242.7</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>4,242.7</i> |
| <u>Government & Legislative</u> | | | | | | | |
| Intermediaries Legislation | 500.0 | 0.0 | 500.0 | 0.0 | 0.0 | 0.0 | 500.0 |
| <i>Sub-total Additional Spending Pressures</i> | <i>4,400.0</i> | <i>342.7</i> | <i>4,742.7</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>4,742.7</i> |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -500.0 | 0.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| Management Structures | -1,000.0 | 0.0 | -1,000.0 | 0.0 | 0.0 | 0.0 | -1,000.0 |
| <i>Sub-total Staffing</i> | <i>-1,500.0</i> | <i>0.0</i> | <i>-1,500.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-1,500.0</i> |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Procurement | 0.0 | -3,000.0 | -3,000.0 | 0.0 | 0.0 | 0.0 | -3,000.0 |
| <i>Sub-total Efficiency Savings</i> | <i>-1,500.0</i> | <i>-3,000.0</i> | <i>-4,500.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-4,500.0</i> |
| <u>Financing Savings</u> | | | | | | | |
| Use of capital receipts | 0.0 | -2,500.0 | -2,500.0 | 0.0 | 0.0 | 0.0 | -2,500.0 |
| <i>Sub-total Savings & Income</i> | <i>-1,500.0</i> | <i>-5,500.0</i> | <i>-7,000.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-7,000.0</i> |
| 2017-18 Proposed Budget | 2,900.0 | -5,157.3 | -2,257.3 | 0.0 | 0.0 | 0.0 | -2,257.3 |

Part 3 - A to Z Variation Statements

Assessment Services - Adult's Social Care Staffing

Section 6 - A to Z Service Analysis Row: 154

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 36,646.5 | 3,096.0 | 39,742.5 | -37.2 | -5,557.4 | -122.5 | 34,025.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 1,171.7 | 181.9 | 1,353.6 | 0.0 | -87.2 | -62.8 | 1,203.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -462.8 | 237.0 | -225.8 | 0.0 | 2,716.6 | 0.0 | 2,490.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 708.9 | 418.9 | 1,127.8 | 0.0 | 2,629.4 | -62.8 | 3,694.4 |
| 2016-17 Revised Base | 37,355.4 | 3,514.9 | 40,870.3 | -37.2 | -2,928.0 | -185.3 | 37,719.8 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 37,355.4 | 3,514.9 | 40,870.3 | -37.2 | -2,928.0 | -185.3 | 37,719.8 |

Part 3 - A to Z Variation Statements

Assessment Services - Assessment and Support of Children with Special Educational Needs

Section 6 - A to Z Service Analysis Row: 155

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -60.1 | -74.8 | -134.9 | 0.0 | -3.0 | 140.3 | 2.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 809.2 | 367.5 | 1,176.7 | 0.0 | 0.0 | -1,176.7 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 749.1 | 292.7 | 1,041.8 | 0.0 | -3.0 | -1,036.4 | 2.4 |
| 2016-17 Revised Base | 4,868.7 | 5,145.3 | 10,014.0 | 0.0 | -256.0 | -8,605.4 | 1,152.6 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | 0.0 | -25.0 | 0.0 | -25.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -623.8 | -623.8 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -25.0 | -623.8 | -648.8 |
| 2017-18 Proposed Budget | 4,868.7 | 5,145.3 | 10,014.0 | 0.0 | -281.0 | -9,229.2 | 503.8 |

Part 3 - A to Z Variation Statements

Assessment Services - Children's Social Care Staffing

Section 6 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 47,118.5 | 3,300.2 | 50,418.7 | -9,400.4 | -321.1 | 0.0 | 40,697.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Assessment Services - Children's Social Care Staffing - Disabled Children A-Z budget line | -4,445.5 | -1,202.1 | -5,647.6 | 80.0 | 151.6 | 0.0 | -5,416.0 |
| Transfer to new Assessment Services - Children's Social Care Staffing - Non-Disabled Children A-Z budget line | -42,673.0 | -2,098.1 | -44,771.1 | 9,320.4 | 169.5 | 0.0 | -35,281.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -47,118.5 | -3,300.2 | -50,418.7 | 9,400.4 | 321.1 | 0.0 | -40,697.2 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2016-17 revised base budget, following realignment, is now zero, as is the 2017-18 proposed budget, as the budget has moved to an alternative A-Z budget line. As a result, this budget line no longer features in Section 6 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2016-17 published budget.

