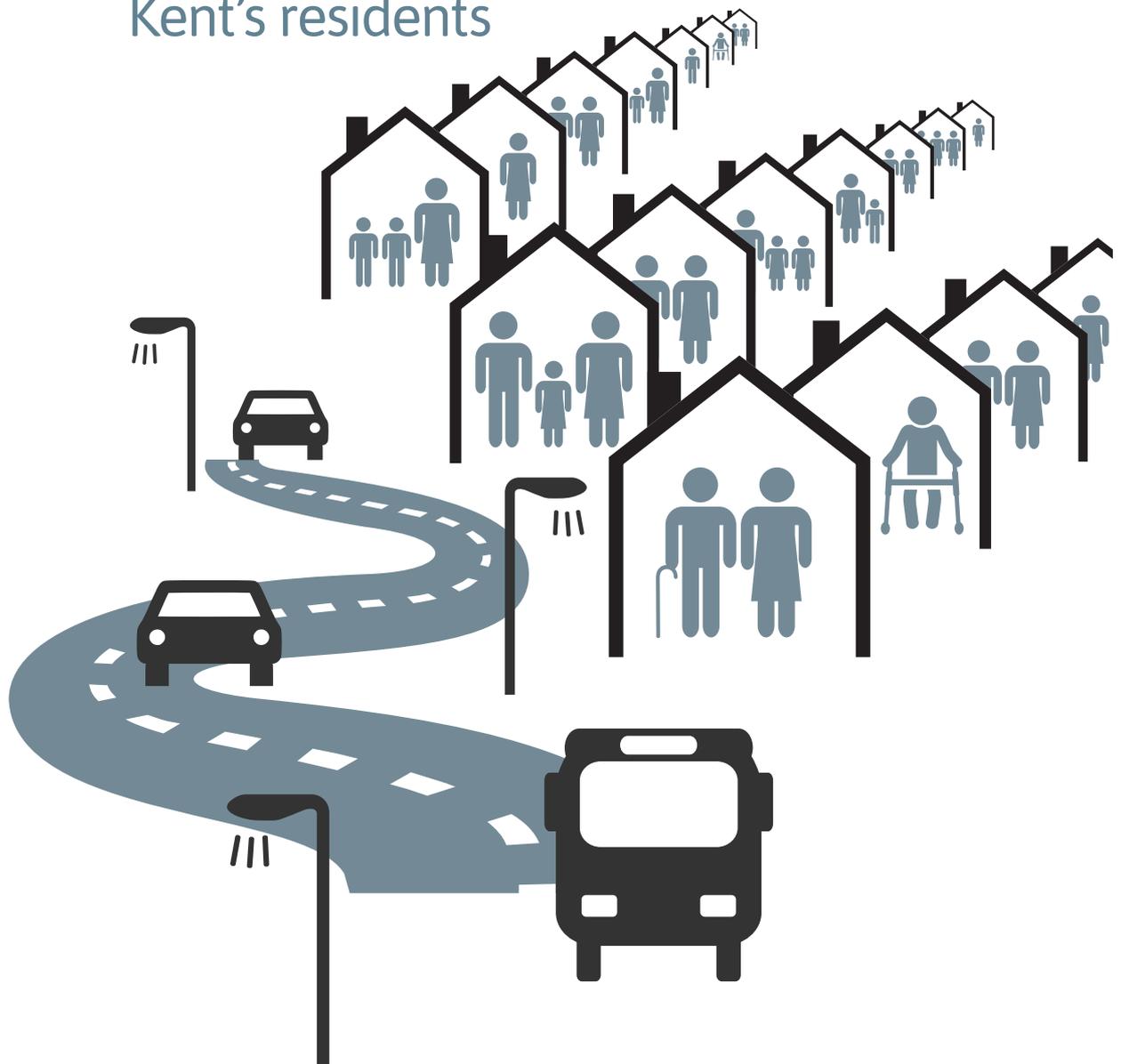


2017-18 budget information

Prioritising services for Kent's residents



Published - 31st March 2017
www.kent.gov.uk/budget

KCC Budget Book 2017-18

CONTENTS

		Page
Section 1	Introduction	1 – 4
Section 2	Council Tax 2017-18	5 – 8
Section 3	Capital Investment Plans 2017-20	9 – 34
Section 4	Revenue Budget Summary – Directorate Summary	35 – 38
Section 5	A to Z Service Analysis Summary Groupings (used for in-year Monitoring Reports)	39 – 44
Section 6	A to Z Service Analysis – Whole Council	45 – 72
Section 7	A to Z Variation Statements	73 – 274
Section 8	How Financed, Distributed and Spent (incl. subjective analysis)	275 – 280
Section 9	Manager Analysis - Budget by Directorate (incl. delegations to Heads of Service)	281 – 288
Appendix A	Directorate specific A to Z Service Analysis	289 – 324
Appendix B	Proportion of Revenue Budget Commissioned through Third parties, by A-Z budget line	325 – 333

KCC Budget Book

SECTION 1

Introduction

Section 1 - Introduction

- 1.1 Please see the Medium Term Financial Plan 2017-20 for the Leader's Foreword to this budget and the national and local context in which the budget has been set. The remainder of this introduction is a guide to help users navigate this budget book, which identifies spending plans for both capital and revenue.
- 1.2 Capital investment plans are presented in two formats: by year and by funding. The "by year" format shows how the expenditure is allocated over the next three financial years for each scheme or project and provides the sources of funding by year. The "by funding" format identifies the funding source for each individual scheme or project for the medium term.
- 1.3 There are three places where you can find changes to the revenue budget between 2016-17 and 2017-18. One of those is in the Medium Term Financial Plan at Appendix A and the other two are in this budget book, one within section 6 and the other within section 7.
- 1.4 Section 5 is a new section for the 2017-18 budget book. It has been added as a result of changes to the budget monitoring process agreed in 2016-17, which included presenting information in a more summarised way. This new section reflects the summarised groupings of Section 6: the A to Z Service Analysis, which are now used for in-year monitoring.
- 1.5 The A to Z Service Analysis presentation of the annual revenue budget is shown in Section 6, where we have continued with an alphabetical list of individual service budgets. The expenditure budget figures for each service line have been split between staffing and non-staffing, and the income figures between internal and external income and grants. Each service line also contains information on key performance and activity levels, as well as the responsible Directorate(s).
- 1.6 The A to Z service analysis continues to be split into four main sections, and within those sections they have been further split into meaningful categories to guide the reader to the correct service area. The table overleaf shows the main headings and categories.

Main Heading	Categories (in A to Z order)
Direct Service to the Public	Adults & Older People
	Children's Services
	Community Services
	Environment
	Highways
	Local Democracy
	Planning and Transport Strategy
	Public Health
	Public Protection
	Regeneration & Economic Development
	Schools & High Needs Education Budgets
	Schools Services
	Transport Services
Waste Management	
Financing Items (inc. Unallocated)	
Assessment Services	
Management, Support Services (inc. support to front line services) and Overheads	

- 1.7 In order to provide a more meaningful comparison between years, the 2016-17 approved budgets have been revised from what was published in the 2016-17 Budget Book to reflect where A to Z service lines have changed. They also reflect budget realignments which have been reported to Cabinet via the 2016-17 financial monitoring process and those which take effect from the 1 April 2017.
- 1.8 Section 7 contains variation statements for each A to Z service line, which show changes between the 2016-17 and 2017-18 approved budgets. These variation statements support the transparency agenda and enable the reader to follow the main reasons for a change between financial years. We would also refer the reader to "Council Spending" section of www.kent.gov.uk.
- 1.9 Section 9, the Manager Analysis presentation of the annual budget shows the approved 2017-18 revenue budget by Directorate, analysed further between the Corporate Directors, Directors and Heads of Service. Resource Accountability Statements, which each Head of Service is required to sign annually, are based on this presentation.

KCC Budget Book

SECTION 2

Council Tax 2017-18

Section 2 – Council Tax

- 2.1 The budget and MTFP includes the precept KCC has agreed to make from council tax. This is based on tax base calculations provided by District Councils.
- 2.2 Table 1 shows the main changes to the tax base and the impact of this on the County precept between 2016-17 and 2017-18, including the council tax increase (the maximum permitted without triggering a referendum) and the additional Social Care Levy. County Council agreed the council tax precept on 9th February 2017.

Table 1	2016-17		2017-18							
	Notified Band D Equivalent Taxbase	Precept @ £1,133.55	Provisional Band D Equivalent Taxbase	Precept @ £1,156.14 (up to 2% referendum level)	Precept @ £1,178.82 (including Social Care Levy)	Change in Band D Equivalent Tax Base	Change in Precept	Change in Precept due to Tax Base	Change in Precept due to Tax Rate up to referendum level	Change in Precept due to Social Care Levy
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Ashford	43,750.00	49,592.8	44,671.67	51,646.7	52,659.9	921.67	3,067.0	1,044.8	1,009.1	1,013.2
Canterbury	47,947.44	54,350.8	48,906.74	56,543.0	57,652.2	959.30	3,301.4	1,087.4	1,104.8	1,109.2
Dartford	34,242.99	38,816.1	35,334.88	40,852.1	41,653.5	1,091.89	2,837.3	1,237.7	798.2	801.4
Dover	36,251.91	41,093.4	37,204.40	43,013.5	43,857.3	952.49	2,763.9	1,079.7	840.4	843.8
Gravesham	32,412.71	36,741.4	33,329.79	38,533.9	39,289.8	917.08	2,548.4	1,039.6	752.9	755.9
Maidstone	58,525.40	66,341.5	59,439.30	68,720.2	70,068.2	913.90	3,726.8	1,036.0	1,342.7	1,348.1
Sevenoaks	48,895.68	55,425.7	49,382.42	57,093.0	58,213.0	486.74	2,787.3	551.7	1,115.5	1,120.0
Shepway	36,629.85	41,521.8	37,431.37	43,275.9	44,124.8	801.52	2,603.1	908.6	845.6	848.9
Swale	43,959.22	49,830.0	45,299.89	52,373.0	53,400.4	1,340.67	3,570.4	1,519.7	1,023.3	1,027.4
Thanet	40,690.57	46,124.8	42,068.58	48,637.2	49,591.3	1,378.01	3,466.5	1,562.0	950.3	954.1
Tonbridge & Malling	47,629.13	53,990.0	48,878.88	56,510.8	57,619.4	1,249.75	3,629.4	1,416.7	1,104.2	1,108.6
Tunbridge Wells	43,538.39	49,352.9	44,448.64	51,388.9	52,396.9	910.25	3,044.0	1,031.8	1,004.1	1,008.1
Total	514,473.29	583,181.2	526,396.56	608,588.1	620,526.8	11,923.27	37,345.6	13,515.6	11,891.3	11,938.7

(Figures subject to rounding)

- 2.3 The overall tax base has increased by more than we estimated when we launched the budget consultation in October. We will analyse the underlying reasons for the change in the tax base, e.g. new dwellings, change in discounts, etc. but we have not received all the information necessary to complete this analysis in time for this version of the budget book.
- 2.4 The tax base includes the impact of local decisions on the level of council tax discounts for working age tax payers in receipt of benefits/on low incomes through CTRS and other additional local discretion on council tax discounts and exemptions on empty properties permitted under the Local Government Finance Act 2012. All districts have reviewed their local schemes for 2017-18. We will analyse the impact that the scheme changes have had on the tax base, but we have not received all the information needed complete this analysis in time for this version of the budget book. As part of this agreement KCC pays a proportion of the county's share of the tax yield to individual district councils towards local collection costs.

2.5 KCC is increasing council tax band rates for 2017-18 by 1.99% (the maximum without requiring a referendum). KCC also agreed to increase council tax by a further 2% through the Social Care Levy, under powers to support adult social care spending. The impact of each of these increases on individual bands is set out in Table 2 (the KCC rates for 2017-18 being those including the Social Care Levy). Other authorities i.e. Police, Fire & Rescue, Districts, Parish and Town Councils are responsible for setting their own share of council tax as part of the overall bill. The final council tax bills will be based on the tax rates set by each of the relevant authorities.

Table 2	2016-17	2017-18 (excl. Social Care Levy)	2017-18 (incl. Social Care Levy)
Band A	£755.70	£770.76	£785.88
Band B	£881.65	£899.22	£916.86
Band C	£1,007.60	£1,027.68	£1,047.84
Band D	£1,133.55	£1,156.14	£1,178.82
Band E	£1,385.45	£1,413.06	£1,440.78
Band F	£1,637.35	£1,669.98	£1,702.74
Band G	£1,889.25	£1,926.90	£1,964.70
Band H	£2,267.10	£2,312.28	£2,357.64

KCC Budget Book

SECTION 3

Capital Investment Plans

Row Ref	SUMMARY						
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
		Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
				2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
1	Strategic and Corporate Services	61,924	11,308	17,412	24,663	7,041	1,500
2	Social Care, Health and Wellbeing	18,359	3,752	7,390	5,673	500	1,044
3	Education and Young People's Services	527,250	285,001	128,979	64,320	48,950	0
4	Growth, Environment and Transport	744,019	268,557	105,022	99,023	121,867	149,550
5	Capitalised Transformation Costs	5,000	0	2,500	2,500	0	0
6	Total Cash Limit	1,356,552	568,618	261,303	196,179	178,358	152,094
	Funded by:						
7	Borrowing	115,999	68,916	62,129	26,011	16,253	-57,310
8	Property Enterprise Fund (PEF) 2	369	369	0	0	0	0
9	Grants	729,930	376,934	124,963	109,651	110,961	7,421
10	Developer Contributions	239,460	34,250	21,990	20,037	18,058	145,125
11	Other External Funding	83,256	16,973	3,636	14,742	12,725	35,180
12	Revenue and Renewals	31,318	3,805	9,970	8,686	8,642	215
13	Capital Receipts	79,695	47,490	24,152	3,278	650	4,125
14	Capital Receipts to Fund Transformation	5,000	0	2,500	2,500	0	0
15	Recycling of Loan Repayments	71,525	19,881	11,963	11,274	11,069	17,338
16	Total Finance	1,356,552	568,618	261,303	196,179	178,358	152,094

Row Ref	SUMMARY											
SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING												
		2017-20 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Strategic and Corporate Services	61,924	11,308	15,940	14,930	0	10,000	0	8,186	60	49,116	1,500
2	Social Care, Health and Wellbeing	18,359	3,752	6,913	2,308	1,607	0	1,735	1,000	0	13,563	1,044
3	Education and Young People's Services	527,250	285,001	34,832	139,251	28,991	0	24,000	15,175	0	242,249	0
4	Growth, Environment and Transport	744,019	268,557	46,708	189,086	29,487	21,103	1,563	3,719	34,246	325,912	149,550
5	Capitalised Transformation Costs	5,000	0	0	0	0	0	0	5,000	0	5,000	0
6	Total Cash Limit	1,356,552	568,618	104,393	345,575	60,085	31,103	27,298	33,080	34,306	635,840	152,094
		2017-20 Funded By:										
		Three Year Budget		Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	ROLLING PROGRAMMES											
7	Strategic and Corporate Services	19,130		7,500	9,180	0	0	0	2,450	0	19,130	
8	Social Care, Health and Wellbeing	1,500		0	0	0	0	1,500	0	0	1,500	
9	Education and Young People's Services	66,373		824	41,100	0	0	24,000	449	0	66,373	
10	Growth, Environment and Transport	98,000		890	96,674	53	0	0	383	0	98,000	
11	Total Rolling Programmes	185,003		9,214	146,954	53	0	25,500	3,282	0	185,003	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
12	Strategic and Corporate Services	42,794	11,308	8,440	5,750	0	10,000	0	5,736	60	29,986	1,500
13	Social Care, Health and Wellbeing	16,859	3,752	6,913	2,308	1,607	0	235	1,000	0	12,063	1,044
14	Education and Young People's Services	460,877	285,001	34,008	98,151	28,991	0	0	14,726	0	175,876	0
15	Growth, Environment and Transport	646,019	268,557	45,818	92,412	29,434	21,103	1,563	3,336	34,246	227,912	149,550
16	Capitalised Transformation Costs	5,000	0	0	0	0	0	0	5,000	0	5,000	0
17	Total Individual Projects	1,171,549	568,618	95,179	198,621	60,032	31,103	1,798	29,798	34,306	450,837	152,094
18	Total Cash Limit	1,356,552	568,618	104,393	345,575	60,085	31,103	27,298	33,080	34,306	635,840	152,094

Row Ref	STRATEGIC & CORPORATE SERVICES							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Three Year Budget		Cash Limits			
					2017-18	2018-19	2019-20	
			£'000		£'000	£'000	£'000	
	Rolling Programmes	Description of Project						
1	Corporate Property Strategic Capital*	Costs associated with delivering the capital programme	9,180		3,060	3,060	3,060	
2	<i>Disposal Costs</i>	Costs of disposing of surplus property	1,950		650	650	650	
3	<i>Modernisation of Assets</i>	Maintaining KCC estates	8,000		3,000	2,000	3,000	
4	Total Rolling Programmes		19,130		6,710	5,710	6,710	
			Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000	£'000
	Individual Projects	Description of Project						
5	<i>Property Investment & Acquisition Fund</i>	To fund strategic acquisitions of land and property	10,375	7,079	3,296			
6	Innovative Schemes Fund	To fund innovative and reactive projects emerging through the year	278	218	60			
7	LIVE Margate	Replace empty and poorly managed housing in Margate with high quality and well managed family housing to regenerate the area	10,038	4,011	993	3,203	331	1,500
8	<i>Rendezvous Hotel</i>	<i>Part of the Regeneration aspirations for Margate</i>	15,750			15,750		
9	<i>Dover Discovery Centre</i>	<i>Refurbishment to make the building fit for purpose</i>	4,306		4,306			
10	Invicta Car Park	To carry out structural repairs, protection & remedial works to extend the useful life of the structure	1,000		1,000			
11	Business Intelligence Tool	Implementation of a new Business Analytics tool for use as a Social Care Case Management system	1,047		1,047			
12	Total Individual Projects		42,794	11,308	10,702	18,953	331	1,500
13	Directorate Total		61,924	11,308	17,412	24,663	7,041	1,500

* Estimated allocations have been included for 2017-18, 2018-19, and 2019-20.

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

Row Ref	STRATEGIC & CORPORATE SERVICES					
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR					
	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2017-18	2018-19	2019-20	Later Years
Funded by:	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing	19,913	3,973	7,406	5,203	3,331	
Grants	14,930		3,060	8,810	3,060	
Developer Contributions	0					
Other External Funding	10,085	85		10,000		
Revenue and Renewals	-41	-41				
Capital Receipts	16,930	7,244	6,886	650	650	1,500
Recycling of Loan Repayments	107	47	60			
Total:	61,924	11,308	17,412	24,663	7,041	1,500

Row Ref	STRATEGIC & CORPORATE SERVICES											
SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING												
		2017-20 Funded By:										
		Three Year Budget		Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	ROLLING PROGRAMMES											
1	Corporate Property Strategic Capital*	9,180			9,180						9,180	
2	<i>Disposal Costs</i>	1,950						1,950			1,950	
3	<i>Modernisation of Assets</i>	8,000		7,500				500			8,000	
4	Total Rolling Programmes	19,130		7,500	9,180	0	0	0	2,450	0	19,130	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	INDIVIDUAL PROJECTS											
5	<i>Property Investment & Acquisition Fund</i>	10,375	7,079						3,296		3,296	
6	Innovative Schemes Fund	278	218							60	60	
7	LIVE Margate	10,038	4,011	4,527							4,527	1,500
8	<i>Rendezvous Hotel</i>	15,750	0		5,750		10,000				15,750	
9	<i>Dover Discovery Centre</i>	4,306	0	1,866				2,440			4,306	
10	Invicta Car Park	1,000	0	1,000							1,000	
11	Business Intelligence Tool	1,047	0	1,047							1,047	
12	Total Individual Projects	42,794	11,308	8,440	5,750	0	10,000	0	5,736	60	29,986	1,500
13	TOTAL CASH LIMIT	61,924	11,308	15,940	14,930	0	10,000	0	8,186	60	49,116	1,500
<p>* Estimated allocations have been included for 2017-18, 2018-19, and 2019-20. <i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p>												

Row Ref	SOCIAL CARE, HEALTH & WELLBEING							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Three Year Budget £'000		Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	
	Rolling Programmes	Description of Project						
1	Home Support Fund & Equipment	Provision of equipment and/or alterations to individuals' homes	1,500		500	500	500	
2	Total Rolling Programmes		1,500		500	500	500	
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
3	Developer Funded Community Schemes	A variety of community schemes to be funded by developer contributions	3,872	1,221	1,607		1,044	
	Kent Strategy for Services for Learning Disability (LD):							
4	Learning Disability Good Day Programme - Community Hubs	Community Hubs - provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	1,616	1,048	568			
5	Short Breaks Units	To provide short break units	504		504			
	Kent Strategy for Services for Older People (OP):							
6	OP Strategy - Specialist Care Facilities	Older Persons Care Provision - Accommodation Strategy	2,281	1,281	1,000			
	System Development:							
7	Adult Social Care Case Management	Replacement of the Adult Social Care Case Management & finance system	7,760		2,587	5,173		
8	Swift Replacement Phase1 (Lifespan)	Implementation of technology to support the new Lifespan structure & business functions	466	77	389			

Row Ref	SOCIAL CARE, HEALTH & WELLBEING
SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR	

	Individual Projects	Description of Project	Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Community Sexual Health Services:							
9	Community Sexual Health Services	Development of premises for delivery of community sexual health services	360	125	235			
10	Total Individual Projects		16,859	3,752	6,890	5,173	0	1,044
11	Directorate Total		18,359	3,752	7,390	5,673	500	1,044

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

	Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
			2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
Funded by:	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing	6,975	62	1,740	5,173		
PEF2	369	369				
Grants	3,185	877	2,308			
Developer Contributions	3,903	1,252	1,607			1,044
Other External Funding	0	0	0			
Revenue and Renewals	1,860	125	735	500	500	
Capital Receipts	2,067	1,067	1,000			
Total:	18,359	3,752	7,390	5,673	500	1,044

Row Ref	SOCIAL CARE, HEALTH & WELLBEING										
SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING											
			2017-20 Funded By:								
	Three Year Budget		Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ROLLING PROGRAMMES											
1	Home Support Fund & Equipment	1,500					1,500			1,500	
2	Total Rolling Programmes	1,500	0	0	0	0	1,500	0	0	1,500	
	Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS											
3	Developer Funded Community Schemes	3,872	1,221		1,607					1,607	1,044
Kent Strategy for Services for Learning Disability (LD):											
4	Learning Disability Good Day Programme - Community Hubs	1,616	1,048		568					568	
5	Short Breaks Units	504			504					504	
Kent Strategy for Services for Older People											
6	OP Strategy - Specialist Care Facilities	2,281	1,281					1,000		1,000	
System Development:											
7	Adult Social Care Case Management	7,760		6,913	847					7,760	
8	Swift Replacement Phase1 (Lifespan)	466	77		389					389	
			2017-20 Funded By:								
	Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS											
Community Sexual Health Services:											
9	Community Sexual Health Services	360	125				235			235	
10	Total Individual Projects	16,859	3,752	6,913	2,308	1,607	0	235	1,000	0	12,063
11	TOTAL CASH LIMIT	18,359	3,752	6,913	2,308	1,607	0	1,735	1,000	0	13,563

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

Row Ref	EDUCATION & YOUNG PEOPLE'S SERVICES					
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR					
			Three Year Budget £'000	Cash Limits		
				2017-18 £'000	2018-19 £'000	2019-20 £'000
	Rolling Programmes	Description of Project				
1	<i>Annual Planned Enhancement Programme*</i>	Planned and reactive capital projects to keep schools open and operational	25,261	9,261	8,000	8,000
2	Devolved Formula Capital Grants for Schools	Enhancement of schools	8,400	2,800	2,800	2,800
3	Schools Revenue Contribution to Capital	Schools spend on capital projects	24,000	8,000	8,000	8,000
4	<i>Pupil Referral Units</i>	Improving the provision of Pupil Referral Units	600	600		
5	Youth - Modernisation of Assets	To purchase vehicles and equipment for youth services	50		50	
6	<i>Modernisation Programme</i>	Improving and upgrading school buildings including removal of temporary classrooms	8,062	4,062	2,000	2,000
7	Total Rolling Programmes		66,373	24,723	20,850	20,800

Row Ref	EDUCATION & YOUNG PEOPLE'S SERVICES
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR

	Individual Projects	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2017-18	2018-19	2019-20	Later Years
					£'000	£'000	£'000	£'000
	Basic Need Schemes - to provide additional pupil places:							
8	<i>Basic Need Programme**</i>	Increasing the capacity of Kent's schools	341,437	194,470	80,165	38,652	28,150	
	Other Projects:							
9	<i>Special Schools Review Phase 2</i>	Major programme of building works to ensure facilities are fit for purpose	80,922	71,466	9,456			
10	<i>Sevenoaks Grammar Annex</i>	A Grammar annex provided in Sevenoaks	22,000	13,100	8,900			
11	John Wallis Academy	To provide a new primary school building to replace the current unsuitable accommodation	5,075	75	2,500	2,500		
12	<i>EYPS Single System</i>	Improve efficiency by reducing the number of recording and monitoring systems	1,800	1,415	385			
13	<i>Priority School Build Programme (PSBP) 1 & 2</i>	Additional works under the PSBP programme not funded by the EFA	9,643	4,475	2,850	2,318		
14	Total Individual Projects		460,877	285,001	104,256	43,470	28,150	0
15	Directorate Total		527,250	285,001	128,979	64,320	48,950	0

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

* Estimated allocations have been included for 2017-18, 2018-19, and 2019-20.