Part 3 - A to Z Variation Statements

Assessment Services - Children's Social Care Staffing - Disabled Children

Section 6 - A to Z Service Analysis Row: 156

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 121.0 | -57.0 | 64.0 | 0.0 | 0.0 | 0.0 | 64.0 |
| Transfer from old Assessment Services - Children's Social Care Staffing A-Z budget line | 4,445.5 | 1,202.1 | 5,647.6 | -80.0 | -151.6 | 0.0 | 5,416.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 523.1 | -676.0 | -152.9 | 0.0 | 0.0 | 0.0 | -152.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 5,089.6 | 469.1 | 5,558.7 | -80.0 | -151.6 | 0.0 | 5,327.1 |
| 2016-17 Revised Base | 5,089.6 | 469.1 | 5,558.7 | -80.0 | -151.6 | 0.0 | 5,327.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 5,089.6 | 469.1 | 5,558.7 | -80.0 | -151.6 | 0.0 | 5,327.1 |

Part 3 - A to Z Variation Statements

Assessment Services - Children's Social Care Staffing - Non-Disabled Children

Section 6 - A to Z Service Analysis Row: 157

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 1,106.7 | -191.1 | 915.6 | 61.5 | 0.0 | 0.0 | 977.1 |
| Transfer from old Assessment Services - Children's Social Care Staffing A-Z budget line | 42,673.0 | 2,098.1 | 44,771.1 | -9,320.4 | -169.5 | 0.0 | 35,281.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -5,877.1 | -221.0 | -6,098.1 | 6,088.7 | 0.0 | 0.0 | -9.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>37,902.6</i> | <i>1,686.0</i> | <i>39,588.6</i> | <i>-3,170.2</i> | <i>-169.5</i> | <i>0.0</i> | <i>36,248.9</i> |
| 2016-17 Revised Base | 37,902.6 | 1,686.0 | 39,588.6 | -3,170.2 | -169.5 | 0.0 | 36,248.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 331.6 | 250.0 | 581.6 | 0.0 | 0.0 | 0.0 | 581.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 460.0 | 704.0 | 1,164.0 | 0.0 | 0.0 | 0.0 | 1,164.0 |
| <i>Sub-total Additional Spending Pressures</i> | <i>791.6</i> | <i>954.0</i> | <i>1,745.6</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>1,745.6</i> |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -480.0 | 0.0 | -480.0 | 0.0 | 0.0 | 0.0 | -480.0 |
| <u>Policy Savings</u> | | | | | | | |
| Other | 0.0 | -120.0 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| <i>Sub-total Savings & Income</i> | <i>-480.0</i> | <i>-120.0</i> | <i>-600.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-600.0</i> |
| 2017-18 Proposed Budget | 38,214.2 | 2,520.0 | 40,734.2 | -3,170.2 | -169.5 | 0.0 | 37,394.5 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Directorate Management and Support - Education & Young People (E&YP)

Section 6 - A to Z Service Analysis Row: 159

Directorate: Education & Young People's Services (E&YP)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 5,902.2 | 4,752.9 | 10,655.1 | -105.9 | -2,435.0 | -6,585.7 | 1,528.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 119.8 | -85.9 | 33.9 | 0.0 | 0.0 | 80.0 | 113.9 |
| Transfer from Management, Support Services and Overheads - Support to Frontline Services - Finance and Procurement (excluding services commissioned from Business Services Centre) A-Z budget line | 342.9 | -343.9 | -1.0 | 0.0 | 0.0 | 0.0 | -1.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 58.8 | -841.0 | -782.2 | 0.4 | -6.0 | 984.2 | 196.4 |
| <u>Sub-total Base Budget Adjustments - Internal</u> | 521.5 | -1,270.8 | -749.3 | 0.4 | -6.0 | 1,064.2 | 309.3 |
| <u>2016-17 Revised Base</u> | 6,423.7 | 3,482.1 | 9,905.8 | -105.5 | -2,441.0 | -5,521.5 | 1,837.8 |
| <u>Additional Spending Pressures</u> | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| ICT Single System | 0.0 | 420.0 | 420.0 | 0.0 | 0.0 | 0.0 | 420.0 |
| <u>Sub-total Additional Spending Pressures</u> | 0.0 | 420.0 | 420.0 | 0.0 | 0.0 | 0.0 | 420.0 |
| <u>Savings & Income</u> | | | | | | | |
| <u>Income</u> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -398.0 | -85.0 | 0.0 | -483.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Education Services Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -2,015.1 | -2,015.1 |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -270.0 | 0.0 | -270.0 | 0.0 | 0.0 | 0.0 | -270.0 |
| <u>Sub-total Savings & Income</u> | -270.0 | 0.0 | -270.0 | -398.0 | -85.0 | -2,015.1 | -2,768.1 |
| <u>2017-18 Proposed Budget</u> | 6,153.7 | 3,902.1 | 10,055.8 | -503.5 | -2,526.0 | -7,536.6 | -510.3 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Directorate Management and Support - Growth, Environment & Transport (GE&T)