** Estimated allocations have been included for 2018-19 and 2019-20.

	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2017-18	2018-19	2019-20	Later Years
	£'000	£'000	£'000	£'000	£'000	£'000
Funded by:						
Borrowing	35,169	36,862	32,742	2,090		-36,525
Grants	327,079	187,828	60,718	37,583	40,950	
Developer Contributions	85,818	25,377	13,712	15,279		31,450
Other External Funding	450	450				
Revenue and Renewals	24,000		8,000	8,000	8,000	
Capital Receipts	54,734	34,484	13,807	1,368		5,075
Total:	527,250	285,001	128,979	64,320	48,950	0

Row Ref	EDUCATION & YOUNG PEOPLE'S SERVICES											
SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING												
		2017-20 Funded By:										
		Three Year Budget		Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	<i>Annual Planned Enhancement Programme*</i>	25,261		623	24,638						25,261	
2	Devolved Formula Capital Grants for Schools	8,400			8,400						8,400	
3	Schools Revenue Contribution to Capital	24,000						24,000			24,000	
4	<i>Pupil Referral Units</i>	600		201					399		600	
5	Youth - Modernisation of Assets	50							50		50	
6	<i>Modernisation Programme</i>	8,062			8,062						8,062	
7	Total Rolling Programmes	66,373		824	41,100	0	0	24,000	449	0	66,373	
		2017-20 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
Basic Need Schemes - to provide additional pupil places:												
8	<i>Basic Need Programme**</i>	341,437	194,470	27,115	90,861	28,991					146,967	
Other Projects:												
9	<i>Special Schools Review Phase 2</i>	80,922	71,466		4,390				5,066		9,456	
10	<i>Sevenoaks Grammar School</i>	22,000	13,100		2,900				6,000		8,900	
11	<i>John Wallis Academy</i>	5,075	75	5,000					0		5,000	
12	<i>EYPS Single System</i>	1,800	1,415						385		385	
13	<i>Priority School Build Programme (PSBP) 1 & 2</i>	9,643	4,475	1,893					3,275		5,168	
											0	
14	Total Individual Projects	460,877	285,001	34,008	98,151	28,991	0	0	14,726	0	175,876	0
15	TOTAL CASH LIMIT	527,250	285,001	34,832	139,251	28,991	0	24,000	15,175	0	242,249	0

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

* Estimated allocations have been included for 2017-18, 2018-19, and 2019-20.

** Estimated allocations have been included for 2018-19 and 2019-20.

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
			Three Year Budget	Cash Limits			
				2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000
	Rolling Programmes	Description of Project					
1	<i>Country Parks Access and Development</i>	Improvements and adaptations to country parks	243	123	60	60	
2	<i>Public Rights of Way</i>	Structural improvements of public rights of way	2,505	835	835	835	
3	<i>Public Sports Facilities Improvement - Capital Grant</i>	Capital grants for the new provision/refurbishment of sports facilities and projects in the community	300	100	100	100	
4	<i>Village Halls and Community Centres - Capital Grants</i>	Capital Grants for improvements and adaptations to village halls and community centres	400	200	100	100	
5	<i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i>	Maintaining Kent's roads	79,120	29,371	24,874	24,875	
6	<i>National Productivity Investment Fund^</i>	To improve local road networks and public transport	5,399	5,399			
7	<i>Integrated Transport Schemes under £1 million*</i>	Improvements to road safety	9,300	3,100	3,100	3,100	
8	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	680	680			
9	Land compensation and Part 1 claims arising from completed projects	Land compensation part 1 claims	53	43	10		
10	Total Rolling Programmes		98,000	39,851	29,079	29,070	0

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
11	<i>Jasmin Vardimon</i>	To provide access and accommodation for creative industries including the Jasmin Vardimon Dance Company	5,991	155	2,964	2,787	85	
12	Herne Bay Library Plus	Project in partnership with Canterbury City Council to maximise the utilisation of an existing building. The project will also address long-term building issues.	251	1	250			
13	<i>Tunbridge Wells Cultural Hub</i>	Development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council	2,470	225	1,245	1,000		
14	<i>Broadband Contract 2 (formerly Superfast Extension Programme)</i>	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband by the end of 2017	11,200	6,172	5,028			
15	Folkestone Heritage Quarter	Public realm improvement works to Folkestone Old Town	1,465	1,335	130			
16	Kent Empty Property Initiative - No Use Empty (NUE)	The NUE Programme brings long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation including an affordable homes project part funded by HCA through the provision of short term secured loans	20,838	16,013	3,220	470	522	
17	No Use Empty - Rented Affordable Homes	To expand the existing Empty Property Initiative offer to return large family-sized empty properties back into use as affordable rented homes	3,216	1,608			1,538	
18	No Use Empty - Rented Affordable Homes Extension	A continuation of the existing No Use Empty Rented Affordable Homes offer to return large family sized empty properties back into use as affordable rented homes	818	409			409	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
19	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate	39,871	7,055	7,724	8,307	7,292	9,493
20	<i>Turner</i>	To extend and refurbish to make the building function more efficiently to service the high levels of visitor numbers	6,000		200	1,750	4,050	
21	Discovery Park Enterprise Zone	Capital works to support business growth at Discovery Park, Sandwich	5,300	3,400	1,900			
22	Workspace Kent	Establishment of additional incubator and other business workspace	2,174	1,437	295	147	147	148
23	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	6,000	2,000	1,000	1,000	1,000	1,000
24	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	2,312	1,879	142	102	75	114
25	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,005	1,726	74	65	48	92
26	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,000	16,708	12,164	10,455	673	
27	<i>Thanet Parkway</i>	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	21,420	805	550	1,566	18,319	180
28	East Kent Access Phase 2 - Major Road Scheme	Construction of East Kent Access Road	85,425	84,685	424	316		
29	<i>Kent Thameside Strategic Transport Programme</i>	Strategic highway improvement in Dartford & Gravesham	53,406	673	2,289	7,739	7,528	35,177
30	<i>A226 St Clements Way</i>	Road Improvement scheme	6,903	1,059	1,094	4,248	502	
31	Rathmore Road Link	Road Improvement scheme	9,500	5,936	2,258	156	1,150	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
32	Rushenden Link (Sheppey) - Major Road Scheme	Construction of link road	10,932	10,842	50	40		
33	Sittingbourne Northern Relief Road - Major Road Scheme	Construction of relief road	29,742	29,122	286	334		
34	Westwood Relief Strategy - Poorhole Lane Improvement	Road scheme to relieve congestion	4,545	4,421	41	41	42	
35	Drovers Roundabout junction	Construction of roundabout	23,610	23,512	88	10		
36	Victoria Way	Construction of relief road	18,126	18,046	66	14		
37	A28 Chart Road, Ashford	Strategic highway improvement	32,800	1,934	6,404	9,759	14,703	
38	Eurokent Road (East Kent)	Construction of new road in Westwood, Thanet	6,046	6,046				
39	M20 Junction 4 Eastern over bridge	Carriageway widening	5,681	5,504	37	69	71	
40	Tunbridge Wells Junction Improvements	Junction improvements	2,050	805	1,245			
41	Sturry Link Road, Canterbury	Construction of bypass	28,600	548	878	946	14,778	
42	A28 Sturry Road integrated transport package, Canterbury	Construction of bus lane	550	46	504			
43	West Kent local sustainable transport - tackling	Package of measures to reduce congestion and carbon footprint	5,275	2,370	700	905	700	
							600	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000	£'000
	Individual Projects	Description of Project						
44	<i>Kent Strategic Congestion management programme across growth areas</i>	Package of measures to reduce congestion and carbon footprint	4,800	1,598	802	800	800	800
45	<i>Sustainable access to Education & employment</i>	Targeted improvements to Public Rights of Way	1,288	331	357	200	200	200
46	Tonbridge town centre regeneration	Town centre improvements	2,700	2,852	-152			
47	Kent Thameside LSTF - Integrated door-to-door journeys	Package of measures to reduce congestion	4,500	2,900	500	400	400	300
48	Maidstone Integrated Transport		11,850	718	3,862	2,835	3,285	1,150
49	Kent Sustainable interventions programme for	Highway improvements	2,967	675	792	500	500	500
50	Sturry Road Landfill Site	Replacement of water treatment plant	199	7	192			
51	Marsh Million	Fund to support economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station	1,383	903	188	79	75	138
52	<i>Duke of York Roundabout</i> ^{^^}	To increase capacity by changing the layout of the roundabout	4,414	20	292	965	2,494	643
53	<i>Paddock Wood Junction Improvements</i> ^{^^}	locations to support housing delivery at Paddock Wood	3,949	0	340	412	2,946	251
54	<i>Medway Flood Storage Area</i> ^{^^}	To provide flood defences for the River Medway, including property level resilience for Yalding and the surrounding area, increasing the capacity of Leigh Flood Storage area and to support the LGF3 bid for funds to support flood defences for Hildenborough and East Peckham.	4,000					4,000

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000	£'000
	Individual Projects	Description of Project						
55	<i>Dartford Town Centre</i> ^{^^}	A package of works to improve economic performance of Dartford Town Centre	12,000	450	675	3,900	3,525	3,450
56	<i>A2500 Lower Road Improvements</i> ^{^^}	Junction improvements to increase capacity	1,805		387	1,321	53	44
57	<i>A2 Off Slip Wincheap, Canterbury</i> ^{^^}	To deliver an off-slip in the coastbound direction	8,800	216	537	989	3,439	3,619
58	<i>Ashford Town Centre Transformation</i> ^{^^}	To provide the framework for the transformational large scale regeneration and development of Ashford Town Centre	1,934		965	969		
59	<i>Woodsgate Corner</i> ^{^^}	A roundabout scheme to replace a signalised junction	2,598		184	448	1,857	109
60	<i>Westwood Relief Strategy</i> ^{^^}	Improvements to the central roundabout to reduce congestion	5,900		2,000	3,900		
61	Southborough Hub**	Works, including reprovision of library, within new Southborough Hub	1,410	1,410				
62	<i>Orchard Way Railway bridge, Ashford</i>	Strategic highway improvement	15,000					15,000
63	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	Construction of bypass	25,000					25,000
64	<i>South East Maidstone Strategic Link - Road Scheme</i>	Construction of bypass	35,000					35,000
65	Total Individual Projects		646,019	268,557	65,171	69,944	92,797	149,550
66	Directorate Total		744,019	268,557	105,022	99,023	121,867	149,550

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

* Estimated allocations have been included for 2019-20.

** Full business case to come forward in due course

^ 2017-18 allocation shown only. There are likely to be future years allocations but these are not yet known.

^^ Dependent on LGF3 allocations

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
		Total Cost of Scheme	Prior Years Spend	Cash Limits			
		£'000	£'000	2017-18	2018-19	2019-20	Later Years
	Funded by:	£'000	£'000	£'000	£'000	£'000	£'000
	Borrowing	53,942	28,019	20,241	13,545	12,922	-20,785
	Grants	384,736	188,229	58,877	63,258	66,951	7,421
	Developer Contributions	149,739	7,621	6,671	4,758	18,058	112,631
	Other External Funding	72,721	16,438	3,636	4,742	12,725	35,180
	Revenue and Renewals	5,499	3,721	1,235	186	142	215
	Capital Receipts	5,964	4,695	2,459	1,260	0	-2,450
	Recycling of Loan Repayments	71,418	19,834	11,903	11,274	11,069	17,338
	Total:	744,019	268,557	105,022	99,023	121,867	149,550

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING											
		2017-20 Funded By:										
		Three Year Budget		Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
ROLLING PROGRAMMES												
1	Country Parks Access and Development	243		60					183		243	
2	Public Rights of Way	2,505		0	2,505						2,505	
3	Public Sports Facilities Improvement - Capital Grant	300		200					100		300	
4	Village Halls and Community Centres - Capital Grants	400		300					100		400	
5	Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*	79,120			79,120						79,120	
6	National Productivity Investment Fund^	5,399			5,399						5,399	
7	Integrated Transport Schemes under £1 million*	9,300			9,300						9,300	
8	Major Schemes - Preliminary Design Fees	680		330	350						680	
9	Land compensation and Part 1 claims arising from completed projects	53				53					53	
10	Total Rolling Programmes	98,000		890	96,674	53	0	0	383	0	98,000	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
11	Jasmin Vardimon	5,991	155				5,836				5,836	
12	Herne Bay Library Plus	251	1	250							250	
13	Tunbridge Wells Cultural Hub	2,470	225			400	245		1,600		2,245	
14	Broadband Contract 2 (formerly Superfast Extension Programme)	11,200	6,172					1,000	4,028		5,028	
15	Folkestone Heritage Quarter	1,465	1,335				130				130	
16	Kent Empty Property Initiative - No Use Empty (NUE)	20,838	16,013	-1,804				57		5,959	4,212	613
17	No Use Empty - Rented Affordable Homes	3,216	1,608							1,538	1,538	70
18	No Use Empty - Rented Affordable Homes Extension	818	409									409
19	Kent & Medway Business Fund	39,871	7,055							23,323	23,323	9,493
20	Turner	6,000	0				6,000				6,000	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING											
		2017-20 Funded By:									Later Years	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments		Total 2017-20
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
	INDIVIDUAL PROJECTS											
21	Discovery Park Enterprise Zone	5,300	3,400		1,900						1,900	
22	Workspace Kent	2,174	1,437		0				589		589	148
23	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	6,000	2,000		3,000						3,000	1,000
24	Energy and Water Efficiency Investment Fund - External	2,312	1,879					319			319	114
25	Energy Reduction and Water Efficiency Investment - KCC	2,005	1,726					187			187	92
26	LED Conversion	40,000	16,708	23,292							23,292	
27	Thanet Parkway	21,420	805	1,845	10,000		8,590				20,435	180
28	East Kent Access Phase 2 - Major Road Scheme	85,425	84,685	696	44						740	
29	Kent Thameside Strategic Transport Programme	53,406	673		11,306	6,250					17,556	35,177
30	A226 St Clements Way	6,903	1,059		3,265	2,579					5,844	
31	Rathmore Road Link	9,500	5,936		3,264				300		3,564	
32	Rushenden Link (Sheppey) - Major Road Scheme	10,932	10,842			90					90	
33	Sittingbourne Northern Relief Road - Major Road Scheme	29,742	29,122			620					620	
34	Westwood Relief Strategy - Poorhole Lane Improvement	4,545	4,421			124					124	
35	Drovers Roundabout junction	23,610	23,512	98							98	
36	Victoria Way	18,126	18,046	0	80						80	
37	A28 Chart Road, Ashford	32,800	1,934	21,249	8,490	1,127					30,866	
38	Eurokent Road (East Kent)	6,046	6,046						-2,592	2,592		
39	M20 Junction 4 Eastern over bridge	5,681	5,504			177					177	
40	Tunbridge Wells Junction Improvements	2,050	805		1,000	245					1,245	
41	Sturry Link Road, Canterbury	28,600	548		5,367	11,235					16,602	11,450
42	A28 Sturry Road integrated transport package, Canterbury	550	46		254	250					504	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	SECTION 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY FUNDING											
			2017-20 Funded By:									
	Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	INDIVIDUAL PROJECTS											
43	<i>West Kent local sustainable transport - tackling congestion</i>	5,275	2,370		2,100		205			2,305	600	
44	<i>Kent Strategic Congestion management programme across growth areas</i>	4,800	1,598		2,402					2,402	800	
45	<i>Sustainable access to Education & employment</i>	1,288	331		519	238				757	200	
46	<i>Tonbridge town centre regeneration</i>	2,700	2,852		-152					-152		
47	<i>Kent Thameside LSTF - Integrated door-to-door journeys</i>	4,500	2,900		1,300					1,300	300	
48	<i>Maidstone Integrated Transport</i>	11,850	718		7,867	2,115				9,982	1,150	
49	<i>Kent Sustainable interventions programme for growth</i>	2,967	675		1,792					1,792	500	
50	<i>Sturry Rd Landfill Site</i>	199	7	192						192		
51	<i>Marsh Million</i>	1,383	903				97		245	342	138	
52	<i>Duke of York Roundabout[^]</i>	4,414	20		3,751					3,751	643	
53	<i>Paddock Wood Junction Improvements[^]</i>	3,949	0		3,000	698				3,698	251	
54	<i>Medway Flood Storage Area[^]</i>	4,000								0	4,000	
55	<i>Dartford Town Centre[^]</i>	12,000	450		8,100					8,100	3,450	
56	<i>A2500 Lower Road Improvements[^]</i>	1,805			1,221	540				1,761	44	
57	<i>A2 Off Slip Wincheap, Canterbury[^]</i>	8,800	216		4,184	781				4,965	3,619	
58	<i>Ashford Town Centre Transformation[^]</i>	1,934			969	965				1,934		
59	<i>Woodsgate Corner[^]</i>	2,598			2,489					2,489	109	
60	<i>Westwood Relief Strategy[^]</i>	5,900			4,900	1,000				5,900		
61	<i>Southborough Hub^{**}</i>	1,410	1,410									
62	<i>Orchard Way Railway bridge, Ashford</i>	15,000									15,000	
63	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	25,000									25,000	
64	<i>South East Maidstone Strategic Link - Road Scheme</i>	35,000									35,000	
65	Total Individual Projects	646,019	268,557	45,818	92,412	29,434	21,103	1,563	3,336	34,246	227,912	149,550
66	TOTAL CASH LIMIT	744,019	268,557	46,708	189,086	29,487	21,103	1,563	3,719	34,246	325,912	149,550
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Indicative figures have been included for 2018-19 and 2019-20.</p> <p>** Full business case to come forward in due course.</p> <p>[^] 2017-18 allocation shown only. There are likely to be future years allocations but these are not yet known.</p> <p>^{^^} Dependent on LGF3 allocations</p>												

KCC Budget Book

SECTION 4

Directorate Revenue Budget Summary

Section 4 - Directorate Revenue Budget Summary

WHO IS RESPONSIBLE FOR THE BUDGET?

REVENUE SPENDING

Row ref	2016-17 Revised Base Budget (Net Cost) £000s	Directorate	2017-18 Approved Budget							
			Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Net Change
			£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	64,920.4	Education and Young People's Services (excluding delegated budgets)	61,593.1	225,690.5	287,283.6	-28,386.5	-20,356.8	-181,310.1	57,230.2	-7,690.2
2	0.0	Education and Young People's Services - delegated budgets for schools and pupil referral units	493,235.4	173,298.9	666,534.3	0.0	-49,814.8	-616,719.5	0.0	0.0
3	164,284.1	Growth, Environment and Transport	46,960.2	154,595.5	201,555.7	-2,855.3	-32,434.7	-3,958.4	162,307.3	-1,976.8
4	497,785.6	Social Care, Health and Wellbeing	145,231.9	635,754.7	780,986.6	-10,668.5	-121,951.7	-113,247.5	535,118.9	37,333.3
5	68,402.0	Strategic and Corporate Services	47,387.6	72,361.9	119,749.5	-31,055.0	-19,793.7	-5,752.8	63,148.0	-5,254.0
6	115,657.6	Financing Items (including Unallocated)	4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4	-485.2
7	911,049.7	BUDGET REQUIREMENT	798,433.2	1,390,008.9	2,188,442.1	-72,965.3	-261,493.7	-921,006.3	932,976.8	21,927.1
8	<i>911,049.7</i>	<i>BUDGET REQUIREMENT (excl Schools Budgets)</i>	<i>305,197.8</i>	<i>1,216,710.0</i>	<i>1,521,907.8</i>	<i>-72,965.3</i>	<i>-211,678.9</i>	<i>-304,286.8</i>	<i>932,976.8</i>	<i>21,927.1</i>
		Funded by:								
9	-583,181.2	Council Tax Yield						-620,526.8	-620,526.8	-37,345.6
10	-11,202.9	Council Tax Collection Fund						-12,494.2	-12,494.2	-1,291.3
11	-51,413.5	Local Share of Business Rates						-50,599.9	-50,599.9	813.6
12	2,136.6	Business Rates Collection Fund						140.3	140.3	-1,996.3
		<u>Un-ringfenced Grants</u>								
13	-111,424.6	Revenue Support Grant						-66,475.8	-66,475.8	44,948.8
14	-5,682.3	Transitional Grant						-5,684.7	-5,684.7	-2.4
15	0.0	Social Care Support Grant						-6,192.0	-6,192.0	-6,192.0
16	-123,963.5	Business Rate Top-Up						-128,863.8	-128,863.8	-4,900.3
17	-3,341.7	Business Rate Compensation Grant						-3,341.7	-3,341.7	0.0
18	0.0	Improved Better Care Fund						-301.2	-301.2	-301.2
19	0.0	Adult Social Care Allocation (Spring Budget 2017)						-26,090.8	-26,090.8	-26,090.8
20	-12,375.0	Education Services Grant (ESG)						0.0	0.0	12,375.0
21	0.0	ESG: one-year transitional protection						-3,372.1	-3,372.1	-3,372.1
22	-9,305.9	New Homes Bonus (NHB) & NHB Adjustment Grants						-7,804.9	-7,804.9	1,501.0
23	-1,295.7	Other Un-ringfenced Grant						-1,369.2	-1,369.2	-73.5
24	0.0	TOTAL	798,433.2	1,390,008.9	2,188,442.1	-72,965.3	-261,493.7	-1,853,983.1	0.0	0.0

KCC Budget Book

SECTION 5

A-Z Service Analysis Summary Groupings

(used for in-year Monitoring Reports)

Section 5 - A to Z Service Analysis Summary Groupings (used for in-year Monitoring Reports)