Section 6 - A to Z Service Analysis Row: 160

Directorate: Growth, Environment & Transport (GE&T)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,391.3 | 1,758.3 | 4,149.6 | 0.0 | -93.6 | 0.0 | 4,056.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -140.5 | -6.7 | -147.2 | 0.0 | 0.0 | 0.0 | -147.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 3.1 | -3.6 | -0.5 | 0.0 | 0.0 | 0.0 | -0.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -137.4 | -10.3 | -147.7 | 0.0 | 0.0 | 0.0 | -147.7 |
| 2016-17 Revised Base | 2,253.9 | 1,748.0 | 4,001.9 | 0.0 | -93.6 | 0.0 | 3,908.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Growth, Environment and Transport | -50.0 | -50.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -138.7 | 0.0 | -138.7 | 0.0 | 0.0 | 0.0 | -138.7 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways, Transportation & Waste | -4.0 | -15.0 | -19.0 | 0.0 | 0.0 | 0.0 | -19.0 |
| Environment, Planning & Enforcement | 0.0 | -8.0 | -8.0 | 0.0 | 0.0 | 0.0 | -8.0 |
| <i>Sub-total Contracts & Procurement</i> | -4.0 | -23.0 | -27.0 | 0.0 | 0.0 | 0.0 | -27.0 |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -42.4 | -42.4 | 0.0 | 0.0 | 0.0 | -42.4 |
| Other | 0.0 | -18.0 | -18.0 | 0.0 | 0.0 | 0.0 | -18.0 |
| <i>Sub-total Other</i> | 0.0 | -60.4 | -60.4 | 0.0 | 0.0 | 0.0 | -60.4 |
| <i>Sub-total Efficiency Savings</i> | -142.7 | -83.4 | -226.1 | 0.0 | 0.0 | 0.0 | -226.1 |
| <i>Sub-total Savings & Income</i> | -192.7 | -133.4 | -326.1 | 0.0 | 0.0 | 0.0 | -326.1 |
| 2017-18 Proposed Budget | 2,061.2 | 1,614.6 | 3,675.8 | 0.0 | -93.6 | 0.0 | 3,582.2 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Directorate Management and Support - Social Care, Health & Wellbeing (SCH&W)

Section 6 - A to Z Service Analysis Row: 161

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 4,720.1 | 4,016.8 | 8,736.9 | -346.9 | -160.0 | -1,177.1 | 7,052.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | -96.2 | 96.1 | -0.1 | 0.0 | 0.0 | 103.4 | 103.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 9.4 | -8.1 | 1.3 | 0.0 | 0.0 | -59.0 | -57.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -86.8 | 88.0 | 1.2 | 0.0 | 0.0 | 44.4 | 45.6 |
| 2016-17 Revised Base | 4,633.3 | 4,104.8 | 8,738.1 | -346.9 | -160.0 | -1,132.7 | 7,098.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Children's Social Care | 0.0 | 30.0 | 30.0 | 0.0 | 0.0 | 0.0 | 30.0 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | 30.3 | 22.2 | 52.5 | 111.7 | 0.0 | 0.0 | 164.2 |
| <i>Sub-total Additional Spending Pressures</i> | 30.3 | 52.2 | 82.5 | 111.7 | 0.0 | 0.0 | 194.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Operational Support Unit | 0.0 | -125.0 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -125.0 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| 2017-18 Proposed Budget | 4,663.6 | 4,032.0 | 8,695.6 | -235.2 | -160.0 | -1,132.7 | 7,167.7 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Directorate Management and Support - Strategic & Corporate Services (S&CS)

Section 6 - A to Z Service Analysis Row: 162

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -134.7 | -4,388.0 | -2,380.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 5.8 | -42.0 | -36.2 | 0.0 | 2.7 | 0.0 | -33.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 0.0 | 0.0 | -34.7 | 0.0 | 0.0 | -34.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 5.8 | -42.0 | -36.2 | -34.7 | 2.7 | 0.0 | -68.2 |
| 2016-17 Revised Base | 543.0 | 2,245.4 | 2,788.4 | -716.9 | -132.0 | -4,388.0 | -2,448.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Strategic Commissioner | 160.0 | 0.0 | 160.0 | 0.0 | 0.0 | 0.0 | 160.0 |
| <i>Sub-total Additional Spending Pressures</i> | 160.0 | 0.0 | 160.0 | 0.0 | 0.0 | 0.0 | 160.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Discretionary Spend | 0.0 | -99.0 | -99.0 | 0.0 | 0.0 | 0.0 | -99.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -99.0 | -99.0 | 0.0 | 0.0 | 0.0 | -99.0 |
| 2017-18 Proposed Budget | 703.0 | 2,146.4 | 2,849.4 | -716.9 | -132.0 | -4,388.0 | -2,387.5 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Commissioning