Row Ref	2016-17 Revised Base	Directorate & Grouping	2017-18 Approved Budget							A-Z row numbers per section 6 (A to Z service analysis)
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Education & Young People Services								
1	18,176.4	Early Help & Prevention for Children & Families	19,003.7	9,202.8	28,206.5	-4,956.2	-446.2	-8,837.4	13,966.7	58, 59
2	1,297.3	Early Years Education & Childcare	4,451.2	70,175.5	74,626.7	-548.7	-857.8	-71,996.9	1,223.3	62, 63
3	144.7	Attendance, Behaviour & Exclusion Services	2,219.4	2,829.5	5,048.9	-10.0	-297.0	-4,741.9	0.0	61, 117
4	0.0	High Needs Education Budgets (excl. Schools & Pupil Referral Units)	0.0	35,176.0	35,176.0	-274.6	-3,476.8	-31,424.6	0.0	118, 119, 120, 121
5	3,340.6	SEN & Psychology Services	7,591.5	11,622.3	19,213.8	-868.2	-929.5	-14,879.3	2,536.8	64, 66, 156
6	4,216.9	Other Services for Young People & School Related Services	8,035.4	8,875.2	16,910.6	-4,977.8	-1,372.7	-7,460.2	3,099.9	60, 65, 74, 127
7	30,547.7	Pupil & Student Transport Services	192.1	36,104.1	36,296.2	-678.0	-3,034.4	0.0	32,583.8	129, 130, 131
8	94.1	Other Schools' Related Costs	105.7	33,868.2	33,973.9	-13,132.8	-1,809.3	-19,106.7	-74.9	122, 125, 126
9	1,638.3	Youth and Offending Services	2,614.4	2,417.0	5,031.4	-1,100.0	-1,310.9	-1,382.2	1,238.3	67, 68
10	-905.1	Adult Education and Employment Services for Vulnerable Adults	9,441.6	4,051.8	13,493.4	-305.0	-3,411.9	-10,681.6	-905.1	76, 83
11	6,369.5	EYP Management & Support Services	7,938.1	11,368.1	19,306.2	-1,535.2	-3,410.3	-10,799.3	3,561.4	124, 160, 172
12	64,920.4	Sub Total E&YP Directorate	61,593.1	225,690.5	287,283.6	-28,386.5	-20,356.8	-181,310.1	57,230.2	
		Social Care, Health & Wellbeing								
13	0.0	Additional Adult Social Care allocation	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8	1
14	144,568.5	Learning Disability Adult Services	7,826.9	156,580.3	164,407.2	0.0	-11,397.4	-1,914.9	151,094.9	2, 6, 11, 15, 21, 22, 23, 31, 32
15	31,960.5	Physical Disability Adult Services	0.0	36,153.6	36,153.6	0.0	-3,183.4	-1,026.2	31,944.0	5, 9, 10, 13, 20, 28, 35
16	14,049.0	Mental Health Adult Services	1,202.4	14,938.6	16,141.0	0.0	-1,302.0	-269.9	14,569.1	3, 14, 16, 24, 25, 30
17	81,546.4	Older People Adult Services	17,709.2	155,395.0	173,104.2	-51.0	-81,473.6	-10,492.5	81,087.1	4, 7, 8, 12, 17, 18, 19, 26, 27, 33, 34
18	46,809.4	Adult & Older People Preventative & Other Services	3,488.3	58,336.4	61,824.7	-3,087.1	-11,090.1	-2,296.7	45,350.8	29, 36, 37, 38, 40, 41, 42, 43, 44, 81
19	39,282.6	Adult's Assessment & Safeguarding Staffing	39,037.3	4,152.2	43,189.5	-37.2	-3,039.1	-311.7	39,801.5	39, 155
20	8,106.1	Children in Care (Looked After) Services - Disabled Children	2,793.9	7,552.3	10,346.2	-480.0	-1,602.4	0.0	8,263.8	45, 47, 49, 51, 52
21	46,149.1	Children in Care (Looked After) Services - Non-Disabled Children	3,692.6	49,365.2	53,057.8	-232.6	-697.2	-3,785.9	48,342.1	46, 48, 50, 53, 54, 55
22	11,448.1	Adoption & Other Permanent Children's Arrangements	1,909.2	11,899.0	13,808.2	0.0	-103.0	0.0	13,705.2	69
23	6,511.8	Family Support & Other Children Services - Disabled Children	0.0	6,965.6	6,965.6	0.0	-305.0	0.0	6,660.6	56
24	9,639.7	Family Support & Other Children Services - Non-Disabled Children	8,192.5	6,093.4	14,285.9	-3,245.4	-592.9	-624.7	9,822.9	57, 73, 74
25	550.0	Asylum Seekers	0.0	23,626.0	23,626.0	0.0	0.0	-23,076.0	550.0	70, 71, 72
26	5,327.1	Children's Assessment Staffing - Disabled Children	5,089.6	469.1	5,558.7	-80.0	-151.6	0.0	5,327.1	157

Section 5 - A to Z Service Analysis Summary Groupings (used for in-year Monitoring Reports)

Row Ref	2016-17 Revised Base	Directorate & Grouping	2017-18 Approved Budget							A-Z row numbers per section 6 (A to Z service analysis)
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
27	36,248.9	Children's Assessment Staffing - Non-Disabled Children	38,216.6	2,517.6	40,734.2	-3,170.2	-169.5	0.0	37,394.5	158
28	0.0	Public Health	3,677.0	72,264.9	75,941.9	-9.8	-6,564.1	-69,368.0	0.0	103, 104, 105, 106, 107, 108, 109, 110, 111, 162
29	0.0	<i>Transfer to/from Public Health Reserve</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
30	15,588.4	SCH&W Management & Support Services	12,396.4	3,354.7	15,751.1	-275.2	-280.4	-81.0	15,114.5	162, 164, 165, 168, 169
31	497,785.6	Sub Total SCH&W Directorate	145,231.9	635,754.7	780,986.6	-10,668.5	-121,951.7	-113,247.5	535,118.9	
		Growth, Environment & Transport								
32	10,899.9	Libraries Registrations & Archives	11,328.1	4,615.0	15,943.1	-413.7	-5,836.3	0.0	9,693.1	80
33	3,581.8	Environment	4,496.9	4,457.8	8,954.7	-402.2	-3,144.2	-1,934.5	3,473.8	84, 85, 86
34	5,056.8	Economic Development & Other Community Services	3,839.4	6,353.9	10,193.3	-1,196.4	-3,763.4	-828.7	4,404.8	60, 75, 79, 82, 116
35	7,347.0	General Highways Maintenance & Emergency Response	3,581.7	4,846.6	8,428.3	0.0	-599.9	0.0	7,828.4	89
36	22,831.4	Other Highways Maintenance & Management	9,831.1	19,539.6	29,370.7	-28.0	-8,324.5	-107.4	20,910.8	87, 88, 90, 91, 92, 93, 94, 95, 96, 97
37	8,840.1	Public Protection & Enforcement	7,570.2	3,726.0	11,296.2	-66.0	-2,078.6	0.0	9,151.6	112, 113, 114, 115
38	3,767.3	Planning & Transport Strategy and Other Related Services (inc School Crossing Patrols)	3,320.0	670.6	3,990.6	-232.0	-242.3	0.0	3,516.3	101, 102, 125, 133, 134
39	17,111.2	Concessionary Fares	0.0	16,784.2	16,784.2	0.0	-27.0	0.0	16,757.2	128
40	6,043.4	Subsidised Bus Services	0.0	8,311.5	8,311.5	-517.0	-604.0	-1,087.8	6,102.7	132
41	8,312.5	Young Person's Travel Pass	0.0	14,218.7	14,218.7	0.0	-5,836.2	0.0	8,382.5	135
42	1,989.3	Waste Management	984.1	997.2	1,981.3	0.0	-16.0	0.0	1,965.3	136, 137, 138
43	28,475.1	Waste Processing	0.0	31,044.3	31,044.3	0.0	-1,868.7	0.0	29,175.6	139, 140, 141
44	36,120.0	Treatment and Disposal of Residual Waste	0.0	37,363.0	37,363.0	0.0	0.0	0.0	37,363.0	142
45	3,908.3	GE&T Management & Support Services	2,008.7	1,667.1	3,675.8	0.0	-93.6	0.0	3,582.2	161
46	164,284.1	Sub Total GE&T Directorate	46,960.2	154,595.5	201,555.7	-2,855.3	-32,434.7	-3,958.4	162,307.3	
		Strategic & Corporate Services								
47	5,172.3	Contact Centre, Digital Web Services & Gateways	324.8	4,563.4	4,888.2	0.0	-259.6	-89.0	4,539.6	77, 78
48	3,988.2	Local Democracy	0.0	3,923.2	3,923.2	0.0	0.0	0.0	3,923.2	98, 99, 100
49	36,259.3	Infrastructure (ICT & Property Services) & Business Services Centre	24,916.7	52,397.9	77,314.6	-28,637.2	-13,800.5	-336.0	34,540.9	166, 177, 178, 179
50	10,808.6	Finance & Procurement	11,150.0	4,077.3	15,227.3	-1,116.9	-3,759.1	-904.8	9,446.5	172, 173
51	9,587.5	Engagement, Organisation Design & Development (HR, Comms & Engagement)	5,459.8	3,865.8	9,325.6	-584.0	-583.1	0.0	8,158.5	170, 175, 176
52	5,034.6	Other Support to Front Line Services	4,833.3	1,387.9	6,221.2	0.0	-1,259.4	-35.0	4,926.8	167, 171, 174, 180, 181
53	-2,448.5	S&CS Management & Support Services	703.0	2,146.4	2,849.4	-716.9	-132.0	-4,388.0	-2,387.5	163
54	68,402.0	Sub Total S&CS Directorate	47,387.6	72,361.9	119,749.5	-31,055.0	-19,793.7	-5,752.8	63,148.0	

Section 5 - A to Z Service Analysis Summary Groupings (used for in-year Monitoring Reports)

Row Ref	2016-17 Revised Base	Directorate & Grouping	2017-18 Approved Budget							A-Z row numbers per section 6 (A to Z service analysis)
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
55	115,657.6	Financing Items (Including Unallocated)	4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4	144, 145, 146, 147, 148, 149, 150, 151, 152, 153
56	911,049.7	Total KCC (Excluding Schools)	305,197.8	1,216,710.0	1,521,907.8	-72,965.3	-211,678.9	-304,286.8	932,976.8	
57	0.0	Schools Delegated Budgets & Pupil Referral Units	493,235.4	173,298.9	666,534.3	0.0	-49,814.8	-616,719.5	0.0	123
58	911,049.7	Total KCC (Including Schools)	798,433.2	1,390,008.9	2,188,442.1	-72,965.3	-261,493.7	-921,006.3	932,976.8	

KCC Budget Book

SECTION 6

A-Z Service Analysis

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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										
1	0.0	SCH&W	Additional Adult Social Care allocation	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8	Additional spending on Adult Social Care following the Chancellors spring budget announcement on 8 March 2017. Spending plans are to be decided at County Council on 25 May 2017.	13	83
			Direct Payments										
2	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.	14	84
3	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.	16	85
4	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.	17	86
5	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.	15	87
			Domiciliary Care										
6	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.	14	88
7	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.	17	89
8	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.	17	90

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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	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.	15	91
10	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.	15	92
			Non Residential Charging Income										
11	-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.	14	93
12	-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.	17	94
13	-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.	15	96
14	-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.	16	97
			Nursing and Residential Care										
15	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.	14	98
16	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.	16	99
17	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.	17	100

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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	14,367.9	SCH&W	Older People (aged 65+) - Residential - In house service	8,927.9	10,949.4	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/respice beds and 85 nursing care beds.	17	101
19	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 respice services which are included within the Support to Carers budget below.	17	102
20	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.	15	103
			Supported Living										
21	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.	14	104
22	4,318.1	SCH&W	Learning Disability (aged 18+) - Shared Lives Scheme	313.2	4,424.3	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.	14	105
23	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.	14	106
24	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.	16	107
25	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.	16	108
26	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.	17	109
27	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.	17	110
28	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.	15	113

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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										
29	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.	18	114
30	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.	16	115
			Day Care										
31	6,016.7	SCH&W	Learning Disability (aged 18+) - In house service	5,203.1	884.3	6,087.4	0.0	-70.7	0.0	6,016.7	Day care/day services provided by KCC.	14	116
32	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.	14	117
33	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.	17	118
34	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.	17	119
35	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.	15	120
36	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.	18	121
37	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.	18	122

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
38	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.	18	123
39	1,562.8	SCH&W	Safeguarding	1,442.4	876.8	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.	19	124
			Social Support										
40	3,292.7	SCH&W	Carers - In house service	2,412.8	118.2	2,531.0	0.0	0.0	0.0	2,531.0	KCC residential services predominately providing respite services to support carers.	18	125
41	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.	18	126
42	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.	18	127
43	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.	18	128
44	1,487.4	SCH&W	Support & Assistance Service (Social Fund) including refugee families	319.6	2,077.3	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.	18	129

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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										
			Children in Care (Looked After)										
45	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).	20	131
46	22,685.0	SCH&W	Fostering - Non-Disabled Children - In house service	1,723.2	21,121.8	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.	21	132
47	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.	20	134
48	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.	21	135
49	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.	20	137
50	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.	21	138
51	2,518.6	SCH&W	Residential Children's Services - Disabled Children - In house service (Short Breaks Units)	2,793.9	407.1	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).	20	140
52	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).	20	142
53	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).	21	143

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
54	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.	21	144
55	1,454.8	SCH&W	Virtual School Kent	1,969.4	3,215.7	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.	21	145
			Children in Need										
56	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.	23	147
57	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.	24	148
			Early Help										
58	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	149
59	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	150
			Education and Personal										
60	1,030.1	E&YP, GE&T	14 to 24 year olds	1,307.8	712.7	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 & 34	151

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
61	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	152
62	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	153
63	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	154
64	2,188.0	E&YP	Education Psychology Service	3,034.3	128.2	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	155
65	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	156
66	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	157
67	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	158

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
68	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	159
			Other Children's Services										
69	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.	22	160
			Asylum Seekers:										
70	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.	25	161
71	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.	25	162
72	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.	25	163
73	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.	24	164
74	5,025.5	E&YP, SCH&W	Safeguarding	5,674.7	778.8	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 & 24	165
			Community Services										
75	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.	34	166

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
76	-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	167
77	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.	47	168
78	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.	47	169
79	-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.	34	170

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
80	10,899.9	GE&T	Libraries, Registration and Archives Services	11,328.1	4,615.0	15,943.1	-413.7	-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>	32	171
81	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>	18	172
82	438.3	GE&T	Sports & Physical Activity Development	734.8	991.3	1,726.1	-147.8	-1,196.7	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>	34	173

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
83	461.3	E&YP	Supporting Employment	650.4	145.9	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	174
			Environment										
84	569.9	GE&T	Country Parks, Countryside Partnerships & Explore Kent	1,635.0	1,257.2	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.	33	176

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
85	1,384.8	GE&T	Environmental Management (incl. Coastal Protection)	1,573.9	2,702.4	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.	33	177
86	1,627.1	GE&T	Public Rights of Way	1,288.0	498.2	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.	33	178
			Highways										
			<i>Highways Maintenance</i>										
87	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.	36	179
88	2,051.5	GE&T	Bridges and other structures	644.0	1,583.6	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.	36	180

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
89	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.	35	181
90	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.	36	182
91	3,083.1	GE&T	Streetlight maintenance	521.2	2,316.6	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.	36	183
			Highways Management										
92	-18.3	GE&T	Development Planning	1,771.1	320.8	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.	36	184
93	1,661.2	GE&T	Highway improvements	2,293.9	-723.1	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.	36	185
94	642.6	GE&T	Road safety	980.8	1,722.0	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.	36	186
95	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.	36	187
96	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.	36	188
97	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.	36	189
			Local Democracy										
98	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.	48	190
99	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.	48	191

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
100	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.	48	192
			Planning and Transport Strategy										
101	1,255.7	GE&T	Planning & Transport Policy	774.7	377.0	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.	38	193
102	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).	38	194
			Public Health										
103	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.	28	195

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
104	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.	28	196
105	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.	28	197
106	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.	28	198
107	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.	28	199

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
108	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.	28	201
109	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.	28	202
110	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.	28	203
111	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.	28	204
			Public Protection										
112	2,217.3	GE&T	Community Safety (including Community Wardens)	2,046.0	198.1	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.	37	205

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
113	2,884.6	GE&T	Coroners	1,873.9	2,168.2	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.	37	206
114	1,124.2	GE&T	Emergency Response & Resilience (including Flood Risk Management)	829.8	631.4	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.	37	207
115	2,614.0	GE&T	Trading Standards (including Kent Scientific Services)	2,820.5	728.3	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.	37	208

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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										
116	2,609.3	GE&T	Regeneration & Economic Development Services	2,516.5	3,666.7	6,183.2	-1,048.6	-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.	34	209
			Schools & High Needs Education Budgets										
117	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	210
118	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	211
119	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	212
120	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	213
121	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	214
122	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	215
123	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.	57	216
			Schools' Services										
124	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	217

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
125	555.1	E&YP, GE&T	Other Schools' Services	514.2	5,719.6	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 & 38	218
126	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	219
127	2,375.5	E&YP	School Improvement	4,407.5	2,451.5	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	220
			Transport Services										
128	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.	39	221
129	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	222
130	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	223
131	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	224
132	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.	40	225
133	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.	38	226
134	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.	38	227

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
135	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.	41	228
			Waste Management										
136	814.1	GE&T	Waste Compliance, Commissioning and Contract Management	597.0	208.1	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.	42	229
137	575.4	GE&T	Partnerships & development	282.3	287.1	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.	42	230
138	599.8	GE&T	Closed Landfill Sites	104.8	502.0	606.8	0.0	-16.0	0.0	590.8	Pollution monitoring and control and maintenance of 19 closed landfills to ensure public safety and environmental protection is maintained.	42	231
			Waste Processing										
139	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.	43	233
140	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.	43	234
141	6,939.7	GE&T	Recycling Contracts and Composting	0.0	8,925.7	8,925.7	0.0	-1,716.0	0.0	7,209.7	Recycling and composting 346,800 tonnes (47%) of household waste.	43	235
142	36,120.0	GE&T	Treatment and disposal of residual waste	0.0	37,363.0	37,363.0	0.0	0.0	0.0	37,363.0	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.	44	236

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
143	634,968.3		Total Direct Services to the Public	639,316.2	1,176,320.7	1,815,636.9	-36,812.5	-218,187.2	-895,937.0	664,700.2			
			<u>Financing Items (including Unallocated)</u>										
144	264.0	FI	Audit Fees	0.0	264.0	264.0	0.0	0.0	0.0	264.0		55 237	
145	704.0	FI	Carbon Reduction Commitment	0.0	631.0	631.0	0.0	0.0	0.0	631.0		55 238	
146	-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.	55 239	
147	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.	55 240	
148	-5,685.7	FI	Contribution to/from reserves	0.0	-5,090.6	-5,090.6	0.0	0.0	0.0	-5,090.6		55 241	
149	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.	55 242	
150	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.	55 243	
151	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		55 244	
152	953.0	FI	Other	1,125.0	946.0	2,071.0	0.0	0.0	-18.0	2,053.0		55 245	
153	0.0	FI	Unallocated	2,900.0	-2,657.3	242.7	0.0	0.0	0.0	242.7		55 246	
154	115,657.6		Total Financing Items	4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4			
			<u>Assessment Services</u>										
155	37,719.8	SCH&W	Adult's Social Care Staffing	37,594.9	3,275.4	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.	19 247	
156	1,152.6	E&YP	Assessment and Support of Children with Special Education Needs	4,444.9	5,569.1	10,014.0	0.0	-281.0	-9,229.2	503.8	Statutory assessment and review of children with Special Educational Needs.	5 248	
157	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.	26 250	
158	36,248.9	SCH&W	Children's Social Care Staffing - Non-Disabled Children	38,216.6	2,517.6	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.	27 251	
159	80,448.4		Total Assessment Services	85,346.0	11,831.2	97,177.2	-3,287.4	-3,530.1	-9,414.5	80,945.2			

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
			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.		
160	1,837.8	E&YP	Education & Young People (E&YP)	6,256.7	3,799.1	10,055.8	-503.5	-2,526.0	-7,536.6	-510.3		11	252
161	3,908.3	GE&T	Growth, Environment & Transport (GE&T)	2,008.7	1,667.1	3,675.8	0.0	-93.6	0.0	3,582.2		45	253
162	7,098.5	SCH&W	Social Care, Health & Wellbeing (SCH&W)	4,978.9	3,716.7	8,695.6	-235.2	-160.0	-1,132.7	7,167.7		28 & 30	254
163	-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		53	255
			Support to Frontline Services:										
164	4,656.9	SCH&W	Adult's Social Care Commissioning	4,461.6	170.8	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.	30	256
165	1,121.4	SCH&W	Adult's Social Care Performance Monitoring	820.0	101.4	921.4	0.0	0.0	0.0	921.4	Responsible for performance monitoring and information services for adults social care.	30	257
166	0.0	S&CS	Business Services Centre	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.	49	258
167	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.	52	259
168	1,796.4	SCH&W	Children's Social Care Commissioning	1,706.7	78.6	1,785.3	0.0	-50.9	0.0	1,734.4	Responsible for developing and delivering a commissioning strategy and procurement priorities for Specialist Children's Services	30	260
169	815.2	SCH&W	Children's Social Care Performance Monitoring	769.2	39.9	809.1	0.0	0.0	0.0	809.1	Responsible for performance monitoring and information services for children's social care.	30	261

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
170	2,172.2	S&CS	Communications, Consultation & Engagement	1,652.3	497.6	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.	51	262
171	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.	52	263
172	7,381.9	S&CS	Finance and Procurement <i>(excluding services commissioned from Business Services Centre)</i>	12,831.4	1,373.4	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 & 50	264
173	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.	50	265
174	-1,006.2	S&CS	General Counsel and Information Governance	764.5	-1,432.5	-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.	52	266
175	5,861.8	S&CS	Human Resources <i>(excluding services commissioned from Business Services Centre)</i>	3,807.5	2,025.2	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.	51	267
176	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.	51	268

Section 6 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

Row Ref	2016-17 Revised Base	Directorate	Service	2017-18 Approved 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			
177	30,546.8	S&CS	Infrastructure (Property & ICT) <i>(excluding services commissioned from Business Services Centre & LATCO)</i>	3,238.9	39,608.8	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.	49	269
178	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.	49	270
179	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.	49	271
180	-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.	52	272
181	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.	52	273
182	79,975.4		Total Management, Support Services and Overheads	69,746.0	73,549.6	143,295.6	-32,865.4	-22,634.4	-15,636.8	72,159.0			
183	911,049.7		TOTAL	798,433.2	1,390,008.9	2,188,442.1	-72,965.3	-261,493.7	-921,006.3	932,976.8			

KCC Budget Book

SECTION 7

A to Z Variation Statements

The A-Z Variation Statements that follow show pressures and savings against the headings provided in the 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 in Kent
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 Judgment 2014, previously funded from initial grant
Intermediaries Legislation	Estimated impact of additional employer costs resulting from new Intermediaries legislation from 6 April 2017
Additional Adult Social Care Allocation	Additional spending on adult social care following the Chancellor's announcement on 8th March 2017. Spending plans to be decided at May County Council
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 year 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 providing 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
Financing Savings	
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)
Policy Savings	
<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

Section 7 - A to Z Variation Statements

Adults and Older People - Additional Adult Social Care allocation

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	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							
<u>Government & Legislative</u>							
Additional Adult Social Care Allocation	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8
<i>Sub-total Additional Spending Pressures</i>	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8
Savings & Income							
<i>Sub-total Savings & Income</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2017-18 Approved Budget	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8

Section 7 - A to Z Variation Statements

Adults and Older People - Direct Payments - Learning Disability (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	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 Approved Budget	0.0	19,874.9	19,874.9	0.0	-39.5	-875.5	18,959.9

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	1,067.3	1,067.3	0.0	-84.3	0.0	983.0

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	11,313.0	11,313.0	0.0	-2,658.6	-186.5	8,467.9

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	12,159.8	12,159.8	0.0	0.0	-982.2	11,177.6

Section 7 - A to Z Variation Statements

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

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>	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 Approved Budget	0.0	838.7	838.7	0.0	0.0	-14.0	824.7

Section 7 - 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: 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>	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 Approved Budget	8,152.5	-5.3	8,147.2	-51.0	-5,670.4	0.0	2,425.8

Section 7 - 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: 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	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 Approved Budget	0.0	32,061.6	32,061.6	0.0	-5,767.0	-71.0	26,223.6

Section 7 - 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: 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	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 Approved Budget	0.0	579.4	579.4	0.0	0.0	0.0	579.4

Section 7 - 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: 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	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 Approved Budget	0.0	4,939.0	4,939.0	0.0	0.0	-28.4	4,910.6

Section 7 - 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: 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	-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 Approved Budget	0.0	0.0	0.0	0.0	-5,127.0	0.0	-5,127.0

Section 7 - 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: 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	-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 Approved Budget	0.0	0.0	0.0	0.0	-10,789.5	0.0	-10,789.5

Section 7 - 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: 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	-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 Approved 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.

Section 7 - 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: 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>							
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 Approved Budget	0.0	0.0	0.0	0.0	-1,465.9	0.0	-1,465.9

Section 7 - 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: 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	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 Approved Budget	0.0	0.0	0.0	0.0	-163.6	0.0	-163.6

Section 7 - 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: 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	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 Approved Budget	0.0	72,771.9	72,771.9	0.0	-5,907.2	0.0	66,864.7

Section 7 - 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: 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	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 Approved Budget	0.0	10,569.3	10,569.3	0.0	-872.4	0.0	9,696.9

Section 7 - 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: 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>	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 Approved Budget	0.0	32,782.7	32,782.7	0.0	-17,398.1	0.0	15,384.6

Section 7 - 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: 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>	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	68.0	-68.3	-0.3	0.0	0.0	0.0	-0.3
<i>Sub-total Base Budget Adjustments - Internal</i>	-256.0	992.3	736.3	0.0	-442.1	0.0	294.2
2016-17 Revised Base	9,435.2	10,843.5	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 Approved Budget	8,927.9	10,949.4	19,877.3	0.0	-3,988.6	-1,922.2	13,966.5

Section 7 - 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: 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	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	-3,134.1	-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 Approved Budget	0.0	58,381.3	58,381.3	0.0	-35,178.1	0.0	23,203.2

Section 7 - 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: 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>	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 Approved Budget	0.0	13,899.7	13,899.7	0.0	-1,717.5	0.0	12,182.2

Section 7 - 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: 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>	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 Approved Budget	2,310.6	1,026.2	3,336.8	0.0	-134.5	-912.9	2,289.4

Section 7 - 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: 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>	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	-11.4	-353.0	-364.4	0.0	0.0	0.0	-364.4
<i>Sub-total Base Budget Adjustments - Internal</i>	-2.5	-347.3	-349.8	0.0	0.0	0.0	-349.8
2016-17 Revised Base	313.2	4,004.9	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 Approved Budget	313.2	4,424.3	4,737.5	0.0	0.0	0.0	4,737.5

Section 7 - 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: 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	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 Approved Budget	0.0	48,063.1	48,063.1	0.0	-118.5	-94.0	47,850.6

Section 7 - 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: 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	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 Approved Budget	0.0	2,835.3	2,835.3	0.0	-124.5	-13.9	2,696.9

Section 7 - 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: 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	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
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 Approved Budget	0.0	256.0	256.0	0.0	0.0	-256.0	0.0

Section 7 - 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: 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	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 Approved Budget	0.0	8,344.3	8,344.3	0.0	0.0	-8,312.8	31.5

Section 7 - 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: 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	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 Approved Budget	0.0	419.2	419.2	0.0	0.0	0.0	419.2

Section 7 - 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 Approved 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.

Section 7 - 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
Base Budget Adjustments - Internal							
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 Approved 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.

Section 7 - 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: 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>	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 Approved Budget	0.0	3,592.6	3,592.6	0.0	0.0	-15.6	3,577.0

Section 7 - 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: 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>	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 Approved Budget	423.4	9,705.6	10,129.0	0.0	-4,880.7	0.0	5,248.3

Section 7 - 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: 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>	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 Approved Budget	1,202.4	210.7	1,413.1	0.0	-57.2	0.0	1,355.9

Section 7 - 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: 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>	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	-455.2	73.9	-381.3	0.0	0.0	0.0	-381.3
<i>Sub-total Base Budget Adjustments - Internal</i>	-343.3	65.1	-278.2	0.0	0.0	0.0	-278.2
2016-17 Revised Base	5,203.1	884.3	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 Approved Budget	5,203.1	884.3	6,087.4	0.0	-70.7	0.0	6,016.7

Section 7 - 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: 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>	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 Approved Budget	0.0	8,696.9	8,696.9	0.0	0.0	-18.5	8,678.4

Section 7 - 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: 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>	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 Approved Budget	628.8	82.4	711.2	0.0	-23.3	0.0	687.9

Section 7 - 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: 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	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 Approved Budget	0.0	1,066.4	1,066.4	0.0	0.0	0.0	1,066.4

Section 7 - 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: 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
<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 Approved Budget	0.0	983.1	983.1	0.0	0.0	0.0	983.1

Section 7 - 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: 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
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 Approved Budget	332.5	17,312.4	17,644.9	-393.2	0.0	-181.7	17,070.0

Section 7 - 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: 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>	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 Approved Budget	0.0	550.0	550.0	0.0	0.0	0.0	550.0

Section 7 - 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: 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>	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 Approved Budget	0.0	2,127.0	2,127.0	0.0	-259.5	-148.6	1,718.9

Section 7 - 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: 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>	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	60.9	-61.3	-0.4	0.0	0.0	0.0	-0.4
<i>Sub-total Base Budget Adjustments - Internal</i>	152.5	-26.8	125.7	0.0	0.0	-1.9	123.8
2016-17 Revised Base	1,485.7	314.6	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 Approved Budget	1,442.4	876.8	2,319.2	0.0	-111.1	-126.4	2,081.7

Section 7 - 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: 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>	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	537.7	-120.2	417.5	0.0	0.0	0.0	417.5
<i>Sub-total Base Budget Adjustments - Internal</i>	563.2	-121.5	441.7	0.0	0.0	0.0	441.7
2016-17 Revised Base	3,289.1	3.8	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 Approved Budget	2,412.8	118.2	2,531.0	0.0	0.0	0.0	2,531.0

Section 7 - 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: 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	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 Approved Budget	0.0	11,262.5	11,262.5	-57.5	-4,318.6	0.0	6,886.4

Section 7 - 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: 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	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 Approved Budget	0.0	5,162.0	5,162.0	-552.8	-729.4	-246.9	3,632.9

Section 7 - 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: 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>	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 Approved Budget	0.0	9,340.4	9,340.4	-2,083.6	-901.9	0.0	6,354.9

Section 7 - 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: 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>	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
2017-18 internal adjustments with effect from 1st April 2017	67.2	-67.2	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	73.1	-67.2	5.9	0.0	0.0	0.0	5.9
2016-17 Revised Base	350.1	2,387.3	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 Approved Budget	319.6	2,077.3	2,396.9	0.0	0.0	-1,250.0	1,146.9

Section 7 - 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
Base Budget Adjustments - Internal							
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 Approved 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.

Section 7 - 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: 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>							
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 Approved Budget	0.0	1,334.4	1,334.4	0.0	0.0	0.0	1,334.4

Section 7 - 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: 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>							
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	-230.2	-88.9	-319.1	318.1	0.0	0.0	-1.0
<i>Sub-total Base Budget Adjustments - Internal</i>	1,612.5	21,223.5	22,836.0	-151.0	0.0	0.0	22,685.0
2016-17 Revised Base	1,612.5	21,223.5	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 Approved Budget	1,723.2	21,121.8	22,845.0	-151.0	-100.0	0.0	22,594.0

Section 7 - 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 Approved 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.

Section 7 - 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: 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	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 Approved Budget	0.0	944.3	944.3	0.0	0.0	0.0	944.3

Section 7 - 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: 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) - 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 Approved Budget	0.0	6,576.4	6,576.4	0.0	0.0	0.0	6,576.4

Section 7 - 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
<u>2016-17 Approved Budgets</u>	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 Approved 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.

Section 7 - 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: 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	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 Approved Budget	0.0	167.3	167.3	0.0	0.0	0.0	167.3

Section 7 - 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: 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>							
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 Approved Budget	0.0	6,570.7	6,570.7	0.0	0.0	0.0	6,570.7

Section 7 - 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
Base Budget Adjustments - Internal							
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
<i>Sub-total Base Budget Adjustments - Internal</i>	-2,696.9	-401.5	-3,098.4	12.7	669.7	0.0	-2,416.0
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 Approved 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.

Section 7 - 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: 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	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	64.9	-7.3	57.6	0.0	0.0	0.0	57.6
<i>Sub-total Base Budget Adjustments - Internal</i>	2,793.9	407.1	3,201.0	-12.7	-669.7	0.0	2,518.6
2016-17 Revised Base	2,793.9	407.1	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 Approved Budget	2,793.9	407.1	3,201.0	-12.7	-669.7	0.0	2,518.6

Section 7 - 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 Approved 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.

Section 7 - 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: 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	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 Approved Budget	0.0	4,699.2	4,699.2	-467.3	-932.7	0.0	3,299.2

Section 7 - 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: 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	-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 Approved Budget	0.0	9,415.0	9,415.0	0.0	-594.4	0.0	8,820.6

Section 7 - 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: 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>	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 Approved Budget	0.0	2,465.6	2,465.6	0.0	0.0	0.0	2,465.6

Section 7 - A to Z Variation Statements

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

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>	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	149.6	-363.5	-213.9	211.6	0.0	0.0	-2.3
<i>Sub-total Base Budget Adjustments - Internal</i>	179.8	64.0	243.8	211.6	0.0	-427.5	27.9
2016-17 Revised Base	2,109.4	3,215.7	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>							
<u>Staffing:</u>							
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 Approved Budget	1,969.4	3,215.7	5,185.1	-81.6	-2.8	-3,785.9	1,314.8

Section 7 - 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
Base Budget Adjustments - Internal							
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 Approved 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.

Section 7 - A to Z Variation Statements

Children's Services - Children in Need - Family Support Services - 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	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 Approved Budget	0.0	6,965.6	6,965.6	0.0	-305.0	0.0	6,660.6

Section 7 - 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: 57

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 Approved Budget	0.0	2,263.8	2,263.8	0.0	-153.1	0.0	2,110.7

Section 7 - A to Z Variation Statements

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

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
<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 Approved Budget	6,165.7	2,203.4	8,369.1	-4,713.6	-14.5	0.0	3,641.0

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 59

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 Approved Budget	12,838.0	6,999.4	19,837.4	-242.6	-431.7	-8,837.4	10,325.7

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 60

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	-30.1	29.8	-0.3	0.0	0.0	0.0	-0.3
<i>Sub-total Base Budget Adjustments - Internal</i>	-18.3	28.9	10.6	0.0	0.0	0.0	10.6
2016-17 Revised Base	1,307.8	715.7	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 Approved Budget	1,307.8	712.7	2,020.5	-130.0	-87.4	-906.0	897.1

Section 7 - A to Z Variation Statements

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

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>	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 Approved Budget	2,219.4	319.4	2,538.8	-10.0	-297.0	-2,231.8	0.0

Section 7 - A to Z Variation Statements

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

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>	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 Approved Budget	4,451.2	1,833.8	6,285.0	-548.7	-857.8	-3,655.2	1,223.3

Section 7 - A to Z Variation Statements

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

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>	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 Approved Budget	0.0	68,341.7	68,341.7	0.0	0.0	-68,341.7	0.0

Section 7 - A to Z Variation Statements

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

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>	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	129.9	19.6	149.5	-149.5	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	171.9	9.6	181.5	-149.5	0.0	0.0	32.0
2016-17 Revised Base	3,034.3	128.2	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 Approved Budget	3,034.3	128.2	3,162.5	-868.2	-261.3	0.0	2,033.0

Section 7 - 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: 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>	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 Approved Budget	1,807.4	5,614.2	7,421.6	-245.1	-315.4	-6,456.1	405.0

Section 7 - A to Z Variation Statements

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

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
<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 Approved Budget	112.3	5,925.0	6,037.3	0.0	-387.2	-5,650.1	0.0

Section 7 - A to Z Variation Statements

Children's Services - Education and Personal - Youth 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>	1,118.7	1,843.5	2,962.2	-676.4	-804.8	-245.0	1,236.0
<u>Base Budget Adjustments - Internal</u>							
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
<i>Sub-total Base Budget Adjustments - Internal</i>	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							
<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	-5.0	-195.0	0.0	-200.0
<u>Efficiency Savings</u>							
<i>Other:</i>							
Youth Participation Workers	-116.2	-3.8	-120.0	0.0	0.0	0.0	-120.0
<i>Sub-total Savings & Income</i>	-116.2	-3.8	-120.0	-5.0	-195.0	0.0	-320.0
2017-18 Approved Budget	1,103.2	1,835.7	2,938.9	-776.4	-999.8	-245.0	917.7

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 68

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 Approved Budget	1,511.2	581.3	2,092.5	-323.6	-311.1	-1,137.2	320.6

Section 7 - 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: 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>	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 Approved Budget	1,909.2	11,899.0	13,808.2	0.0	-103.0	0.0	13,705.2

Section 7 - 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: 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>	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 Approved Budget	0.0	4,428.3	4,428.3	0.0	0.0	-4,428.3	0.0

Section 7 - 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: 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>	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 Approved Budget	0.0	10,450.1	10,450.1	0.0	0.0	-10,450.1	0.0

Section 7 - 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: 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
<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 Approved Budget	0.0	8,747.6	8,747.6	0.0	0.0	-8,197.6	550.0

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 73

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>	2,014.8	5,246.9	7,261.7	-1,985.2	0.0	-530.6	4,745.9
<u>Base Budget Adjustments - Internal</u>							
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
<u>Sub-total Base Budget Adjustments - Internal</u>	713.6	-2,118.3	-1,404.7	-578.0	0.0	-94.1	-2,076.8
<u>2016-17 Revised Base</u>	2,728.4	3,128.6	5,857.0	-2,563.2	0.0	-624.7	2,669.1
<u>Additional Spending Pressures</u>							
<u>Pay & Prices</u>							
<i>Inflation:</i>							
Children's Social Care	0.0	37.7	37.7	0.0	0.0	0.0	37.7
<u>Demography</u>							
Children's Social Care	367.0	0.0	367.0	0.0	0.0	0.0	367.0
<u>Net Budget Realignment</u>							
Children's Social Care	0.0	169.0	169.0	0.0	0.0	0.0	169.0
<u>Sub-total Additional Spending Pressures</u>	367.0	206.7	573.7	0.0	0.0	0.0	573.7
<u>Savings & Income</u>							
<u>Efficiency Savings</u>							
<i>Contracts & Procurement:</i>							
Care Leavers & Supported Accommodation	0.0	-187.7	-187.7	0.0	0.0	0.0	-187.7
<u>Sub-total Savings & Income</u>	0.0	-187.7	-187.7	0.0	0.0	0.0	-187.7
<u>2017-18 Approved Budget</u>	3,095.4	3,147.6	6,243.0	-2,563.2	0.0	-624.7	3,055.1

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 74

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	-1,258.8	-119.3	-1,378.1	1,375.8	0.0	0.6	-1.7
<i>Sub-total Base Budget Adjustments - Internal</i>	-1,085.2	-119.7	-1,204.9	1,340.1	-43.2	0.6	92.6
2016-17 Revised Base	5,831.7	803.8	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>							
<i>Staffing:</i>							
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 Approved Budget	5,674.7	778.8	6,453.5	-843.6	-663.0	0.0	4,946.9

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 75

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 Approved Budget	307.0	1,524.8	1,831.8	0.0	0.0	0.0	1,831.8

Section 7 - A to Z Variation Statements

Community Services - Community Learning & Skills (CLS)

Section 6 - A to Z Service Analysis Row: 76

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 Approved Budget	8,791.2	3,905.9	12,697.1	0.0	-3,381.9	-10,681.6	-1,366.4

Section 7 - A to Z Variation Statements

Community Services - Contact Centre & Digital Web Services

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>	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 Approved Budget	0.0	4,021.6	4,021.6	0.0	-234.6	-89.0	3,698.0

Section 7 - A to Z Variation Statements

Community Services - Gateways

Section 6 - A to Z Service Analysis Row: 78

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 Approved Budget	324.8	541.8	866.6	0.0	-25.0	0.0	841.6

Section 7 - A to Z Variation Statements

Community Services - Gypsies and Travellers

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
<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>							
<u>Staffing:</u>							
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 Approved Budget	216.2	171.1	387.3	0.0	-447.5	0.0	-60.2

Section 7 - A to Z Variation Statements

Community Services - Libraries, Registration and Archives Services

Section 6 - A to Z Service Analysis Row: 80

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	-55.9	-55.9	50.0	0.0	0.0	-5.9
Sub-total Base Budget Adjustments - Internal	293.7	-66.7	227.0	50.8	0.0	0.0	277.8
2016-17 Revised Base	11,838.1	4,941.8	16,779.9	-413.7	-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 Approved Budget	11,328.1	4,615.0	15,943.1	-413.7	-5,836.3	0.0	9,693.1

Section 7 - A to Z Variation Statements

Community Services - Local Healthwatch & NHS Complaints Advocacy

Section 6 - A to Z Service Analysis Row: 81

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 Approved Budget	0.0	681.0	681.0	0.0	0.0	-469.5	211.5

Section 7 - A to Z Variation Statements

Community Services - Sports & Physical Activity Development

Section 6 - A to Z Service Analysis Row: 82

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	-113.6	-113.6	0.0	113.3	0.0	-0.3
<i>Sub-total Base Budget Adjustments - Internal</i>	56.0	150.2	206.2	-14.8	-185.7	0.0	5.7
2016-17 Revised Base	734.8	998.0	1,732.8	-97.8	-1,196.7	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 Approved Budget	734.8	991.3	1,726.1	-147.8	-1,196.7	0.0	381.6

Section 7 - A to Z Variation Statements

Community Services - Supporting Employment

Section 6 - A to Z Service Analysis Row: 83

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
2017-18 internal adjustments with effect from 1st April 2017	-95.8	95.8	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	-85.6	95.8	10.2	0.0	0.0	0.0	10.2
2016-17 Revised Base	650.4	145.9	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 Approved Budget	650.4	145.9	796.3	-305.0	-30.0	0.0	461.3

Section 7 - 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 Approved 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.

Section 7 - A to Z Variation Statements

Environment - Country Parks & Countryside Partnerships & Explore Kent

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>	1,558.3	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	15.0	-15.7	-0.7	0.0	0.0	0.0	-0.7
<i>Sub-total Base Budget Adjustments - Internal</i>	96.7	415.8	512.5	-65.2	-435.5	3.6	15.4
2016-17 Revised Base	1,655.0	1,286.2	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 Approved Budget	1,635.0	1,257.2	2,892.2	-140.2	-2,200.9	-76.2	474.9

Section 7 - A to Z Variation Statements

Environment - Environmental Management (incl. Coastal Protection)

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>	1,469.6	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	-4.4	-70.0	-74.4	0.0	0.0	0.0	-74.4
<i>Sub-total Base Budget Adjustments - Internal</i>	163.3	887.1	1,050.4	-227.5	-37.8	-831.9	-46.8
2016-17 Revised Base	1,632.9	2,707.4	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 Approved Budget	1,573.9	2,702.4	4,276.3	-262.0	-835.2	-1,858.3	1,320.8

Section 7 - A to Z Variation Statements

Environment - Public Rights of Way

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>	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	-35.2	34.7	-0.5	0.0	0.0	0.0	-0.5
<i>Sub-total Base Budget Adjustments - Internal</i>	-14.3	64.6	50.3	0.0	-19.1	0.0	31.2
2016-17 Revised Base	1,259.0	476.2	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 Approved Budget	1,288.0	498.2	1,786.2	0.0	-108.1	0.0	1,678.1

Section 7 - A to Z Variation Statements

Highways - Highways Maintenance - Adverse Weather

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>	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 Approved Budget	0.0	3,328.6	3,328.6	0.0	0.0	0.0	3,328.6

Section 7 - A to Z Variation Statements

Highways - Highways Maintenance - Bridges and other structures

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>	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
2017-18 internal adjustments with effect from 1st April 2017	-66.7	66.7	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	-60.4	66.7	6.3	0.0	0.0	0.0	6.3
2016-17 Revised Base	686.0	1,587.4	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 Approved Budget	644.0	1,583.6	2,227.6	0.0	-226.3	0.0	2,001.3

Section 7 - A to Z Variation Statements

Highways - Highways Maintenance - General maintenance and emergency response

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>	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 Approved Budget	3,581.7	4,846.6	8,428.3	0.0	-599.9	0.0	7,828.4

Section 7 - A to Z Variation Statements

Highways - Highways Maintenance - Highways drainage

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>	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 Approved Budget	402.8	2,558.9	2,961.7	0.0	0.0	0.0	2,961.7

Section 7 - A to Z Variation Statements

Highways - Highways Maintenance - Streetlight maintenance

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>	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
2017-18 internal adjustments with effect from 1st April 2017	0.3	-0.3	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	11.7	-0.3	11.4	0.0	0.0	0.0	11.4
2016-17 Revised Base	521.2	2,715.9	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 Approved Budget	521.2	2,316.6	2,837.8	0.0	-154.0	0.0	2,683.8

Section 7 - A to Z Variation Statements

Highways - Highways Management - Development Planning

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>	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	3.4	-4.0	-0.6	0.0	0.0	0.0	-0.6
<i>Sub-total Base Budget Adjustments - Internal</i>	145.6	-4.0	141.6	0.0	0.0	0.0	141.6
2016-17 Revised Base	1,796.1	320.8	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 Approved Budget	1,771.1	320.8	2,091.9	0.0	-2,176.4	0.0	-84.5

Section 7 - A to Z Variation Statements

Highways - Highways Management - Highway improvements

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>	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	15.1	-28.9	-13.8	0.0	13.0	0.0	-0.8
<i>Sub-total Base Budget Adjustments - Internal</i>	32.6	-56.6	-24.0	0.0	28.7	0.0	4.7
2016-17 Revised Base	2,298.9	-633.1	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 Approved Budget	2,293.9	-723.1	1,570.8	0.0	-4.6	0.0	1,566.2

Section 7 - A to Z Variation Statements

Highways - Highways Management - Road safety

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>	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	16.5	-49.7	-33.2	0.0	0.0	32.6	-0.6
<i>Sub-total Base Budget Adjustments - Internal</i>	33.3	-245.8	-212.5	0.0	64.6	32.6	-115.3
2016-17 Revised Base	1,033.8	1,748.0	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 Approved Budget	980.8	1,722.0	2,702.8	-28.0	-2,005.6	-107.4	561.8

Section 7 - A to Z Variation Statements

Highways - Highways Management - Streetlight energy

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>	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 Approved Budget	0.0	3,961.0	3,961.0	0.0	0.0	0.0	3,961.0

Section 7 - A to Z Variation Statements

Highways - Highways Management - Traffic management

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>	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 Approved Budget	2,535.1	1,896.0	4,431.1	0.0	-3,757.6	0.0	673.5

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 97

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 Approved Budget	682.2	2,575.2	3,257.4	0.0	0.0	0.0	3,257.4

Section 7 - A to Z Variation Statements

Local Democracy - County Council Elections

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	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 Approved Budget	0.0	520.0	520.0	0.0	0.0	0.0	520.0

Section 7 - A to Z Variation Statements

Local Democracy - Local Member Grants

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	1,680.0	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 Approved Budget	0.0	1,782.0	1,782.0	0.0	0.0	0.0	1,782.0

Section 7 - A to Z Variation Statements

Local Democracy - Partnership arrangements with District Councils

Section 6 - A to Z Service Analysis Row: 100

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 Approved Budget	0.0	1,621.2	1,621.2	0.0	0.0	0.0	1,621.2

Section 7 - A to Z Variation Statements

Planning and Transport Strategy - Planning & Transport Policy

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>	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	-118.1	117.9	-0.2	0.0	0.0	0.0	-0.2
<i>Sub-total Base Budget Adjustments - Internal</i>	-99.6	116.3	16.7	0.0	0.0	0.0	16.7
2016-17 Revised Base	774.7	481.0	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 Approved Budget	774.7	377.0	1,151.7	0.0	0.0	0.0	1,151.7

Section 7 - A to Z Variation Statements

Planning and Transport Strategy - Planning Applications

Section 6 - A to Z Service Analysis Row: 102

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 Approved Budget	734.4	153.2	887.6	-232.0	-230.0	0.0	425.6

Section 7 - 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: 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	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 Approved Budget	0.0	21,850.2	21,850.2	0.0	0.0	-21,850.2	0.0

Section 7 - A to Z Variation Statements

Public Health - Other Children's Public Health Programmes

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>	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 Approved Budget	0.0	11,338.2	11,338.2	0.0	0.0	-11,338.2	0.0

Section 7 - A to Z Variation Statements

Public Health - Drug & Alcohol services

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>	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 Approved Budget	184.1	14,253.8	14,437.9	0.0	-5,055.4	-9,382.5	0.0

Section 7 - A to Z Variation Statements

Public Health - Integrated Health & Lifestyle Service

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	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 Approved Budget	0.0	6,281.0	6,281.0	0.0	0.0	-6,281.0	0.0

Section 7 - A to Z Variation Statements

Public Health - Mental Health Adults

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>	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 Approved Budget	0.0	2,164.8	2,164.8	0.0	0.0	-2,164.8	0.0

Section 7 - 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 Approved 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.