Section 6 - A to Z Service Analysis Row: 163

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 4,192.7 | 158.1 | 4,350.8 | -40.0 | -289.5 | 0.0 | 4,021.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 466.7 | -4.4 | 462.3 | 0.0 | 0.0 | -41.0 | 421.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -13.1 | 7.4 | -5.7 | 0.0 | 220.0 | 0.0 | 214.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 453.6 | 3.0 | 456.6 | 0.0 | 220.0 | -41.0 | 635.6 |
| 2016-17 Revised Base | 4,646.3 | 161.1 | 4,807.4 | -40.0 | -69.5 | -41.0 | 4,656.9 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -175.0 | 0.0 | -175.0 | 0.0 | 0.0 | 0.0 | -175.0 |
| <i>Sub-total Savings & Income</i> | -175.0 | 0.0 | -175.0 | 0.0 | 0.0 | 0.0 | -175.0 |
| 2017-18 Proposed Budget | 4,471.3 | 161.1 | 4,632.4 | -40.0 | -69.5 | -41.0 | 4,481.9 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Performance Monitoring

Section 6 - A to Z Service Analysis Row: 164

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 962.5 | 134.9 | 1,097.4 | 0.0 | 0.0 | 0.0 | 1,097.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 24.2 | 0.0 | 24.2 | 0.0 | 0.0 | 0.0 | 24.2 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.2 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 24.2 | -0.2 | 24.0 | 0.0 | 0.0 | 0.0 | 24.0 |
| 2016-17 Revised Base | 986.7 | 134.7 | 1,121.4 | 0.0 | 0.0 | 0.0 | 1,121.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -200.0 | 0.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| <i>Sub-total Savings & Income</i> | -200.0 | 0.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| 2017-18 Proposed Budget | 786.7 | 134.7 | 921.4 | 0.0 | 0.0 | 0.0 | 921.4 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Business Services Centre (BSC)

Section 6 - A to Z Service Analysis Row: 165

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 22,253.6 | 5,836.4 | 28,090.0 | -22,446.9 | -5,643.1 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | -97.6 | -251.2 | -348.8 | 550.7 | -140.1 | 0.0 | 61.8 |
| Transfer from Management, Support Services and Overheads - Support to Frontline Services - Human Resources (excluding services commissioned from Business Services Centre) A-Z budget line | 409.5 | 337.4 | 746.9 | -636.3 | -173.2 | 0.0 | -62.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -289.7 | 73.3 | -216.4 | 148.0 | 69.2 | 0.0 | 0.8 |
| Sub-total Base Budget Adjustments - Internal | 22.2 | 159.5 | 181.7 | 62.4 | -244.1 | 0.0 | 0.0 |
| 2016-17 Revised Base | 22,275.8 | 5,995.9 | 28,271.7 | -22,384.5 | -5,887.2 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Corporate Support Services - BSC | 0.0 | 0.0 | 0.0 | 145.0 | -145.0 | 0.0 | 0.0 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -598.0 | 0.0 | -598.0 | 598.0 | 0.0 | 0.0 | 0.0 |
| Sub-total Savings & Income | -598.0 | 0.0 | -598.0 | 743.0 | -145.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 21,677.8 | 5,995.9 | 27,673.7 | -21,641.5 | -6,032.2 | 0.0 | 0.0 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Business Strategy

Section 6 - A to Z Service Analysis Row: 166

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,802.1 | 542.0 | 3,344.1 | -40.0 | -93.6 | 0.0 | 3,210.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 109.9 | -22.0 | 87.9 | 40.0 | 51.6 | 0.0 | 179.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 15.2 | 15.2 | 0.0 | 0.0 | 0.0 | 15.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 109.9 | -6.8 | 103.1 | 40.0 | 51.6 | 0.0 | 194.7 |
| 2016-17 Revised Base | 2,912.0 | 535.2 | 3,447.2 | 0.0 | -42.0 | 0.0 | 3,405.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -283.0 | -30.0 | -313.0 | 0.0 | 0.0 | 0.0 | -313.0 |
| <i>Sub-total Savings & Income</i> | -283.0 | -30.0 | -313.0 | 0.0 | 0.0 | 0.0 | -313.0 |
| 2017-18 Proposed Budget | 2,629.0 | 505.2 | 3,134.2 | 0.0 | -42.0 | 0.0 | 3,092.2 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Children's Social Care Commissioning