Section 7 - A to Z Variation Statements

Public Health - Public Health Staffing, Advice and Monitoring

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>	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 Approved Budget	3,121.9	281.7	3,403.6	-9.8	-447.7	-2,946.1	0.0

Section 7 - A to Z Variation Statements

Public Health - Sexual Health Services

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	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 Approved Budget	0.0	12,170.8	12,170.8	0.0	-1,000.0	-11,170.8	0.0

Section 7 - A to Z Variation Statements

Public Health - Targeting Health Inequalities

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	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 Approved Budget	31.0	3,026.7	3,057.7	0.0	-61.0	-2,996.7	0.0

Section 7 - A to Z Variation Statements

Public Health - Tobacco Control

Section 6 - A to Z Service Analysis Row: 111

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 Approved Budget	0.0	145.0	145.0	0.0	0.0	-145.0	0.0

Section 7 - A to Z Variation Statements

Public Protection - Community Safety (including Community Wardens)

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>	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	68.7	-5.7	63.0	-16.0	-47.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	123.7	-5.7	118.0	-16.0	-47.0	0.0	55.0
2016-17 Revised Base	2,151.0	198.1	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 Approved Budget	2,046.0	198.1	2,244.1	-16.0	-115.8	0.0	2,112.3

Section 7 - A to Z Variation Statements

Public Protection - Coroners

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>	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	14.6	-42.6	-28.0	0.0	26.8	0.0	-1.2
<i>Sub-total Base Budget Adjustments - Internal</i>	23.9	-37.0	-13.1	0.0	21.2	0.0	8.1
2016-17 Revised Base	1,473.9	2,146.7	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 Approved Budget	1,873.9	2,168.2	4,042.1	0.0	-626.0	0.0	3,416.1

Section 7 - A to Z Variation Statements

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

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>	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	4.4	-5.1	-0.7	0.0	0.0	0.0	-0.7
<i>Sub-total Base Budget Adjustments - Internal</i>	24.3	28.5	52.8	0.0	-31.3	0.0	21.5
2016-17 Revised Base	769.8	566.4	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>							
<i>Contracts & Procurement:</i>							
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 Approved Budget	829.8	631.4	1,461.2	0.0	-212.0	0.0	1,249.2

Section 7 - A to Z Variation Statements

Public Protection - Trading Standards (including Kent Scientific 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
<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	161.0	-161.4	-0.4	0.0	0.0	0.0	-0.4
<i>Sub-total Base Budget Adjustments - Internal</i>	231.9	-170.4	61.5	0.0	0.0	0.0	61.5
2016-17 Revised Base	2,970.5	738.3	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 Approved Budget	2,820.5	728.3	3,548.8	-50.0	-1,124.8	0.0	2,374.0

Section 7 - A to Z Variation Statements

Regeneration & Economic Development - Regeneration & Economic Development Services

Section 6 - A to Z Service Analysis Row: 116

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	388.2	1,395.0	1,783.2	-1,000.0	-220.0	-579.4	-16.2
Sub-total Base Budget Adjustments - Internal	461.3	1,490.3	1,951.6	-948.6	-271.4	-579.4	152.2
2016-17 Revised Base	2,631.2	3,724.7	6,355.9	-1,048.6	-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 Approved Budget	2,516.5	3,666.7	6,183.2	-1,048.6	-2,101.8	-828.7	2,204.1

Section 7 - A to Z Variation Statements

Schools & High Needs Education Budgets - Exclusion Services

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	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 Approved Budget	0.0	2,510.1	2,510.1	0.0	0.0	-2,510.1	0.0

Section 7 - 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: 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	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 Approved Budget	0.0	5,110.4	5,110.4	0.0	0.0	-5,110.4	0.0

Section 7 - 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: 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	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 Approved Budget	0.0	3,600.9	3,600.9	0.0	0.0	-3,600.9	0.0

Section 7 - 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: 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	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 Approved Budget	0.0	24,068.1	24,068.1	-274.6	-422.8	-23,370.7	0.0

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	2,396.6	2,396.6	0.0	-3,054.0	657.4	0.0

Section 7 - A to Z Variation Statements

Schools & High Needs Education Budgets - PFI Schools Scheme

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>	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 Approved Budget	0.0	27,006.4	27,006.4	-10,605.4	-1,603.0	-14,798.0	0.0

Section 7 - 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: 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>	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 Approved Budget	493,235.4	173,298.9	666,534.3	0.0	-49,814.8	-616,719.5	0.0

Section 7 - A to Z Variation Statements

Schools' Services - Education Staff Pension costs

Section 6 - A to Z Service Analysis Row: 124

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 Approved Budget	0.0	7,468.3	7,468.3	0.0	-684.0	-2,000.0	4,784.3

Section 7 - A to Z Variation Statements

Schools' Services - Other Schools' Services

Section 6 - A to Z Service Analysis Row: 125

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	17.5	121.7	139.2	-107.2	-32.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	-367.4	-2,836.6	-3,204.0	2,913.5	425.5	0.0	135.0
2016-17 Revised Base	520.2	5,719.6	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 Approved Budget	514.2	5,719.6	6,233.8	-2,527.4	-206.3	-3,120.0	380.1

Section 7 - A to Z Variation Statements

Schools' Services - Redundancy costs

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
<u>2016-17 Approved Budgets</u>	0.0	1,188.7	1,188.7	0.0	0.0	-1,188.7	0.0
Base Budget Adjustments - Internal							
<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 Approved Budget	0.0	1,188.7	1,188.7	0.0	0.0	-1,188.7	0.0

Section 7 - A to Z Variation Statements

Schools' Services - School Improvement

Section 6 - A to Z Service Analysis Row: 127

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>	4,902.2	2,420.7	7,322.9	-4,210.9	-682.1	-98.1	2,331.8
<u>Base Budget Adjustments - Internal</u>							
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	-45.7	37.9	-7.8	80.4	-72.8	0.0	-0.2
<i>Sub-total Base Budget Adjustments - Internal</i>	5.3	30.8	36.1	80.4	-72.8	0.0	43.7
2016-17 Revised Base	4,907.5	2,451.5	7,359.0	-4,130.5	-754.9	-98.1	2,375.5
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>							
Trading	0.0	0.0	0.0	-310.8	-9.2	0.0	-320.0
<u>Efficiency Savings</u>							
<i>Staffing:</i>							
Staffing Restructures	-500.0	0.0	-500.0	0.0	0.0	0.0	-500.0
<i>Sub-total Savings & Income</i>	-500.0	0.0	-500.0	-310.8	-9.2	0.0	-820.0
2017-18 Approved Budget	4,407.5	2,451.5	6,859.0	-4,441.3	-764.1	-98.1	1,555.5

Section 7 - A to Z Variation Statements

Transport Services - Concessionary Fares

Section 6 - A to Z Service Analysis Row: 128

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 Approved Budget	0.0	16,784.2	16,784.2	0.0	-27.0	0.0	16,757.2

Section 7 - A to Z Variation Statements

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

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>	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 Approved Budget	192.1	25,579.3	25,771.4	0.0	-801.5	0.0	24,969.9

Section 7 - A to Z Variation Statements

Transport Services - Home to School Transport (Mainstream)

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	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 Approved Budget	0.0	7,200.6	7,200.6	0.0	-30.0	0.0	7,170.6

Section 7 - A to Z Variation Statements

Transport Services - Kent 16+ Travel Card

Section 6 - A to Z Service Analysis Row: 131

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 Approved Budget	0.0	3,324.2	3,324.2	-678.0	-2,202.9	0.0	443.3

Section 7 - A to Z Variation Statements

Transport Services - Subsidised Bus Services (including Kent Karrier)

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>	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 Approved Budget	0.0	8,311.5	8,311.5	-517.0	-604.0	-1,087.8	6,102.7

Section 7 - A to Z Variation Statements

Transport Services - Transport Operations

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>	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 Approved Budget	1,197.6	68.7	1,266.3	0.0	-12.3	0.0	1,254.0

Section 7 - A to Z Variation Statements

Transport Services - Transport Planning

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>	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 Approved Budget	204.8	25.2	230.0	0.0	0.0	0.0	230.0

Section 7 - A to Z Variation Statements

Transport Services - Young Person's Travel Pass

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>	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 Person's Travel Pass	0.0	230.0	230.0	0.0	0.0	0.0	230.0
<u>Net Budget Realignment</u>							
Young Person's Travel Pass - Activity	0.0	0.0	0.0	0.0	400.0	0.0	400.0
Young Person's 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 Approved Budget	0.0	14,218.7	14,218.7	0.0	-5,836.2	0.0	8,382.5

Section 7 - A to Z Variation Statements

Waste Management - Waste Compliance, Commissioning and Contract Management

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>	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
2017-18 internal adjustments with effect from 1st April 2017	0.8	-0.8	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	18.7	-0.8	17.9	0.0	0.0	0.0	17.9
2016-17 Revised Base	597.0	217.1	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 Approved Budget	597.0	208.1	805.1	0.0	0.0	0.0	805.1

Section 7 - A to Z Variation Statements

Waste Management - Partnerships & development

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>	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
2017-18 internal adjustments with effect from 1st April 2017	-1.2	1.2	0.0	0.0	0.0	0.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	8.2	-48.8	-40.6	0.0	0.0	0.0	-40.6
2016-17 Revised Base	285.3	290.1	575.4	0.0	0.0	0.0	575.4
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>							
<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 Approved Budget	282.3	287.1	569.4	0.0	0.0	0.0	569.4

Section 7 - A to Z Variation Statements

Waste Management - Closed Landfill Sites

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>	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
2017-18 internal adjustments with effect from 1st April 2017	0.0	-44.0	-44.0	0.0	0.0	0.0	-44.0
<i>Sub-total Base Budget Adjustments - Internal</i>	1.9	-44.0	-42.1	0.0	0.0	0.0	-42.1
2016-17 Revised Base	106.8	509.0	615.8	0.0	-16.0	0.0	599.8
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 Approved Budget	104.8	502.0	606.8	0.0	-16.0	0.0	590.8

Section 7 - 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 Approved 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.

Section 7 - A to Z Variation Statements

Waste Management - Waste Processing - Operation of Waste Facilities

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	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 Approved Budget	0.0	15,813.1	15,813.1	0.0	-152.7	0.0	15,660.4

Section 7 - A to Z Variation Statements
Waste Management - Waste Processing
- Payments to Waste Collection Authorities (District Councils)

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	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 Approved Budget	0.0	6,305.5	6,305.5	0.0	0.0	0.0	6,305.5

Section 7 - A to Z Variation Statements

Waste Management - Waste Processing - Recycling Contracts and Composting

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	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	-120.3	-120.3	0.0	-197.5	0.0	-317.8
<i>Sub-total Base Budget Adjustments - Internal</i>	0.0	-120.3	-120.3	0.0	-197.5	0.0	-317.8
2016-17 Revised Base	0.0	8,385.9	8,385.9	0.0	-1,446.2	0.0	6,939.7
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 Approved Budget	0.0	8,925.7	8,925.7	0.0	-1,716.0	0.0	7,209.7

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 142

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	428.0	428.0	0.0	0.0	0.0	428.0
<i>Sub-total Base Budget Adjustments - Internal</i>	0.0	1,820.7	1,820.7	0.0	0.0	0.0	1,820.7
2016-17 Revised Base	0.0	36,120.0	36,120.0	0.0	0.0	0.0	36,120.0
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 Approved Budget	0.0	37,363.0	37,363.0	0.0	0.0	0.0	37,363.0

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Audit Fees

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	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 Approved Budget	0.0	264.0	264.0	0.0	0.0	0.0	264.0

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Carbon Reduction Commitment

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	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 Approved Budget	0.0	631.0	631.0	0.0	0.0	0.0	631.0

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	0.0	0.0	0.0	-6,800.0	0.0	-6,800.0

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	3,952.0	3,952.0	0.0	0.0	0.0	3,952.0

Section 7 - A to Z Variation Statements

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

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	-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	3,921.4	3,921.4	0.0	0.0	0.0	3,921.4
<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	12,510.2	12,510.2	0.0	0.0	0.0	12,510.2
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
Use of capital receipts	0.0	-2,500.0	-2,500.0	0.0	0.0	0.0	-2,500.0
<i>Sub-total Financing Savings</i>	0.0	-11,915.1	-11,915.1	0.0	0.0	0.0	-11,915.1
<i>Sub-total Savings & Income</i>	0.0	-11,915.1	-11,915.1	0.0	0.0	0.0	-11,915.1
2017-18 Approved Budget	0.0	-5,090.6	-5,090.6	0.0	0.0	0.0	-5,090.6

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Insurance Fund

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	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 Approved Budget	0.0	5,299.0	5,299.0	0.0	0.0	0.0	5,299.0

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Modernisation of the Council

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	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	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 Approved Budget	0.0	1,500.0	1,500.0	0.0	0.0	0.0	1,500.0

Section 7 - A to Z Variation Statements

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

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	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 Approved Budget	0.0	123,463.3	123,463.3	0.0	-10,342.0	0.0	113,121.3

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Other

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>	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
2017-18 internal adjustments with effect from 1st April 2017	-5.0	-13.0	-18.0	0.0	0.0	18.0	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	25.0	-13.0	12.0	0.0	0.0	18.0	30.0
2016-17 Revised Base	25.0	946.0	971.0	0.0	0.0	-18.0	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 Approved Budget	1,125.0	946.0	2,071.0	0.0	0.0	-18.0	2,053.0

Section 7 - A to Z Variation Statements

Financing Items (including Unallocated) - Unallocated

Section 6 - A to Z Service Analysis Row: 153

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>
<i>Sub-total Savings & Income</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>
2017-18 Approved Budget	2,900.0	-2,657.3	242.7	0.0	0.0	0.0	242.7

Section 7 - A to Z Variation Statements

Assessment Services - Adult's Social Care Staffing

Section 6 - A to Z Service Analysis Row: 155

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	-223.3	-2.5	-225.8	0.0	2,716.6	0.0	2,490.8
<i>Sub-total Base Budget Adjustments - Internal</i>	948.4	179.4	1,127.8	0.0	2,629.4	-62.8	3,694.4
2016-17 Revised Base	37,594.9	3,275.4	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 Approved Budget	37,594.9	3,275.4	40,870.3	-37.2	-2,928.0	-185.3	37,719.8

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 156

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	385.4	791.3	1,176.7	0.0	0.0	-1,176.7	0.0
<i>Sub-total Base Budget Adjustments - Internal</i>	325.3	716.5	1,041.8	0.0	-3.0	-1,036.4	2.4
2016-17 Revised Base	4,444.9	5,569.1	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 Approved Budget	4,444.9	5,569.1	10,014.0	0.0	-281.0	-9,229.2	503.8

Section 7 - 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
<u>2016-17 Approved Budgets</u>	47,118.5	3,300.2	50,418.7	-9,400.4	-321.1	0.0	40,697.2
<u>Base Budget Adjustments - Internal</u>							
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
<u>2016-17 Revised Base</u>	0.0	0.0	0.0	0.0	0.0	0.0	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
<u>2017-18 Approved Budget</u>	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.

Section 7 - A to Z Variation Statements

Assessment Services - Children's Social Care Staffing - 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	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 Approved Budget	5,089.6	469.1	5,558.7	-80.0	-151.6	0.0	5,327.1

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 158

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	-5,874.7	-223.4	-6,098.1	6,088.7	0.0	0.0	-9.4
<i>Sub-total Base Budget Adjustments - Internal</i>	<u>37,905.0</u>	<u>1,683.6</u>	<u>39,588.6</u>	<u>-3,170.2</u>	<u>-169.5</u>	<u>0.0</u>	<u>36,248.9</u>
2016-17 Revised Base	37,905.0	1,683.6	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>	<u>791.6</u>	<u>954.0</u>	<u>1,745.6</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>1,745.6</u>
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>	<u>-480.0</u>	<u>-120.0</u>	<u>-600.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>-600.0</u>
2017-18 Approved Budget	38,216.6	2,517.6	40,734.2	-3,170.2	-169.5	0.0	37,394.5

Section 7 - 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: 160

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	161.8	-944.0	-782.2	0.4	-6.0	984.2	196.4
<u>Sub-total Base Budget Adjustments - Internal</u>	624.5	-1,373.8	-749.3	0.4	-6.0	1,064.2	309.3
<u>2016-17 Revised Base</u>	6,526.7	3,379.1	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 Approved Budget</u>	6,256.7	3,799.1	10,055.8	-503.5	-2,526.0	-7,536.6	-510.3

Section 7 - 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: 161

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	-49.4	48.9	-0.5	0.0	0.0	0.0	-0.5
<i>Sub-total Base Budget Adjustments - Internal</i>	-189.9	42.2	-147.7	0.0	0.0	0.0	-147.7
2016-17 Revised Base	2,201.4	1,800.5	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 Approved Budget	2,008.7	1,667.1	3,675.8	0.0	-93.6	0.0	3,582.2

Section 7 - 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: 162

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	324.7	-323.4	1.3	0.0	0.0	-59.0	-57.7
<i>Sub-total Base Budget Adjustments - Internal</i>	228.5	-227.3	1.2	0.0	0.0	44.4	45.6
2016-17 Revised Base	4,948.6	3,789.5	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 Approved Budget	4,978.9	3,716.7	8,695.6	-235.2	-160.0	-1,132.7	7,167.7

Section 7 - 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: 163

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 Approved Budget	703.0	2,146.4	2,849.4	-716.9	-132.0	-4,388.0	-2,387.5

Section 7 - 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: 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>	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	-22.8	17.1	-5.7	0.0	220.0	0.0	214.3
<i>Sub-total Base Budget Adjustments - Internal</i>	443.9	12.7	456.6	0.0	220.0	-41.0	635.6
2016-17 Revised Base	4,636.6	170.8	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 Approved Budget	4,461.6	170.8	4,632.4	-40.0	-69.5	-41.0	4,481.9

Section 7 - 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: 165

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	33.3	-33.5	-0.2	0.0	0.0	0.0	-0.2
<i>Sub-total Base Budget Adjustments - Internal</i>	57.5	-33.5	24.0	0.0	0.0	0.0	24.0
2016-17 Revised Base	1,020.0	101.4	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 Approved Budget	820.0	101.4	921.4	0.0	0.0	0.0	921.4

Section 7 - 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: 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
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 Approved Budget	21,677.8	5,995.9	27,673.7	-21,641.5	-6,032.2	0.0	0.0

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 167

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 Approved Budget	2,629.0	505.2	3,134.2	0.0	-42.0	0.0	3,092.2

Section 7 - 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: 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>	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	-51.4	102.1	50.7	0.0	-50.9	0.0	-0.2
<i>Sub-total Base Budget Adjustments - Internal</i>	1.0	102.1	103.1	0.0	-50.9	0.0	52.2
2016-17 Revised Base	1,768.7	78.6	1,847.3	0.0	-50.9	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 Approved Budget	1,706.7	78.6	1,785.3	0.0	-50.9	0.0	1,734.4

Section 7 - 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: 169

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	28.0	-28.2	-0.2	0.0	0.0	0.0	-0.2
<i>Sub-total Base Budget Adjustments - Internal</i>	80.3	-28.2	52.1	0.0	0.0	0.0	52.1
2016-17 Revised Base	809.8	5.4	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 Approved Budget	769.2	39.9	809.1	0.0	0.0	0.0	809.1

Section 7 - 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: 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>	1,965.5	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	27.7	-28.3	-0.6	0.0	0.0	0.0	-0.6
<i>Sub-total Base Budget Adjustments - Internal</i>	82.8	-28.3	54.5	0.0	9.4	0.0	63.9
2016-17 Revised Base	2,048.3	497.6	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 Approved Budget	1,652.3	497.6	2,149.9	-373.7	0.0	0.0	1,776.2

Section 7 - 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: 171

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 Approved Budget	1,439.8	2,315.2	3,755.0	0.0	-107.0	-35.0	3,613.0

Section 7 - 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: 172

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	68.9	-262.1	-193.2	162.2	29.0	0.0	-2.0
Sub-total Base Budget Adjustments - Internal	145.5	68.4	213.9	-49.1	-0.5	131.3	295.6
2016-17 Revised Base	13,625.5	1,473.4	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 Approved Budget	12,831.4	1,373.4	14,204.8	-2,148.6	-3,957.9	-2,167.5	5,930.8

Section 7 - 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: 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>	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>							
<u>Staffing:</u>							
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 Approved Budget	0.0	2,804.6	2,804.6	0.0	-1.5	0.0	2,803.1

Section 7 - 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: 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
<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	-6,104.2	-3,658.8	-9,763.0	10,038.9	702.5	77.8	1,056.2
<i>Sub-total Base Budget Adjustments - Internal</i>	-5,968.5	-3,658.8	-9,627.3	10,038.9	702.5	77.8	1,191.9
2016-17 Revised Base	764.5	-1,717.7	-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>	0.0	285.2	285.2	0.0	0.0	0.0	285.2
Savings & Income							
<i>Sub-total Savings & Income</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2017-18 Approved Budget	764.5	-1,432.5	-668.0	0.0	-53.0	0.0	-721.0

Section 7 - 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: 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
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	23.8	-25.2	-1.4	-18.1	18.1	0.0	-1.4
Sub-total Base Budget Adjustments - Internal	-381.3	-362.6	-743.9	618.2	176.5	0.0	50.8
2016-17 Revised Base	4,097.8	2,340.5	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 Approved Budget	3,807.5	2,025.2	5,832.7	-210.3	-492.6	0.0	5,129.8

Section 7 - 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: 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>	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 Approved Budget	0.0	1,343.0	1,343.0	0.0	-90.5	0.0	1,252.5

Section 7 - 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: 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>	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	734.1	-724.2	9.9	0.0	0.0	0.0	9.9
<i>Sub-total Base Budget Adjustments - Internal</i>	948.0	3,777.8	4,725.8	-3,518.7	-631.9	0.0	575.2
2016-17 Revised Base	3,428.9	40,057.1	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>	<i>0.0</i>	<i>612.4</i>	<i>612.4</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>612.4</i>
<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>	<i>0.0</i>	<i>862.9</i>	<i>862.9</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>862.9</i>
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>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>-257.0</i>	<i>0.0</i>	<i>-257.0</i>
<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>	<i>0.0</i>	<i>-828.0</i>	<i>-828.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>-828.0</i>
<i>Other:</i>							
Other	0.0	-77.2	-77.2	0.0	0.0	0.0	-77.2
<i>Sub-total Efficiency Savings</i>	<i>-190.0</i>	<i>-1,311.2</i>	<i>-1,501.2</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>-1,501.2</i>
<i>Sub-total Savings & Income</i>	<i>-190.0</i>	<i>-1,311.2</i>	<i>-1,501.2</i>	<i>0.0</i>	<i>-257.0</i>	<i>0.0</i>	<i>-1,758.2</i>
2017-18 Approved Budget	3,238.9	39,608.8	42,847.7	-6,109.7	-6,897.8	-188.7	29,651.5

Section 7 - 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: 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	3,929.9	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 Approved Budget	0.0	4,133.3	4,133.3	0.0	-250.4	-147.3	3,735.6

Section 7 - 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: 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	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
<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>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 Approved Budget	0.0	2,659.9	2,659.9	-886.0	-620.1	0.0	1,153.8

Section 7 - 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: 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>							
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 Approved Budget	0.0	0.0	0.0	0.0	-1,057.4	0.0	-1,057.4

Section 7 - A to Z Variation Statements

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

Section 6 - A to Z Service Analysis Row: 181

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 Approved 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.