Section 6 - A to Z Service Analysis Row: 167

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,767.7 | -23.5 | 1,744.2 | 0.0 | 0.0 | 0.0 | 1,744.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 52.4 | 0.0 | 52.4 | 0.0 | 0.0 | 0.0 | 52.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -67.0 | 66.8 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -14.6 | 66.8 | 52.2 | 0.0 | 0.0 | 0.0 | 52.2 |
| 2016-17 Revised Base | 1,753.1 | 43.3 | 1,796.4 | 0.0 | 0.0 | 0.0 | 1,796.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -62.0 | 0.0 | -62.0 | 0.0 | 0.0 | 0.0 | -62.0 |
| <i>Sub-total Savings & Income</i> | -62.0 | 0.0 | -62.0 | 0.0 | 0.0 | 0.0 | -62.0 |
| 2017-18 Proposed Budget | 1,691.1 | 43.3 | 1,734.4 | 0.0 | 0.0 | 0.0 | 1,734.4 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Children's Social Care Performance Monitoring

Section 6 - A to Z Service Analysis Row: 168

Directorate: Social Care, Health & Wellbeing (SCH&W)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 729.5 | 33.6 | 763.1 | 0.0 | 0.0 | 0.0 | 763.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 52.3 | 0.0 | 52.3 | 0.0 | 0.0 | 0.0 | 52.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.2 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 52.3 | -0.2 | 52.1 | 0.0 | 0.0 | 0.0 | 52.1 |
| 2016-17 Revised Base | 781.8 | 33.4 | 815.2 | 0.0 | 0.0 | 0.0 | 815.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Net Budget Realignment</u> | | | | | | | |
| Children's Social Care | -40.6 | 34.5 | -6.1 | 0.0 | 0.0 | 0.0 | -6.1 |
| <i>Sub-total Additional Spending Pressures</i> | -40.6 | 34.5 | -6.1 | 0.0 | 0.0 | 0.0 | -6.1 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 741.2 | 67.9 | 809.1 | 0.0 | 0.0 | 0.0 | 809.1 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Communications, Consultation & Engagement

Section 6 - A to Z Service Analysis Row: 169

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,965.5 | 525.9 | 2,491.4 | -373.7 | -9.4 | 0.0 | 2,108.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 55.1 | 0.0 | 55.1 | 0.0 | 9.4 | 0.0 | 64.5 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.6 | -0.6 | 0.0 | 0.0 | 0.0 | -0.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 55.1 | -0.6 | 54.5 | 0.0 | 9.4 | 0.0 | 63.9 |
| 2016-17 Revised Base | 2,020.6 | 525.3 | 2,545.9 | -373.7 | 0.0 | 0.0 | 2,172.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staffing Restructures | -396.0 | 0.0 | -396.0 | 0.0 | 0.0 | 0.0 | -396.0 |
| <i>Sub-total Savings & Income</i> | -396.0 | 0.0 | -396.0 | 0.0 | 0.0 | 0.0 | -396.0 |
| 2017-18 Proposed Budget | 1,624.6 | 525.3 | 2,149.9 | -373.7 | 0.0 | 0.0 | 1,776.2 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Democratic and Members

Section 6 - A to Z Service Analysis Row: 170

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 1,475.1 | 2,326.7 | 3,801.8 | 0.0 | -107.0 | -35.0 | 3,659.8 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 41.4 | -7.0 | 34.4 | 0.0 | 0.0 | 0.0 | 34.4 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -1.2 | -1.2 | 0.0 | 0.0 | 0.0 | -1.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 41.4 | -8.2 | 33.2 | 0.0 | 0.0 | 0.0 | 33.2 |
| 2016-17 Revised Base | 1,516.5 | 2,318.5 | 3,835.0 | 0.0 | -107.0 | -35.0 | 3,693.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -50.0 | 0.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Other:</i> | | | | | | | |
| Other | -26.7 | -3.3 | -30.0 | 0.0 | 0.0 | 0.0 | -30.0 |
| <i>Sub-total Efficiency Savings</i> | -76.7 | -3.3 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| <i>Sub-total Savings & Income</i> | -76.7 | -3.3 | -80.0 | 0.0 | 0.0 | 0.0 | -80.0 |
| 2017-18 Proposed Budget | 1,439.8 | 2,315.2 | 3,755.0 | 0.0 | -107.0 | -35.0 | 3,613.0 |

Part 3 - A to Z Variation Statements
Management, Support Services and Overheads - Support to Frontline Services
- Finance and Procurement (excluding services commissioned from Business Services Centre)