KCC Budget Book

SECTION 8

**Revenue Budget
Summaries**

**How financed, distributed
and spent (incl. subjective
analysis)**

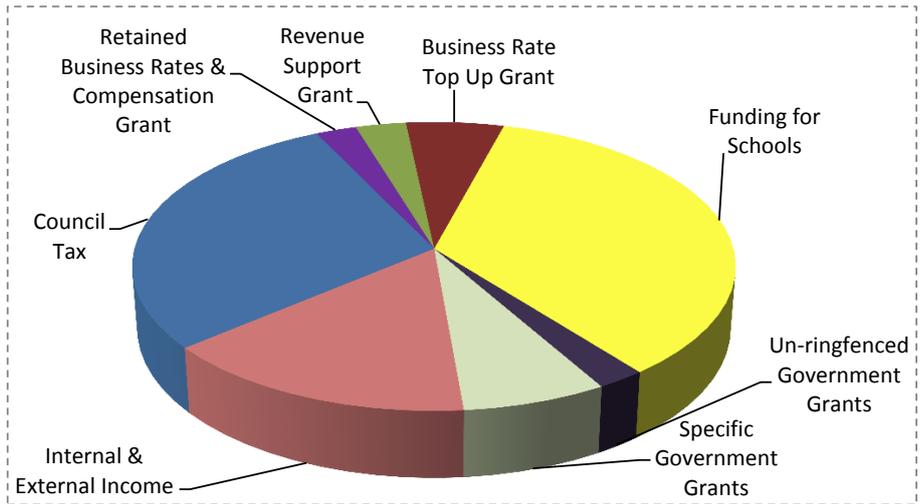
Section 8 - 2017-18 Revenue Budget Summary

HOW FINANCED, DISTRIBUTED AND SPENT

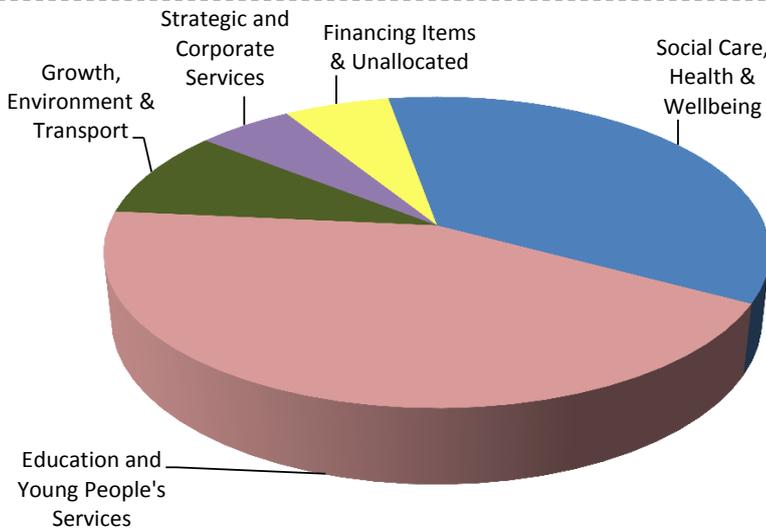
The gross revenue expenditure budget for 2017-18 is £2,188.4m and how this expenditure is financed, distributed by Directorate and what services it is spent on is summarised below.

Financed by

	£m
Council Tax	633.0
Retained Business Rates & Compensation Grant	53.8
Revenue Support Grant	66.5
Business Rate Top Up Grant	128.9
Funding for Schools	769.2
Un-ringfenced Government Grants	50.8
Specific Grants	151.8
Internal & External Income	334.4
Total	2,188.4



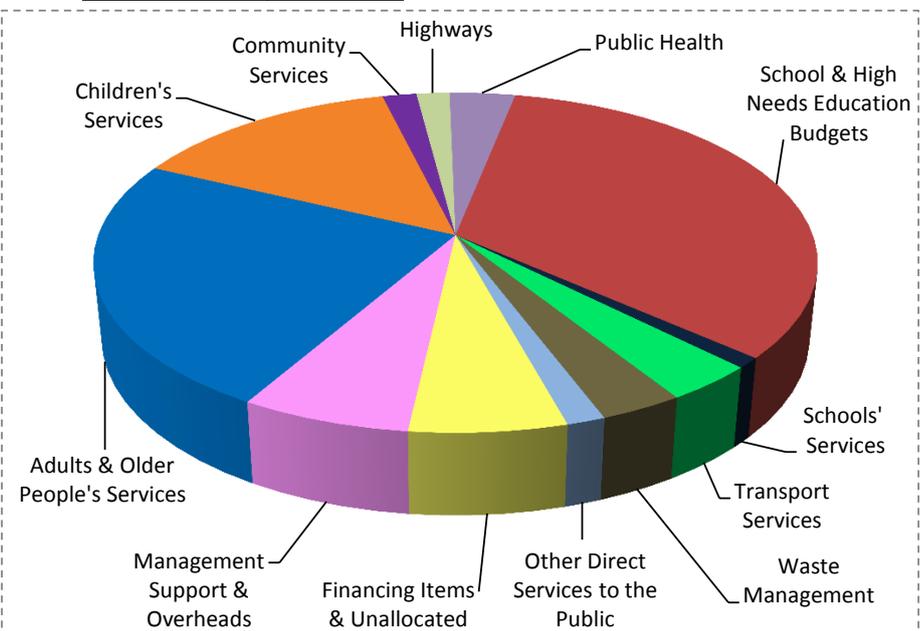
Spent by



	£m
Social Care, Health & Wellbeing	781.0
Education and Young People's Services	953.8
Growth, Environment & Transport	201.6
Strategic and Corporate Services	119.7
Financing Items & Unallocated	132.3
Total	2,188.4

Spent on - key services

	£m
Adults & Older People's Services	520.2
Children's Services	308.1
Community Services	39.0
Highways	37.8
Public Health	74.9
School & High Needs Education Budgets	731.2
Schools' Services	21.7
Transport Services	77.1
Waste Management	70.4
Other Direct Services to the Public	32.4
Financing Items & Unallocated	132.3
Management Support & Overheads	143.3
Total	2,188.4



Section 8 - 2017-18 Revenue Budget Summary

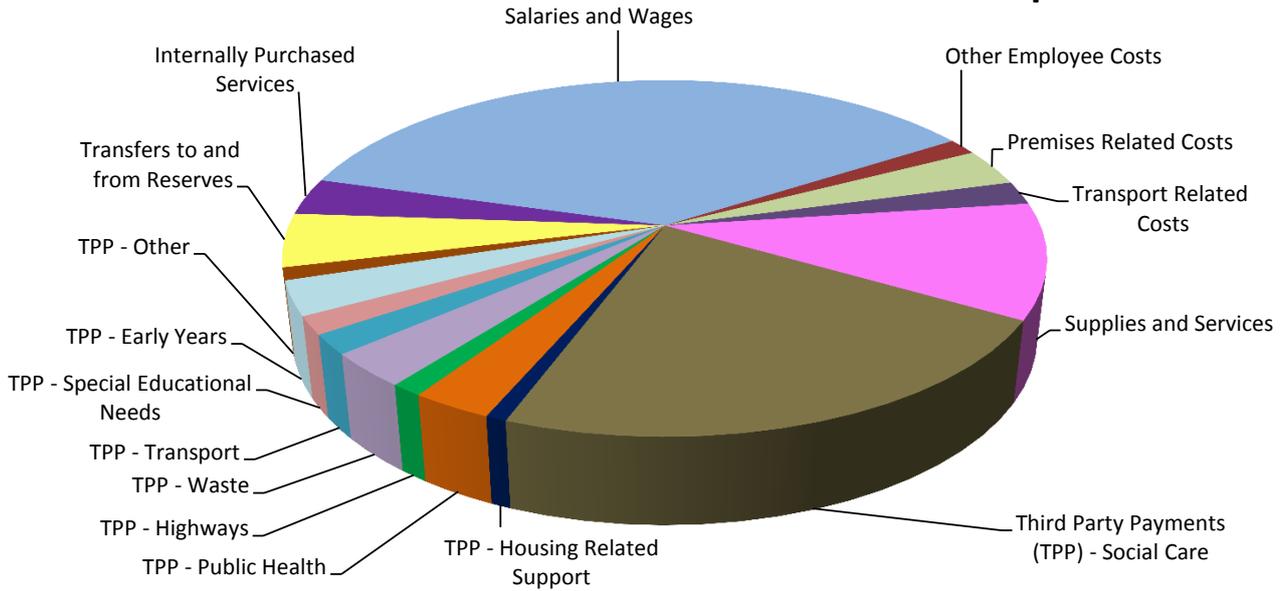
HOW FINANCED, DISTRIBUTED AND SPENT

Spent on - subjective analysis

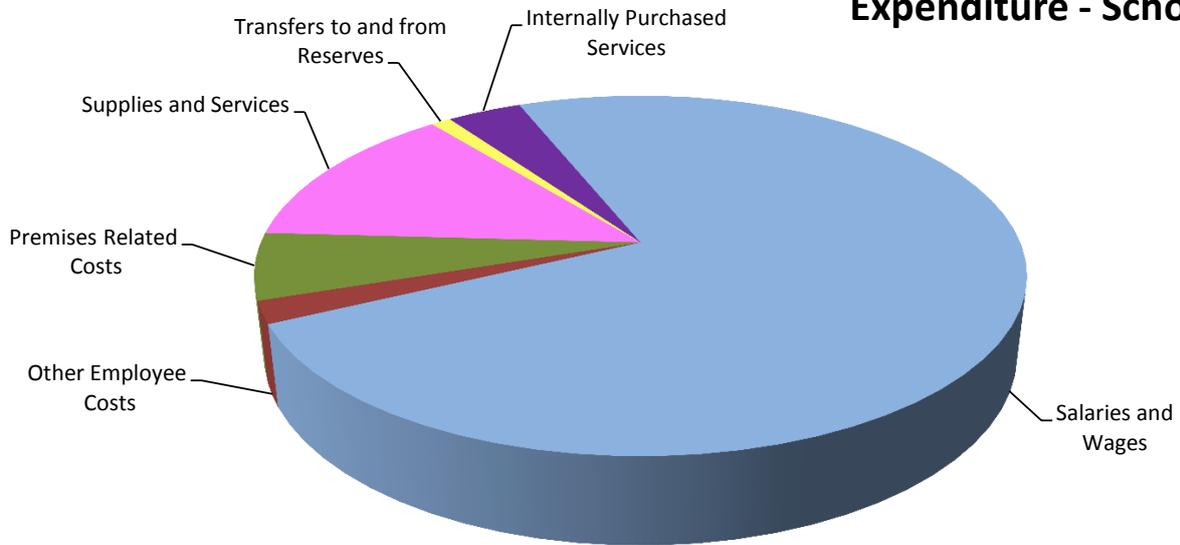
	2017-18 Approved Budget		
	Schools	KCC	Total
<u>Expenditure</u>	£m	£m	£m
Salaries and Wages	493.2	305.2	798.4
Other Employee Costs	13.3	19.2	32.5
Premises Related Costs	40.0	33.9	73.9
Transport Related Costs	-	46.5	46.5
Supplies and Services	88.6	139.9	228.5
Third Party Payments (TPP) - Social Care	-	488.6	488.6
TPP - Housing Related Support	-	16.5	16.5
TPP - Public Health	-	63.7	63.7
TPP - Highways	-	25.0	25.0
TPP - Waste	-	67.9	67.9
TPP - Transport	-	39.3	39.3
TPP - Special Educational Needs	-	35.8	35.8
TPP - Early Years	-	68.1	68.1
TPP - Other	-	24.6	24.6
Transfers to and from Reserves	6.7	99.4	106.1
Internally Purchased Services	24.7	48.3	73.0
Gross Expenditure	666.5	1,521.9	2,188.4
<u>Income</u>			
Grants	-616.7	-304.3	-921.0
Contributions	-13.0	-73.5	-86.5
Sales	-3.0	-5.7	-8.7
Fees and Charges	-17.9	-105.2	-123.1
Other Income	-15.9	-27.2	-43.1
Income from Internal Clients & Recharges	0.0	-73.0	-73.0
Total Income	-666.5	-588.9	-1,255.4
Net Expenditure	0.0	933.0	933.0

Section 8 - 2017-18 Revenue Budget Summary

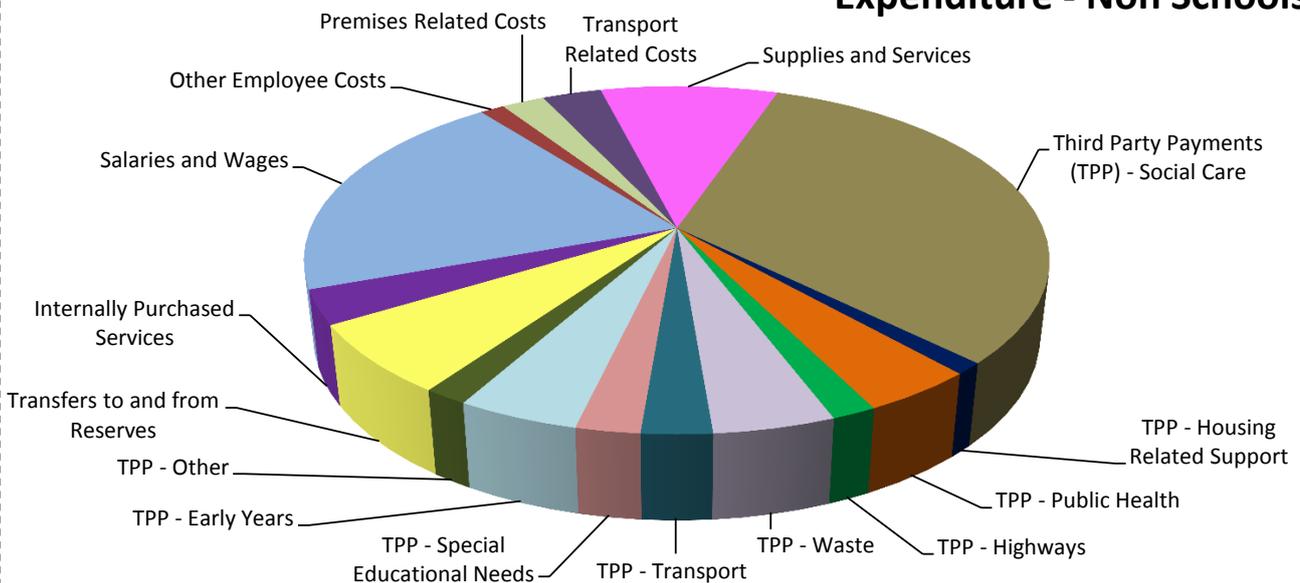
Expenditure - KCC



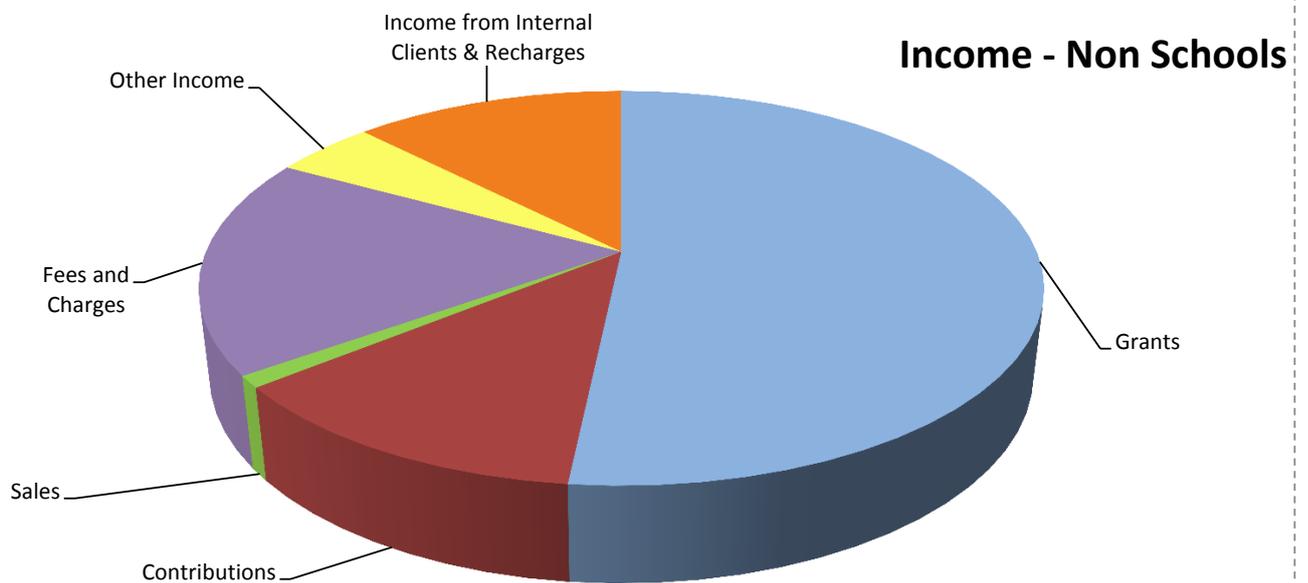
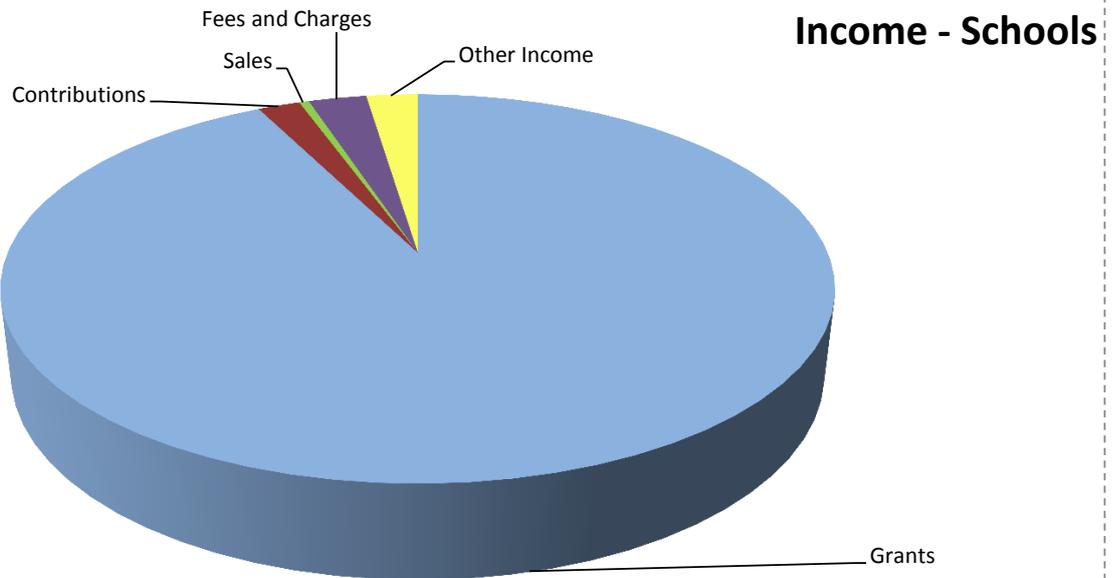
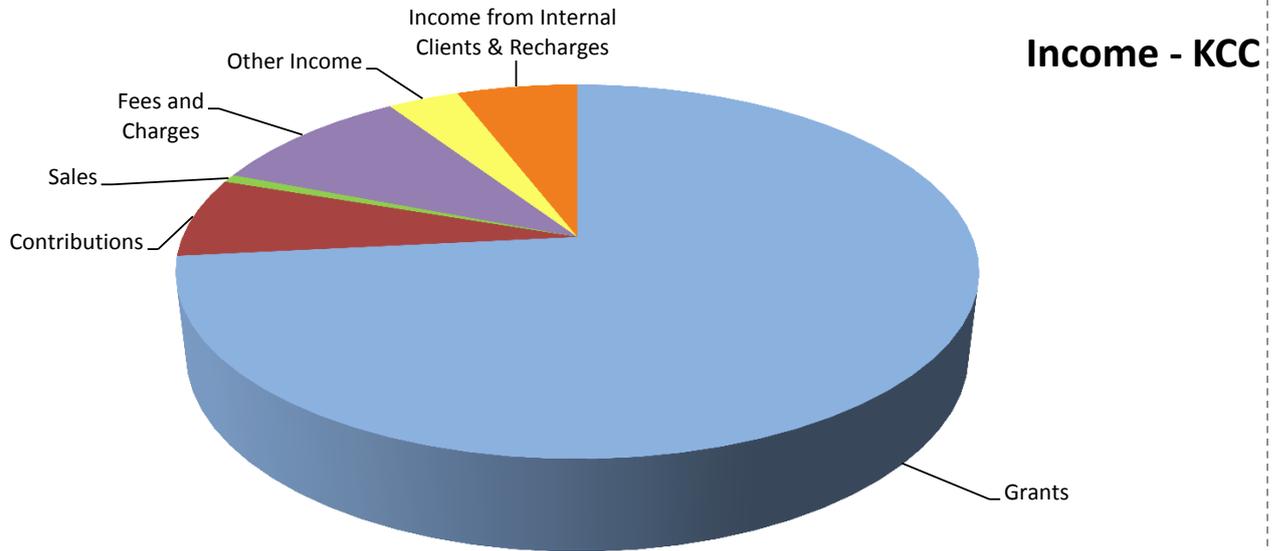
Expenditure - Schools



Expenditure - Non Schools



Section 8 - 2017-18 Revenue Budget Summary



KCC Budget Book

SECTION 9

Manager Analysis - Budget by Directorate

**(including delegations to
managers)**

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate														
Directorate:		Education & Young People Services												
Corporate Director:		Patrick Leeson												
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget							
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
							£000s	£000s	£000s	£000s	£000s	£000s		
1	5,693.9		Strategic Management & Directorate Budgets		Patrick Leeson		653.2	7,775.7	8,428.9	0.0	-684.0	-2,960.6	4,784.3	
			<i>Education Planning & Access - Director: Keith Abbott</i>											
2	-8.9			Area Education Officers	Marisa White		105.7	22.7	128.4	-132.0	-174.3	0.0	-177.9	
3	1,586.1			Special Educational Needs	Julie Ely		5,602.3	52,218.1	57,820.4	-304.7	-4,410.4	-52,193.0	912.3	
4	30,611.1			Fair Access	Scott Bagshaw		2,239.9	36,934.9	39,174.8	-688.0	-3,082.4	-2,820.6	32,583.8	
5	2,188.0			Education Psychology	Andy Heather		3,034.3	128.2	3,162.5	-868.2	-261.3	0.0	2,033.0	
6	-2,289.9			School Resources	Keith Abbott		2,283.7	104,078.2	106,361.9	-14,368.0	-4,253.3	-90,492.5	-2,751.9	
7	204.0			Divisional Budget	Keith Abbott		716.4	23.6	740.0	0.0	-48.0	-642.0	50.0	
8	32,290.4		Total - Education, Planning & Access				13,982.3	193,405.7	207,388.0	-16,360.9	-12,229.7	-146,148.1	32,649.3	
			<i>Early Help & Preventative Services - Director: Stuart Collins (Interim)</i>											
9	2,304.9			Information & Intelligence	Katherine Atkinson		2,966.8	847.8	3,814.6	-168.0	-42.0	-2,189.8	1,414.8	
10	3,112.4			Integrated Preventative Services - North Kent	Nick Moor (Interim)		4,279.6	330.0	4,609.6	-1,206.9	0.0	-1,226.6	2,176.1	
11	3,716.5			Integrated Preventative Services - South Kent	Louise Fisher		4,828.8	662.5	5,491.3	-1,189.5	-37.5	-1,564.5	2,699.8	
12	4,024.2			Integrated Preventative Services - East Kent	Nigel Baker		6,517.0	934.2	7,451.2	-1,876.3	-1,069.0	-1,832.5	2,673.4	
13	3,095.7			Integrated Preventative Services - West Kent	Nick Fenton		4,210.3	293.1	4,503.4	-1,189.6	-0.5	-1,193.5	2,119.8	
14	144.7			Pupil Referral Units and Inclusion	Ming Zhang		1,656.6	2,670.6	4,327.2	0.0	-267.0	-4,060.2	0.0	
15	0.0			Troubled Families	David Weiss		138.8	1,072.0	1,210.8	0.0	-339.0	-871.8	0.0	
16	400.6			Youth Offending Service	Louise Fisher (Interim)		1,511.2	581.3	2,092.5	-323.6	-311.1	-1,137.2	320.6	
17	5,295.9			Commissioned Service - Other Early Help & Preventative Services	Stuart Collins (Interim)		0.0	7,709.7	7,709.7	-270.3	0.0	-2,393.5	5,045.9	
18	546.1			Divisional Budget	Stuart Collins (Interim)		320.4	225.7	546.1	0.0	0.0	-192.4	353.7	
19	22,641.0		Total - Early Help & Preventative Services				26,429.5	15,326.9	41,756.4	-6,224.2	-2,066.1	-16,662.0	16,804.1	
			<i>Education Quality & Service Standards - Director: Graham Willett (Interim)</i>											
20	-1,366.4			Community Learning & Skills (CLS)	Terry Burgess		8,791.2	3,905.9	12,697.1	0.0	-3,381.9	-10,681.6	-1,366.4	
21	1,297.3			Early Years & Childcare	Alex Gamby		4,451.2	1,833.8	6,285.0	-548.7	-857.8	-3,655.2	1,223.3	
22	368.4			Education Safeguarding	Claire Ray		577.6	96.8	674.4	-161.4	-223.2	0.0	289.8	
23	1,441.3			Skills & Employability	Sue Dunn		2,024.7	878.2	2,902.9	-456.0	-131.5	-1,004.1	1,311.3	
24	2,371.6			Standards & School Improvement	Anton Francic		4,708.1	2,459.9	7,168.0	-4,635.3	-782.6	-198.5	1,551.6	
25	182.9			Divisional Budget	Graham Willett (Interim)		-24.7	7.6	-17.1	0.0	0.0	0.0	-17.1	
26	4,295.1		Total - Education Quality & Service Standards				20,528.1	9,182.2	29,710.3	-5,801.4	-5,377.0	-15,539.4	2,992.5	
27	0.0		Schools' Delegated Budgets		Patrick Leeson		493,235.4	173,298.9	666,534.3	0.0	-49,814.8	-616,719.5	0.0	
28	64,920.4	1,529.3	Sub Total - Education & Young People Services				1,625.5	554,828.5	398,989.4	953,817.9	-28,386.5	-70,171.6	-798,029.6	57,230.2

The FTE numbers reflect actual numbers in post as at end of February 2016 (for 2016-17) and end of February 2017 (for 2017-18) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate													
Directorate:		Growth, Environment & Transport											
Corporate Director:		Barbara Cooper											
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget						
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
							£000s	£000s	£000s	£000s	£000s	£000s	
29	1,371.7		Strategic Management & Directorate Budgets		Barbara Cooper		374.4	910.3	1,284.7	0.0	-68.0	0.0	1,216.7
			<u>Economic Development - Director: David Smith</u>										
30	2,768.3		Economic Strategy & Partnerships		Nigel Smith		2,623.8	3,601.0	6,224.8	-1,000.0	-1,992.4	-828.7	2,403.7
31	2,009.4		Business Engagement & Economic Development		David Hughes		371.9	1,524.8	1,896.7	0.0	-17.4	0.0	1,879.3
32	0.0		International Policy		David Hughes		46.5	66.5	113.0	-48.6	-109.4	0.0	-45.0
33	4,777.7		Total - Economic Development				3,042.2	5,192.3	8,234.5	-1,048.6	-2,119.2	-828.7	4,238.0
			<u>Highways, Transportation & Waste - Director: Roger Wilkin</u>										
34	26,539.4		Highway Asset Management		Andrew Loosemore		8,584.5	20,964.1	29,548.6	0.0	-4,054.2	0.0	25,494.4
35	5,692.5		Highway Transportation		Tim Read		5,235.7	2,335.5	7,571.2	-28.0	-2,209.7	-107.4	5,226.1
36	32,945.4		Public Transport		Philip Lightowler		1,274.3	39,383.7	40,658.0	-517.0	-6,479.5	-1,087.8	32,573.7
37	67,593.3		Waste & Business Services		David Beaver		2,241.7	71,767.7	74,009.4	0.0	-4,570.8	0.0	69,438.6
38	132,770.6		Total - Highways, Transportation & Waste				17,336.2	134,451.0	151,787.2	-545.0	-17,314.2	-1,195.2	132,732.8
			<u>Environment, Planning & Enforcement - Director: Katie Stewart</u>										
39	1,029.4		Countryside, Leisure & Sport		Stephanie Holt		2,369.7	2,248.5	4,618.2	-288.0	-3,397.6	-76.2	856.4
40	23.4		Kent Downs AONB		Nick Johannsen		381.4	213.9	595.3	0.0	-425.7	-146.2	23.4
41	569.8		Planning Applications		Sharon Thompson		860.4	166.4	1,026.8	-232.0	-230.0	0.0	564.8
42	9,748.3		Public Protection		Mike Overbeke		8,697.0	3,864.2	12,561.2	-66.0	-2,569.4	0.0	9,925.8
43	539.5		Sustainable Business & Communities		Carolyn McKenzie		594.8	1,889.8	2,484.6	-262.0	-163.0	-1,565.1	494.5
44	2,237.2		Strategic Planning & Policy		Tom Marchant		1,673.0	1,030.5	2,703.5	0.0	-311.3	-147.0	2,245.2
45	316.6		Divisional Budget		Katie Stewart		303.0	13.6	316.6	0.0	0.0	0.0	316.6
46	14,464.2		Total - Environment, Planning & Enforcement				14,879.3	9,426.9	24,306.2	-848.0	-7,097.0	-1,934.5	14,426.7
47	10,899.9		Libraries, Registration & Archives		James Pearson (Interim)		11,328.1	4,615.0	15,943.1	-413.7	-5,836.3	0.0	9,693.1
48	164,284.1	1,288.9	Sub Total - Growth, Environment & Transport			1,277.4	46,960.2	154,595.5	201,555.7	-2,855.3	-32,434.7	-3,958.4	162,307.3

The FTE numbers reflect actual numbers in post as at end of February 2016 (for 2016-17) and end of February 2017 (for 2017-18) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate													
Directorate:		Social Care, Health & Wellbeing											
Corporate Director:		Andrew Ireland											
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget						
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
							£000s	£000s	£000s	£000s	£000s	£000s	
49	4,108.1			Strategic Management & Directorate Budgets	Andrew Ireland		1,358.5	41,655.6	43,014.1	0.0	-160.0	-201.9	42,652.2
				<i>Commissioning - Director: Mark Lobban</i>									
50	1,143.5			Commissioned Services - Accommodation Solutions	Christy Holden		1,125.5	49.0	1,174.5	-40.0	0.0	-41.0	1,093.5
51	16,288.0			Commissioned Services - Community Support	Emma Hanson		1,341.1	22,290.6	23,631.7	-2,693.9	-4,137.4	-716.4	16,084.0
52	1,121.4			Performance & Information Management	Steph Smith		820.0	101.4	921.4	0.0	0.0	0.0	921.4
53	1,796.4			Children's Commissioning	Karen Sharp (Interim)		1,706.7	78.6	1,785.3	0.0	-50.9	0.0	1,734.4
54	1,562.8			Safeguarding Adults	Annie Ho (Interim)		1,442.4	876.8	2,319.2	0.0	-111.1	-126.4	2,081.7
55	100.0			Commissioned Services - KDAAT LASAR	Annie Ho (Interim)		0.0	0.0	0.0	0.0	0.0	0.0	0.0
56	18,674.4			Commissioned Services - Supporting People & KSAS	Emma Hanson		652.1	19,389.7	20,041.8	-393.2	0.0	-1,431.7	18,216.9
57	137.5			Divisional Budget	Mark Lobban		130.4	7.1	137.5	0.0	0.0	0.0	137.5
58	40,824.0			Total - Commissioning			7,218.2	42,793.2	50,011.4	-3,127.1	-4,299.4	-2,315.5	40,269.4
				<i>Disabled Children, Adult Learning Disability & Mental Health - Director: Penny Southern</i>									
59	41,259.6			Disabled Children & Young People Service (0-25 Learning Disabilities & Complex Physical Disabilities)	Mark Walker		4,757.2	40,828.2	45,585.4	-547.3	-2,564.3	-19.9	42,453.9
60	117,016.4			Community Learning Disabilities Team (26+)	Christine Beaney		3,966.4	128,033.1	131,999.5	0.0	-10,336.8	-993.2	120,669.5
61	14,508.7			In-house Provider Unit (Children & Adult Disability Services)	Damien Ellis		13,435.9	2,728.3	16,164.2	-12.7	-874.9	-912.9	14,363.7
62	885.3			Disabled Children & Adult Learning/Physical Disability Divisional Budget	Penny Southern		1,112.6	-2,343.9	-1,231.3	0.0	-3.4	0.0	-1,234.7
63	10,681.0			Mental Health - East Kent	Penny Southern		3,164.2	8,901.6	12,065.8	0.0	-779.2	0.0	11,286.6
64	7,512.4			Mental Health - West Kent	Penny Southern		2,939.3	5,296.9	8,236.2	0.0	-382.3	0.0	7,853.9
65	3,407.1			Mental Health - Social Work	Cheryl Fenton		2,248.6	1,440.0	3,688.6	0.0	-265.6	0.0	3,423.0
66	1,290.2			Mental Health Divisional Budget	Penny Southern		1,725.0	-949.8	775.2	0.0	-479.5	-281.0	14.7
67	6,093.4			Operational Support	David Oxlade		4,567.5	1,532.2	6,099.7	0.0	-256.3	0.0	5,843.4
68	202,654.1			Total - Disabled Children, Adult Learning Disability & Mental Health			37,916.7	185,466.6	223,383.3	-560.0	-15,942.3	-2,207.0	204,674.0
				<i>Older People & Physical Disability - Director: Anne Tidmarsh</i>									
69	27,597.5			OPPD - Ashford & Canterbury Coastal	Mike Powe		7,043.3	36,663.9	43,707.2	-37.2	-16,476.4	-233.5	26,960.1
70	40,553.5			OPPD - Dartford, Gravesham, Swanley & Swale	Jane Barnes		14,346.5	47,588.0	61,934.5	0.0	-20,876.4	-2,265.7	38,792.4
71	34,727.8			OPPD - West Kent	Mary Silverton		13,623.5	48,871.2	62,494.7	-51.0	-28,171.6	-391.7	33,880.4
72	30,867.8			OPPD - Thanet & South Kent Coast	Janice Duff		5,350.1	45,331.6	50,681.7	0.0	-20,290.6	-324.9	30,066.2
73	4,535.2			OPPD - Adaptive & Assistive Technology	Jane Miller		0.0	9,284.1	9,284.1	0.0	-4,748.9	0.0	4,535.2
74	5,500.8			Divisional Budget	Anne Tidmarsh		1,075.8	11,141.5	12,217.3	0.0	-2,859.4	-8,452.7	905.2
75	143,782.6			Total - Older People & Physical Disability			41,439.2	198,880.3	240,319.5	-88.2	-93,423.3	-11,668.5	135,139.5

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate														
Directorate:		Social Care, Health & Wellbeing												
Corporate Director:		Andrew Ireland												
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget							
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
							£000s	£000s	£000s	£000s	£000s	£000s	£000s	
			<u>Public Health - Director: Andrew Scott-Clark</u>											
76	0.0			Health Delivery	Allison Duggal		2,118.3	2,867.8	4,986.1	-9.8	-508.7	-4,467.6	0.0	
77	0.0			Health Commissioning	Karen Sharp		1,218.7	68,644.4	69,863.1	0.0	-6,055.4	-63,807.7	0.0	
78	0.0			Divisional Budget	Andrew Scott-Clark		340.0	752.7	1,092.7	0.0	0.0	-1,092.7	0.0	
79	0.0			Total - Public Health			3,677.0	72,264.9	75,941.9	-9.8	-6,564.1	-69,368.0	0.0	
			<u>Specialist Children's Services - Director: Philip Segurola</u>											
80	15,392.5			North Kent	Mark Thorn		6,000.9	10,904.9	16,905.8	-546.5	-70.0	0.0	16,289.3	
81	29,840.2			South Kent	Stephen Fitzgerald		11,679.8	23,363.1	35,042.9	-985.5	-162.8	0.0	33,894.6	
82	32,723.0			East Kent	Karen Graham		12,436.5	22,986.3	35,422.8	-728.6	-259.6	0.0	34,434.6	
83	8,424.5			West Kent (including Asylum)	Sarah Hammond		6,674.1	25,852.9	32,527.0	-546.5	-271.7	-23,076.0	8,632.8	
84	9,210.0			Corporate Parenting	Naintara Khosla		8,697.2	8,078.1	16,775.3	-2,575.2	-105.8	-4,410.6	9,683.7	
85	6,706.8			Safeguarding	Patricia Denney		6,777.9	795.0	7,572.9	-270.4	-439.8	0.0	6,862.7	
86	4,119.8			Divisional Budget	Philip Segurola		1,355.9	2,713.8	4,069.7	-1,230.7	-252.9	0.0	2,586.1	
87	106,416.8			Total - Specialist Children's Services			53,622.3	94,694.1	148,316.4	-6,883.4	-1,562.6	-27,486.6	112,383.8	
88	497,785.6	3,552.1	Sub Total - Social Care, Health & Wellbeing				3,528.5	145,231.9	635,754.7	780,986.6	-10,668.5	-121,951.7	-113,247.5	535,118.9

The FTE numbers reflect actual numbers in post as at end of February 2016 (for 2016-17) and end of February 2017 (for 2017-18) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate													
Directorate:		Strategic & Corporate Services											
Corporate Director:		David Cockburn											
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget						
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
							£000s	£000s	£000s	£000s	£000s	£000s	
89	-2,448.5			Strategic Management & Directorate Budgets	David Cockburn		703.0	2,146.4	2,849.4	-716.9	-132.0	-4,388.0	-2,387.5
				Engagement, Organisation Design & Development - Corporate Director: Amanda Beer									
90	1,553.5			Business Service Centre Client Commissioning	Amanda Beer		0.0	1,343.0	1,343.0	0.0	-90.5	0.0	1,252.5
91	558.4			Business Management & Client Relationship	Amanda Beer		494.0	30.4	524.4	-11.0	0.0	0.0	513.4
92	1,631.1			Human Resources	Paul Royel		1,505.5	116.0	1,621.5	-175.3	0.0	0.0	1,446.2
93	738.3			Engagement & Consultation	Diane Trollope		476.4	50.9	527.3	0.0	0.0	0.0	527.3
94	8,196.5			Kent Communications & Member Grants	Christina Starte		1,434.7	6,768.4	8,203.1	-373.7	-259.6	-89.0	7,480.8
95	494.9			Health & Safety	Flavio Walker		447.2	34.1	481.3	-24.0	0.0	0.0	457.3
96	2,062.4			Organisational Development	Julie Cudmore		307.9	1,759.2	2,067.1	0.0	-320.0	0.0	1,747.1
97	1,115.0			Divisional Budget	Amanda Beer		1,052.9	85.5	1,138.4	0.0	-172.6	0.0	965.8
98	16,350.1			Total - Engagement, Organisation Design & Development			5,718.6	10,187.5	15,906.1	-584.0	-842.7	-89.0	14,390.4
				Finance & Procurement - Corporate Director: Andy Wood									
99	3,091.0			Business Service Centre Client Commissioning	Cath Head		148.8	2,820.7	2,969.5	0.0	-11.5	0.0	2,958.0
100	0.0			External Contracts	Nick Vickers		45.0	0.0	45.0	0.0	-45.0	0.0	0.0
101	2,801.3			Finance Operations	Cath Head		6,287.0	806.4	7,093.4	-856.2	-2,732.2	-889.8	2,615.2
102	2,991.1			Finance Planning, Policy & Strategy	Dave Shipton		1,413.9	2,026.8	3,440.7	-245.7	-541.9	-15.0	2,638.1
103	904.7			Internal Audit	Bob Patterson		778.3	189.5	967.8	0.0	-144.0	0.0	823.8
104	1,739.8			Strategic Sourcing & Procurement	Henry Swan		1,669.8	50.9	1,720.7	-15.0	-150.0	0.0	1,555.7
105	1,068.9			Divisional Budget	Andy Wood		807.2	-195.8	611.4	0.0	-134.5	0.0	476.9
106	12,596.8			Total - Finance & Procurement			11,150.0	5,698.5	16,848.5	-1,116.9	-3,759.1	-904.8	11,067.7
				General Counsel - Director: Ben Watts									
107	4,213.0			Democratic Services	John Lynch		1,439.8	2,835.2	4,275.0	0.0	-107.0	-35.0	4,133.0
108	-2,413.5			General Counsel & Legal Services Contract Management	Ben Watts		374.5	-1,445.4	-1,070.9	0.0	-1,057.4	0.0	-2,128.3
109	349.9			Information Resilience & Transparency	Caroline Dodge		390.0	12.9	402.9	0.0	-53.0	0.0	349.9
110	2,149.4			Total - General Counsel			2,204.3	1,402.7	3,607.0	0.0	-1,217.4	-35.0	2,354.6

Section 9 - 2017-18 Revenue Budget by Directorate

Section 9 - 2017-18 Revenue Budget by Directorate													
Directorate:		Strategic & Corporate Services											
Corporate Director:		David Cockburn											
Row Ref	2016-17 Revised Budget	2016-17 FTE	Division	Unit	Accountable Manager	FTE	2017-18 Approved Budget						
							Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
							£000s	£000s	£000s	£000s	£000s	£000s	
			Infrastructure - Director: Rebecca Spore										
111	0.0			Commercial Business Operations	Victoria Seal		0.0	2,026.3	2,026.3	-607.3	-1,419.0	0.0	0.0
112	4,198.3			Business Service Centre Client Commissioning	Michael Lloyd		0.0	4,133.3	4,133.3	0.0	-250.4	-147.3	3,735.6
113	8,572.1			Technology, Commissioning & Strategy	Michael Lloyd		1,326.4	6,938.7	8,265.1	-28.6	-9.5	-1.7	8,225.3
114	246.6			Strategic Infrastructure Partnership	Carol Patrick		580.6	748.0	1,328.6	0.0	-1,135.5	0.0	193.1
115	19,910.1			Property Operations (incl Corporate Landlord)	Victoria Seal		0.0	29,204.2	29,204.2	-5,473.8	-4,283.8	-187.0	19,259.6
116	263.9			Property Commissioning & Strategy	Victoria Seal		352.7	1.2	353.9	0.0	0.0	0.0	353.9
117	1,514.2			Property Services Commissioned from LATCO	Victoria Seal		0.0	2,659.9	2,659.9	-886.0	-620.1	0.0	1,153.8
118	592.4			Infrastructure Business Relationship	Ros Adbly		486.0	1.4	487.4	0.0	-50.0	0.0	437.4
119	961.7			Divisional Budget	Rebecca Spore		493.2	689.0	1,182.2	0.0	0.0	0.0	1,182.2
120	36,259.3			Total - Infrastructure			3,238.9	46,402.0	49,640.9	-6,995.7	-7,768.3	-336.0	34,540.9
121	0.0		Business Services Centre - Director: Rebecca Spore		Vacant		21,677.8	5,995.9	27,673.7	-21,641.5	-6,032.2	0.0	-0.0
122	1,328.5		Strategic Business Development & Intelligence		Vincent Godfrey		1,078.6	127.9	1,206.5	0.0	0.0	0.0	1,206.5
123	2,166.4		Strategy, Policy, Relationships & Corporate Assurance		David Whittle		1,616.4	401.0	2,017.4	0.0	-42.0	0.0	1,975.4
124	0.0		Transformation <i>The costs of contracts with our transformation partners are to be met from a transfer from reserves, both of which are within the non staffing category, resulting in a zero budget reflected here.</i>		Vincent Godfrey		0.0	0.0	0.0	0.0	0.0	0.0	0.0
125	68,402.0	1,363.8	Sub Total - Strategic & Corporate Services (excl. Financing Items)			1,200.8	47,387.6	72,361.9	119,749.5	-31,055.0	-19,793.7	-5,752.8	63,148.0
			Financing Items (including Unallocated) - Director: Andy Wood										
126	68,274.0			Finance Operations	Cath Head		1,125.0	68,821.0	69,946.0	0.0	0.0	-18.0	69,928.0
127	44,858.0			Finance Planning, Policy & Strategy	Dave Shipton		0.0	49,756.0	49,756.0	0.0	-10,342.0	0.0	39,414.0
128	2,525.6			Corporate Director of Finance & Procurement	Andy Wood		2,900.0	12,730.4	15,630.4	0.0	-6,800.0	0.0	8,830.4
129	0.0			Strategic Sourcing & Procurement	Henry Swan		0.0	-3,000.0	-3,000.0	0.0	0.0	0.0	-3,000.0
130	115,657.6			Total - Financing Items (including Unallocated)			4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4
131	184,059.6	1,363.8	Sub Total - Strategic & Corporate Services			1,200.8	51,412.6	200,669.3	252,081.9	-31,055.0	-36,935.7	-5,770.8	178,320.4
132	911,049.7	7,734.1	KCC Total			7,632.2	798,433.2	1,390,008.9	2,188,442.1	-72,965.3	-261,493.7	-921,006.3	932,976.8

The FTE numbers reflect actual numbers in post as at end of February 2016 (for 2016-17) and end of February 2017 (for 2017-18) and exclude agency staff and vacancies, as these are not recorded in the HR system.

KCC Budget Book

Appendix A

Directorate specific A to Z Service Analysis

Directorate	Page Numbers
Education & Young People's Services	291 – 296
Growth, Environment & Transport	297 – 306
Social Care, Health & Wellbeing	307 – 318
Strategic & Corporate Services	319 – 322
Financing Items (including Unallocated)	323 – 324

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Children's Services								
		<i>Early Help</i>								
1	6,290.3	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.
2	11,886.1	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.
		<i>Education and Personal</i>								
3	979.6	14 to 24 year olds	1,242.9	712.7	1,955.6	-130.0	-70.0	-906.0	849.6	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.
4	144.7	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.

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
5	1,297.3	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.
6	0.0	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.
7	2,188.0	Education Psychology Service	3,034.3	128.2	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.
8	493.4	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.
9	0.0	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.
10	1,237.7	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.

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
11	400.6	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.
		Other Children's Services								
12	368.4	Safeguarding	577.6	96.8	674.4	-161.4	-223.2	0.0	289.8	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.
		Community Services								
13	-1,366.4	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.
14	461.3	Supporting Employment	650.4	145.9	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.

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Schools & High Needs Education Budgets								
15	0.0	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.
16	0.0	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.
17	0.0	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.
18	0.0	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.
19	0.0	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.
20	0.0	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.
21	0.0	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.
		Schools' Services								
22	5,032.3	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.
23	94.1	Other Schools' Services	105.7	5,673.1	5,778.8	-2,527.4	-206.3	-3,120.0	-74.9	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.
24	0.0	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.