Section 6 - A to Z Service Analysis Row: 171

Directorate: Education & Young People's Services (E&YP) and Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 13,480.0 | 1,405.0 | 14,885.0 | -1,927.8 | -3,572.1 | -2,298.8 | 7,086.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 419.5 | -13.4 | 406.1 | -211.3 | -29.5 | 131.3 | 296.6 |
| Transfer to Management, Support Services and Overheads - Directorate Management and Support - Education & Young People (E&YP) A-Z budget line | -342.9 | 343.9 | 1.0 | 0.0 | 0.0 | 0.0 | 1.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -221.2 | 28.0 | -193.2 | 162.2 | 29.0 | 0.0 | -2.0 |
| Sub-total Base Budget Adjustments - Internal | -144.6 | 358.5 | 213.9 | -49.1 | -0.5 | 131.3 | 295.6 |
| 2016-17 Revised Base | 13,335.4 | 1,763.5 | 15,098.9 | -1,976.9 | -3,572.6 | -2,167.5 | 7,381.9 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | -171.7 | -40.3 | 0.0 | -212.0 |
| Market Expertise | 0.0 | 0.0 | 0.0 | 0.0 | -320.0 | 0.0 | -320.0 |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -25.0 | 0.0 | -25.0 |
| Sub-total Income | 0.0 | 0.0 | 0.0 | -171.7 | -385.3 | 0.0 | -557.0 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -494.1 | -100.0 | -594.1 | 0.0 | 0.0 | 0.0 | -594.1 |
| Other: | | | | | | | |
| Discretionary Spend | -300.0 | 0.0 | -300.0 | 0.0 | 0.0 | 0.0 | -300.0 |
| Sub-total Efficiency Savings | -794.1 | -100.0 | -894.1 | 0.0 | 0.0 | 0.0 | -894.1 |
| Sub-total Savings & Income | -794.1 | -100.0 | -894.1 | -171.7 | -385.3 | 0.0 | -1,451.1 |
| 2017-18 Proposed Budget | 12,541.3 | 1,663.5 | 14,204.8 | -2,148.6 | -3,957.9 | -2,167.5 | 5,930.8 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Finance and Procurement - services commissioned from the Business Services Centre

Section 6 - A to Z Service Analysis Row: 172

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 2,807.0 | 2,807.0 | 0.0 | 0.0 | 0.0 | 2,807.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 121.2 | 121.2 | 0.0 | -1.5 | 0.0 | 119.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -0.6 | -0.6 | 0.0 | 0.0 | 0.0 | -0.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 120.6 | 120.6 | 0.0 | -1.5 | 0.0 | 119.1 |
| 2016-17 Revised Base | 0.0 | 2,927.6 | 2,927.6 | 0.0 | -1.5 | 0.0 | 2,926.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | 0.0 | -123.0 | -123.0 | 0.0 | 0.0 | 0.0 | -123.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -123.0 | -123.0 | 0.0 | 0.0 | 0.0 | -123.0 |
| 2017-18 Proposed Budget | 0.0 | 2,804.6 | 2,804.6 | 0.0 | -1.5 | 0.0 | 2,803.1 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - General Counsel and Information Governance

Section 6 - A to Z Service Analysis Row: 173

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 6,733.0 | 1,941.1 | 8,674.1 | -10,038.9 | -755.5 | -77.8 | -2,198.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 135.7 | 0.0 | 135.7 | 0.0 | 0.0 | 0.0 | 135.7 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -6,121.3 | -3,641.7 | -9,763.0 | 10,038.9 | 702.5 | 77.8 | 1,056.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -5,985.6 | -3,641.7 | -9,627.3 | 10,038.9 | 702.5 | 77.8 | 1,191.9 |
| 2016-17 Revised Base | 747.4 | -1,700.6 | -953.2 | 0.0 | -53.0 | 0.0 | -1,006.2 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Invicta Law | 0.0 | 285.2 | 285.2 | 0.0 | 0.0 | 0.0 | 285.2 |
| <i>Sub-total Additional Spending Pressures</i> | <i>0.0</i> | <i>285.2</i> | <i>285.2</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>285.2</i> |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| 2017-18 Proposed Budget | 747.4 | -1,415.4 | -668.0 | 0.0 | -53.0 | 0.0 | -721.0 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Human Resources (excluding services commissioned from Business Services Centre)

Section 6 - A to Z Service Analysis Row: 174

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2016-17 Approved Budgets | 4,479.1 | 2,703.1 | 7,182.2 | -801.6 | -569.6 | 0.0 | 5,811.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 in year adjustments | 4.4 | 0.0 | 4.4 | 0.0 | -14.8 | 0.0 | -10.4 |
| Transfer to Management, Support Services and Overheads - Support to Frontline Services - Business Services Centre A-Z budget line | -409.5 | -337.4 | -746.9 | 636.3 | 173.2 | 0.0 | 62.6 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 3.0 | -4.4 | -1.4 | -18.1 | 18.1 | 0.0 | -1.4 |
| Sub-total Base Budget Adjustments - Internal | -402.1 | -341.8 | -743.9 | 618.2 | 176.5 | 0.0 | 50.8 |
| 2016-17 Revised Base | 4,077.0 | 2,361.3 | 6,438.3 | -183.4 | -393.1 | 0.0 | 5,861.8 |
| Additional Spending Pressures | | | | | | | |
| Sub-total Additional Spending Pressures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -99.5 | 0.0 | -99.5 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staffing Restructures | -290.3 | 0.0 | -290.3 | -26.9 | 0.0 | 0.0 | -317.2 |
| Contracts & Procurement: | | | | | | | |
| E-Learning | 0.0 | -215.3 | -215.3 | 0.0 | 0.0 | 0.0 | -215.3 |
| Other: | | | | | | | |
| Training Budget | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| Sub-total Efficiency Savings | -290.3 | -315.3 | -605.6 | -26.9 | 0.0 | 0.0 | -632.5 |
| Sub-total Savings & Income | -290.3 | -315.3 | -605.6 | -26.9 | -99.5 | 0.0 | -732.0 |
| 2017-18 Proposed Budget | 3,786.7 | 2,046.0 | 5,832.7 | -210.3 | -492.6 | 0.0 | 5,129.8 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Human Resources - services commissioned from the Business Services Centre

Section 6 - A to Z Service Analysis Row: 175

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 1,597.6 | 1,597.6 | 0.0 | 0.0 | 0.0 | 1,597.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -9.5 | -9.5 | 0.0 | -30.5 | 0.0 | -40.0 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | -4.1 | -4.1 | 0.0 | 0.0 | 0.0 | -4.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -13.6 | -13.6 | 0.0 | -30.5 | 0.0 | -44.1 |
| 2016-17 Revised Base | 0.0 | 1,584.0 | 1,584.0 | 0.0 | -30.5 | 0.0 | 1,553.5 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Corporate Support Services - BSC | 0.0 | -145.0 | -145.0 | 0.0 | 0.0 | 0.0 | -145.0 |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -60.0 | 0.0 | -60.0 |
| <i>Sub-total Income</i> | 0.0 | -145.0 | -145.0 | 0.0 | -60.0 | 0.0 | -205.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | 0.0 | -96.0 | -96.0 | 0.0 | 0.0 | 0.0 | -96.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -241.0 | -241.0 | 0.0 | -60.0 | 0.0 | -301.0 |
| 2017-18 Proposed Budget | 0.0 | 1,343.0 | 1,343.0 | 0.0 | -90.5 | 0.0 | 1,252.5 |

Part 3 - A to Z Variation Statements
Management, Support Services and Overheads - Support to Frontline Services
- Infrastructure (Property & ICT) (excluding services commissioned from Business Services
Centre & LATCo)

Section 6 - A to Z Service Analysis Row: 176

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 2,480.9 | 36,279.3 | 38,760.2 | -2,591.0 | -6,008.9 | -188.7 | 29,971.6 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 213.9 | 4,502.0 | 4,715.9 | -3,518.7 | -631.9 | 0.0 | 565.3 |
| 2017-18 internal adjustments with effect from 1st April 2017 | -0.8 | 10.7 | 9.9 | 0.0 | 0.0 | 0.0 | 9.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 213.1 | 4,512.7 | 4,725.8 | -3,518.7 | -631.9 | 0.0 | 575.2 |
| 2016-17 Revised Base | 2,694.0 | 40,792.0 | 43,486.0 | -6,109.7 | -6,640.8 | -188.7 | 30,546.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Inflation:</i> | | | | | | | |
| Energy | 0.0 | 174.0 | 174.0 | 0.0 | 0.0 | 0.0 | 174.0 |
| Non specific price provision | 0.0 | 216.7 | 216.7 | 0.0 | 0.0 | 0.0 | 216.7 |
| ICT Contracts | 0.0 | 221.7 | 221.7 | 0.0 | 0.0 | 0.0 | 221.7 |
| <i>Sub-total Pay & Prices</i> | 0.0 | 612.4 | 612.4 | 0.0 | 0.0 | 0.0 | 612.4 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Leases | 0.0 | 250.5 | 250.5 | 0.0 | 0.0 | 0.0 | 250.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 862.9 | 862.9 | 0.0 | 0.0 | 0.0 | 862.9 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Market Expertise | 0.0 | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | -50.0 |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -17.0 | 0.0 | -17.0 |
| Corporate Landlord | 0.0 | 0.0 | 0.0 | 0.0 | -190.0 | 0.0 | -190.0 |
| <i>Sub-total Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -257.0 | 0.0 | -257.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | -190.0 | 0.0 | -190.0 | 0.0 | 0.0 | 0.0 | -190.0 |
| <i>Infrastructure:</i> | | | | | | | |
| Established Programmes | 0.0 | -406.0 | -406.0 | 0.0 | 0.0 | 0.0 | -406.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Infrastructure | 0.0 | -370.0 | -370.0 | 0.0 | 0.0 | 0.0 | -370.0 |
| Total Facilities Management | 0.0 | -318.0 | -318.0 | 0.0 | 0.0 | 0.0 | -318.0 |
| Cloud Based Solution | 0.0 | -90.0 | -90.0 | 0.0 | 0.0 | 0.0 | -90.0 |
| Other | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Contracts & Procurement</i> | 0.0 | -828.0 | -828.0 | 0.0 | 0.0 | 0.0 | -828.0 |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -77.2 | -77.2 | 0.0 | 0.0 | 0.0 | -77.2 |
| <i>Sub-total Efficiency Savings</i> | -190.0 | -1,311.2 | -1,501.2 | 0.0 | 0.0 | 0.0 | -1,501.2 |
| <i>Sub-total Savings & Income</i> | -190.0 | -1,311.2 | -1,501.2 | 0.0 | -257.0 | 0.0 | -1,758.2 |
| 2017-18 Proposed Budget | 2,504.0 | 40,343.7 | 42,847.7 | -6,109.7 | -6,897.8 | -188.7 | 29,651.5 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Infrastructure - ICT services commissioned from Business Services Centre

Section 6 - A to Z Service Analysis Row: 177

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,929.9 | 3,929.9 | 0.0 | 0.0 | -142.5 | 3,787.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | 492.8 | 492.8 | 0.0 | -166.7 | 0.0 | 326.1 |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 89.6 | 89.6 | 0.0 | 0.0 | -4.8 | 84.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 582.4 | 582.4 | 0.0 | -166.7 | -4.8 | 410.9 |
| 2016-17 Revised Base | 0.0 | 4,512.3 | 4,512.3 | 0.0 | -166.7 | -147.3 | 4,198.3 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -83.7 | 0.0 | -83.7 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staffing Restructures | 0.0 | -379.0 | -379.0 | 0.0 | 0.0 | 0.0 | -379.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -379.0 | -379.0 | 0.0 | -83.7 | 0.0 | -462.7 |
| 2017-18 Proposed Budget | 0.0 | 4,133.3 | 4,133.3 | 0.0 | -250.4 | -147.3 | 3,735.6 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Infrastructure - Property services commissioned from Property LATCo

Section 6 - A to Z Service Analysis Row: 178

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 3,112.4 | 3,112.4 | -214.8 | -541.7 | 0.0 | 2,355.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 in year adjustments | 0.0 | -170.5 | -170.5 | -671.2 | 0.0 | 0.0 | -841.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -170.5 | -170.5 | -671.2 | 0.0 | 0.0 | -841.7 |
| 2016-17 Revised Base | 0.0 | 2,941.9 | 2,941.9 | -886.0 | -541.7 | 0.0 | 1,514.2 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| GEN2 LATCo | 0.0 | 0.0 | 0.0 | 0.0 | -78.4 | 0.0 | -78.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| GEN2 LATCo | 0.0 | -282.0 | -282.0 | 0.0 | 0.0 | 0.0 | -282.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -282.0 | -282.0 | 0.0 | -78.4 | 0.0 | -360.4 |
| 2017-18 Proposed Budget | 0.0 | 2,659.9 | 2,659.9 | -886.0 | -620.1 | 0.0 | 1,153.8 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Legal Services - Dividend from Invicta Law

Section 6 - A to Z Service Analysis Row: 179

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2017-18 internal adjustments with effect from 1st April 2017 | 0.0 | 0.0 | 0.0 | 0.0 | -1,057.4 | 0.0 | -1,057.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | -1,057.4 | 0.0 | -1,057.4 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -1,057.4 | 0.0 | -1,057.4 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | -1,057.4 | 0.0 | -1,057.4 |

Part 3 - A to Z Variation Statements

Management, Support Services and Overheads - Support to Frontline Services - Transformation

Section 6 - A to Z Service Analysis Row: 180

Directorate: Strategic & Corporate Services (S&CS)

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| <u>2016-17 Approved Budgets</u> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2017-18 Proposed Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Although this budget line shows a zero budget, it does include some non staffing budgets that are met by a drawdown from reserves, both of which are reflected in the non-staffing column above but net to zero.