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
25	2,375.5	School Improvement	4,407.5	2,451.5	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.
		Transport Services								
26	22,976.5	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.
27	7,161.6	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.
28	409.6	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.
29	62,430.6	Total Direct Services to the Public	542,445.5	389,520.5	931,966.0	-26,851.3	-67,164.3	-780,001.1	57,949.3	
		Assessment Services								
30	1,152.6	Assessment and Support of Children with Special Education Needs	4,444.9	5,569.1	10,014.0	0.0	-281.0	-9,229.2	503.8	Statutory assessment and review of children with Special Educational Needs.
31	1,152.6	Total Assessment Services	4,444.9	5,569.1	10,014.0	0.0	-281.0	-9,229.2	503.8	
		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.
32	1,837.8	Education & Young People (E&YP)	6,256.7	3,799.1	10,055.8	-503.5	-2,526.0	-7,536.6	-510.3	
		Support to Frontline Services:								
33	-500.6	Finance and Procurement (excluding services commissioned from Business Services Centre)	1,681.4	100.7	1,782.1	-1,031.7	-200.3	-1,262.7	-712.6	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.

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People's Services

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Affordable Activity
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
34	1,337.2	Total Management, Support Services and Overheads	7,938.1	3,899.8	11,837.9	-1,535.2	-2,726.3	-8,799.3	-1,222.9	
35	64,920.4	TOTAL	554,828.5	398,989.4	953,817.9	-28,386.5	-70,171.6	-798,029.6	57,230.2	

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Children's Services								
		<i>Education and Personal</i>								
1	50.5	14 to 24 year olds	64.9	0.0	64.9	0.0	-17.4	0.0	47.5	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.
		Community Services								
2	1,958.9	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.
3	-0.2	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
4	10,899.9	Libraries, Registration and Archives Services	11,328.1	4,615.0	15,943.1	-413.7	-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>
5	438.3	Sports & Physical Activity Development	734.8	991.3	1,726.1	-147.8	-1,196.7	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>

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Environment								
6	569.9	Country Parks, Countryside Partnerships & Explore Kent	1,635.0	1,257.2	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
7	1,384.8	Environmental Management (incl. Coastal Protection)	1,573.9	2,702.4	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.
8	1,627.1	Public Rights of Way	1,288.0	498.2	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.
		Highways								
		Highways Maintenance								
9	3,261.3	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
10	2,051.5	Bridges and other structures	644.0	1,583.6	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.
11	7,347.0	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.
12	2,993.1	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.
13	3,083.1	Streetlight maintenance	521.2	2,316.6	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.
		Highways Management								
14	-18.3	Development Planning	1,771.1	320.8	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.
15	1,661.2	Highway improvements	2,293.9	-723.1	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.
16	642.6	Road safety	980.8	1,722.0	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.
17	4,733.8	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.
18	1,033.7	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.
19	3,389.4	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Planning and Transport Strategy								
20	1,255.7	Planning & Transport Policy	774.7	377.0	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.
21	416.6	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).
		Public Protection								
22	2,217.3	Community Safety (including Community Wardens)	2,046.0	198.1	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
23	2,884.6	Coroners	1,873.9	2,168.2	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.
24	1,124.2	Emergency Response & Resilience (including Flood Risk Management)	829.8	631.4	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.
25	2,614.0	Trading Standards (including Kent Scientific Services)	2,820.5	728.3	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Regeneration & Economic Development								
26	2,609.3	Regeneration & Economic Development Services	2,516.5	3,666.7	6,183.2	-1,048.6	-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.
		Schools' Services								
27	461.0	Other Schools' Services	408.5	46.5	455.0	0.0	0.0	0.0	455.0	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.
		Transport Services								
28	17,111.2	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.
29	6,043.4	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
30	1,401.0	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.
31	233.0	Transport Planning	204.8	25.2	230.0	0.0	0.0	0.0	230.0	Improve public transport and access to key services.
32	8,312.5	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.
		Waste Management								
33	814.1	Waste Compliance, Commissioning and Contract Management	597.0	208.1	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.
34	575.4	Partnerships & development	282.3	287.1	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.
35	599.8	Closed Landfill Sites	104.8	502.0	606.8	0.0	-16.0	0.0	590.8	Pollution monitoring and control and maintenance of 19 closed landfills to ensure public safety and environmental protection is maintained.
		Waste Processing								
36	15,299.3	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.

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
37	6,236.1	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.
38	6,939.7	Recycling Contracts and Composting	0.0	8,925.7	8,925.7	0.0	-1,716.0	0.0	7,209.7	Recycling and composting 346,800 tonnes (47%) of household waste.
39	36,120.0	Treatment and disposal of residual waste	0.0	37,363.0	37,363.0	0.0	0.0	0.0	37,363.0	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.
40	160,375.8	Total Direct Services to the Public	44,951.5	152,928.4	197,879.9	-2,855.3	-32,341.1	-3,958.4	158,725.1	
		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.
41	3,908.3	Growth, Environment & Transport (GE&T)	2,008.7	1,667.1	3,675.8	0.0	-93.6	0.0	3,582.2	
42	3,908.3	Total Management, Support Services and Overheads	2,008.7	1,667.1	3,675.8	0.0	-93.6	0.0	3,582.2	
43	164,284.1	TOTAL	46,960.2	154,595.5	201,555.7	-2,855.3	-32,434.7	-3,958.4	162,307.3	

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Adults and Older People								
1	0.0	Additional Adult Social Care allocation	0.0	26,090.8	26,090.8	0.0	0.0	0.0	26,090.8	Additional spending on Adult Social Care following the Chancellors spring budget announcement on 8 March 2017. Spending plans are to be decided at County Council on 25 May 2017.
		Direct Payments								
2	18,499.3	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.
3	963.5	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.
4	9,650.2	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.
5	11,725.0	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.
		Domiciliary Care								
6	741.5	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.
7	2,425.8	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
8	22,104.5	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.
9	579.4	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.
10	5,055.0	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.
		Non Residential Charging Income								
11	-4,554.4	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.
12	-9,153.5	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.
13	-1,457.8	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	-145.0	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.
		Nursing and Residential Care								
15	68,136.7	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
16	9,509.4	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.
17	17,181.7	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.
18	14,367.9	Older People (aged 65+) - Residential - In house service	8,927.9	10,949.4	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.
19	22,863.3	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.
20	11,770.9	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.
		Supported Living								
21	2,289.4	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.
22	4,318.1	Learning Disability (aged 18+) - Shared Lives Scheme	313.2	4,424.3	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.
23	40,903.5	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
24	2,403.3	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.
25	0.0	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.
26	31.5	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.
27	408.9	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.
28	3,313.8	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.
		Other Services for Adults and Older People								
29	5,139.2	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.
30	1,317.8	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.
		Day Care								
31	6,016.7	Learning Disability (aged 18+) - In house service	5,203.1	884.3	6,087.4	0.0	-70.7	0.0	6,016.7	Day care/day services provided by KCC.
32	8,217.7	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.
33	781.6	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.
34	884.5	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.
35	974.2	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
36	17,187.0	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.
37	550.0	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.
38	2,184.4	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.
39	1,562.8	Safeguarding	1,442.4	876.8	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.
		Social Support								
40	3,292.7	Carers - In house service	2,412.8	118.2	2,531.0	0.0	0.0	0.0	2,531.0	KCC residential services predominately providing respite services to support carers.
41	6,658.6	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
42	3,709.5	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.
43	6,310.1	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.
44	1,487.4	Support & Assistance Service (Social Fund) including refugee families	319.6	2,077.3	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.
		Children's Services								
		<i>Children in Care (Looked After)</i>								
45	1,290.0	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).
46	22,685.0	Fostering - Non-Disabled Children - In house service	1,723.2	21,121.8	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.
47	939.2	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.
48	5,843.4	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
49	167.3	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.
50	6,570.7	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.
51	2,518.6	Residential Children's Services - Disabled Children - In house service (Short Breaks Units)	2,793.9	407.1	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).
52	3,191.0	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).
53	7,787.1	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).
54	1,808.1	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.
55	1,454.8	Virtual School Kent	1,969.4	3,215.7	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.
		Children in Need								
56	6,511.8	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.
57	2,313.5	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.
		Other Children's Services								
58	11,448.1	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Asylum Seekers:								
59	0.0	- 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.
60	0.0	- 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.
61	550.0	- 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.
62	2,669.1	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.
63	4,657.1	Safeguarding	5,097.1	682.0	5,779.1	-682.2	-439.8	0.0	4,657.1	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.
		Community Services								
64	290.5	Local Healthwatch & NHS Complaints Advocacy	0.0	681.0	681.0	0.0	0.0	-469.5	211.5	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Public Health								
65	0.0	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.
66	0.0	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.
67	100.0	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
68	0.0	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.
69	0.0	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.
70	0.0	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
70	0.0	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.
72	0.0	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.
73	0.0	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.
74	403,001.4	Total Direct Services to the Public	51,594.4	625,385.2	676,979.6	-7,105.9	-118,422.2	-111,888.5	439,563.0	
		<u>Assessment Services</u>								
75	37,719.8	Adult's Social Care Staffing	37,594.9	3,275.4	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.
76	5,327.1	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.
77	36,248.9	Children's Social Care Staffing - Non-Disabled Children	38,216.6	2,517.6	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.

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
78	79,295.8	Total Assessment Services	80,901.1	6,262.1	87,163.2	-3,287.4	-3,249.1	-185.3	80,441.4	
		<u>Management, Support Services and Overheads</u>								
		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.
79	7,098.5	Social Care, Health & Wellbeing (SCH&W)	4,978.9	3,716.7	8,695.6	-235.2	-160.0	-1,132.7	7,167.7	
		Support to Frontline Services:								
80	4,656.9	Adult's Social Care Commissioning	4,461.6	170.8	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.
81	1,121.4	Adult's Social Care Performance Monitoring	820.0	101.4	921.4	0.0	0.0	0.0	921.4	Responsible for performance monitoring and information services for adults social care.
82	1,796.4	Children's Social Care Commissioning	1,706.7	78.6	1,785.3	0.0	-50.9	0.0	1,734.4	Responsible for developing and delivering a commissioning strategy and procurement priorities for Specialist Children's Services
83	815.2	Children's Social Care Performance Monitoring	769.2	39.9	809.1	0.0	0.0	0.0	809.1	Responsible for performance monitoring and information services for children's social care.
84	15,488.4	Total Management, Support Services and Overheads	12,736.4	4,107.4	16,843.8	-275.2	-280.4	-1,173.7	15,114.5	
85	497,785.6	TOTAL	145,231.9	635,754.7	780,986.6	-10,668.5	-121,951.7	-113,247.5	535,118.9	

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services										
Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Affordable Activity
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Community Services								
1	4,250.7	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.
2	921.6	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.
		Local Democracy								
3	520.0	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.
4	1,680.0	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.
5	1,788.2	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.
6	9,160.5	Total Direct Services to the Public	324.8	8,486.6	8,811.4	0.0	-259.6	-89.0	8,462.8	

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services										
Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		<u>Management, Support Services and Overheads</u>								
		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.
7	-2,448.5	Strategic & Corporate Services (S&CS)	703.0	2,146.4	2,849.4	-716.9	-132.0	-4,388.0	-2,387.5	
		Support to Frontline Services:								
8	0.0	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.
9	3,405.2	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.
10	2,172.2	Communications, Consultation & Engagement	1,652.3	497.6	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.

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services										
Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Affordable Activity
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
11	3,693.0	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.
12	7,882.5	Finance and Procurement <i>(excluding services commissioned from Business Services Centre)</i>	11,150.0	1,272.7	12,422.7	-1,116.9	-3,757.6	-904.8	6,643.4	Responsible for planning, managing and reporting upon the Council's financial resources, in liaison with both Members and senior management, in accordance with the Council's Financial Regulations.
13	2,926.1	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.
14	-1,006.2	General Counsel and Information Governance	764.5	-1,432.5	-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.
15	5,861.8	Human Resources <i>(excluding services commissioned from Business Services Centre)</i>	3,807.5	2,025.2	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.
16	1,553.5	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.
17	30,546.8	Infrastructure (Property & ICT) <i>(excluding services commissioned from Business Services Centre & LATCO)</i>	3,238.9	39,608.8	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.

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services										
Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Affordable Activity
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
18	4,198.3	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.
19	1,514.2	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.
20	-1,057.4	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.
21	59,241.5	Total Management, Support Services and Overheads	47,062.8	63,875.3	110,938.1	-31,055.0	-19,534.1	-5,663.8	54,685.2	
22	68,402.0	TOTAL	47,387.6	72,361.9	119,749.5	-31,055.0	-19,793.7	-5,752.8	63,148.0	

Appendix A - Directorate Specific A to Z Service Analysis

Financing Items (including Unallocated)

Row Ref	2016-17 Revised Base	Service	2017-18 Approved Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Financing Items (including Unallocated)										
1	264.0	Audit Fees	0.0	264.0	264.0	0.0	0.0	0.0	264.0	
2	704.0	Carbon Reduction Commitment	0.0	631.0	631.0	0.0	0.0	0.0	631.0	
3	-8,700.0	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.
4	3,352.0	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.
5	-5,685.7	Contribution to/from reserves	0.0	-5,090.6	-5,090.6	0.0	0.0	0.0	-5,090.6	
6	5,899.0	Insurance Fund	0.0	5,299.0	5,299.0	0.0	0.0	0.0	5,299.0	Contribution to self insurance fund.
7	2,000.0	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.
8	116,871.3	Net Debt costs (incl. Investment Income)	0.0	123,463.3	123,463.3	0.0	-10,342.0	0.0	113,121.3	
9	953.0	Other	1,125.0	946.0	2,071.0	0.0	0.0	-18.0	2,053.0	
10	0.0	Unallocated	2,900.0	-2,657.3	242.7	0.0	0.0	0.0	242.7	
11	115,657.6	Total Financing Items	4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4	
12	115,657.6	TOTAL	4,025.0	128,307.4	132,332.4	0.0	-17,142.0	-18.0	115,172.4	

KCC Budget Book

Appendix B

**Proportion of Revenue
Budget Commissioned
through third parties,
by A-Z budget line**

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
	Adults and Older People						
1	Additional Adult Social Care allocation	26,090.8	0.0	26,090.8	26,090.8	100	100
	Direct Payments						
2	Learning Disability (aged 18+)	19,874.9	-915.0	18,959.9	19,874.9	100	105
3	Mental Health (aged 18+)	1,067.3	-84.3	983.0	1,067.3	100	109
4	Older People (aged 65+)	11,313.0	-2,845.1	8,467.9	11,313.0	100	134
5	Physical Disability (aged 18-64)	12,159.8	-982.2	11,177.6	12,159.8	100	109
6	Learning Disability (aged 18+)	838.7	-14.0	824.7	838.7	100	102
	Domiciliary Care						
7	Older People (aged 65+) - In house service (Kent Enablement at Home service)	8,147.2	-5,721.4	2,425.8	0.0	0	0
8	Older People (aged 65+) - Commissioned service	32,061.6	-5,838.0	26,223.6	32,061.6	100	122
9	Physical Disability (aged 18-64) - In house service	579.4	0.0	579.4	0.0	0	0
10	Physical Disability (aged 18-64) - Commissioned service	4,939.0	-28.4	4,910.6	4,939.0	100	101
	Non Residential Charging Income						
11	Learning Disability (aged 18+)	0.0	-5,127.0	-5,127.0	0.0	0	0
12	Older People (aged 65+)	0.0	-10,789.5	-10,789.5	0.0	0	0
13	Physical Disability (aged 18-64)	0.0	-1,465.9	-1,465.9	0.0	0	0
14	Mental Health (aged 18+)	0.0	-163.6	-163.6	0.0	0	0
	Nursing & Residential Care						
15	Learning Disability (aged 18+) (see note 1)	72,771.9	-5,907.2	66,864.7	72,817.4	100	109
16	Mental Health (aged 18+) (see note 1)	10,569.3	-872.4	9,696.9	10,569.8	100	109
17	Older People (aged 65+) - Nursing	32,782.7	-17,398.1	15,384.6	32,782.7	100	213
18	Older People (aged 65+) - Residential - In house service (see note 2)	19,877.3	-5,910.8	13,966.5	9,977.6	50	71
19	Older People (aged 65+) - Residential - Commissioned service	58,381.3	-35,178.1	23,203.2	58,381.3	100	252
20	Physical Disability (aged 18-64)	13,899.7	-1,717.5	12,182.2	13,899.7	100	114
	Supported Living						
21	Learning Disability (aged 18+) - In house service (see note 2)	3,336.8	-1,047.4	2,289.4	912.9	27	40
22	Learning Disability (aged 18+) - Shared Lives Scheme	4,737.5	0.0	4,737.5	4,382.4	93	93
23	Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements	48,063.1	-212.5	47,850.6	48,061.3	100	100
24	Mental Health (aged 18+) - Commissioned service	2,835.3	-138.4	2,696.9	2,835.3	100	105
25	Mental Health (aged 18+) - In house service (see note 2)	256.0	-256.0	0.0	256.0	100	0
26	Older People (aged 65+) - In house service (see note 2)	8,344.3	-8,312.8	31.5	6,923.8	83	21,980
27	Older People (aged 65+) - Commissioned service	419.2	0.0	419.2	419.2	100	100

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
28	Physical Disability (aged 18-64) - Commissioned service	3,592.6	-15.6	3,577.0	3,592.6	100	100
	Other Services for Adults and Older People						
29	Adaptive & Assistive Technology	10,129.0	-4,880.7	5,248.3	8,943.9	88	170
30	Community Support Services for Mental Health (aged 18+)	1,413.1	-57.2	1,355.9	66.0	5	5
	Day Care						
31	- Learning Disability (aged 18+) - In house service	6,087.4	-70.7	6,016.7	0.0	0	0
32	- Learning Disability (aged 18+) - Commissioned service	8,696.9	-18.5	8,678.4	7,239.9	83	83
33	- Older People (aged 65+) - In house service	711.2	-23.3	687.9	0.0	0	0
34	- Older People (aged 65+) - Commissioned service	1,066.4	0.0	1,066.4	731.4	69	69
35	- Physical Disability (aged 18-64)	983.1	0.0	983.1	818.4	83	83
36	Housing Related Support for Vulnerable People (Supporting People)	17,644.9	-574.9	17,070.0	16,453.3	93	96
37	Legal Charges	550.0	0.0	550.0	0.0	0	0
38	Other Adult Services (NB includes commissioning savings yet to be distributed to relevant social care A-Z budget lines)	2,127.0	-408.1	1,718.9	-3,011.5	-142	-175
39	Safeguarding	2,319.2	-237.5	2,081.7	439.3	19	21
	Social Support						
40	- Carers - In house service	2,531.0	0.0	2,531.0	0.0	0	0
41	- Carers - Commissioned service	11,262.5	-4,376.1	6,886.4	11,262.5	100	164
42	- Information & Early Intervention	5,162.0	-1,529.1	3,632.9	1,545.5	30	43
43	- Social Isolation	9,340.4	-2,985.5	6,354.9	980.6	10	15
44	Support & Assistance Service (Social Fund) including refugee families	2,396.9	-1,250.0	1,146.9	669.8	28	58
	Children's Services						
	Children in Care (Looked After)						
45	Fostering - Disabled Children - In house service (see note 2)	1,334.4	0.0	1,334.4	1,248.3	94	94
46	Fostering - Non-Disabled Children - In house service (see note 2)	22,845.0	-251.0	22,594.0	19,452.8	85	86
47	Fostering - Disabled Children - Commissioned from Independent Fostering Agencies	944.3	0.0	944.3	944.3	100	100
48	Fostering - Non-Disabled Children - Commissioned from Independent Fostering Agencies	6,576.4	0.0	6,576.4	6,576.4	100	100
49	Legal Charges - Disabled Children	167.3	0.0	167.3	0.0	0	0
50	Legal Charges - Non-Disabled Children	6,570.7	0.0	6,570.7	0.0	0	0
51	Residential Children's Services - Disabled Children - In house service (Short Breaks Units)	3,201.0	-682.4	2,518.6	127.5	4	5
52	Residential Children's Services - Disabled Children - Commissioned from Independent Sector	4,699.2	-1,400.0	3,299.2	4,205.7	89	127
53	Residential Children's Services - Non-Disabled Children - Commissioned from Independent Sector	9,415.0	-594.4	8,820.6	9,415.0	100	107
54	Supported Accommodation - Non-Disabled Children - Commissioned from Independent Sector	2,465.6	0.0	2,465.6	2,373.2	96	96
55	Virtual School Kent	5,185.1	-3,870.3	1,314.8	1,134.3	22	86

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
	Children in Need						
56	Family Support Services - Disabled Children	6,965.6	-305.0	6,660.6	6,793.8	98	102
57	Family Support Services - Non-Disabled Children	2,263.8	-153.1	2,110.7	1,797.7	79	85
	Early Help						
58	Children's Centres	8,369.1	-4,728.1	3,641.0	1,132.9	14	31
59	Early Intervention & Prevention	19,837.4	-9,511.7	10,325.7	5,756.9	29	56
	Education and Personal						
60	14 to 24 year olds	2,020.5	-1,123.4	897.1	0.0	0	0
61	Attendance & Behaviour	2,538.8	-2,538.8	0.0	0.0	0	0
62	Early Years & Childcare	6,285.0	-5,061.7	1,223.3	268.8	4	22
63	Early Years Education	68,341.7	-68,341.7	0.0	67,869.7	99	0
64	Education Psychology Service	3,162.5	-1,129.5	2,033.0	0.0	0	0
65	Individual Learner Support	7,421.6	-7,016.6	405.0	0.0	0	0
66	Support for Pupils with SEN	6,037.3	-6,037.3	0.0	1,057.0	18	0
67	Youth Service	2,938.9	-2,021.2	917.7	1,428.7	49	156
68	Youth Offending Service	2,092.5	-1,771.9	320.6	333.8	16	104
	Other Children's Services						
69	Adoption & other permanent care arrangements for children	13,808.2	-103.0	13,705.2	10,838.0	78	79
	Asylum Seekers						
70	- Aged under 16	4,428.3	-4,428.3	0.0	3,585.9	81	0
71	- Aged 16 & 17	10,450.1	-10,450.1	0.0	6,088.6	58	0
72	- Aged 18 and over (care leavers)	8,747.6	-8,197.6	550.0	6,039.0	69	1,098
73	Care Leavers	6,243.0	-3,187.9	3,055.1	2,286.2	37	75
74	Safeguarding	6,453.5	-1,506.6	4,946.9	449.7	7	9
	Community Services						
75	Arts & Culture Development (incl grant to Turner Contemporary)	1,831.8	0.0	1,831.8	0.0	0	0
76	Community Learning & Skills (CLS)	12,697.1	-14,063.5	-1,366.4	0.0	0	0
77	Contact Centre & Digital Web Services (see note 1)	4,021.6	-323.6	3,698.0	4,169.8	104	113
78	Gateways	866.6	-25.0	841.6	445.8	51	53
79	Gypsies & Travellers	387.3	-447.5	-60.2	0.0	0	0
80	Libraries, Registration & Archives Services	15,943.1	-6,250.0	9,693.1	215.8	1	2
81	Local Healthwatch & NHS Complaints Advocacy	681.0	-469.5	211.5	511.0	75	242
82	Sports & Physical Activity Development	1,726.1	-1,344.5	381.6	52.7	3	14
83	Supporting Employment	796.3	-335.0	461.3	0.0	0	0

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
	Environment						
84	Country Parks, Countryside Partnerships & Explore Kent	2,892.2	-2,417.3	474.9	0.0	0	0
85	Environmental Management (incl. Coastal Protection)	4,276.3	-2,955.5	1,320.8	481.3	11	36
86	Public Rights of Way	1,786.2	-108.1	1,678.1	428.5	24	26
	Highways						
	Highways Maintenance						
87	Adverse Weather	3,328.6	0.0	3,328.6	3,303.6	99	99
88	Bridges & Other Structures	2,227.6	-226.3	2,001.3	1,743.9	78	87
89	General maintenance & emergency response	8,428.3	-599.9	7,828.4	4,194.9	50	54
90	Highways Drainage	2,961.7	0.0	2,961.7	2,781.9	94	94
91	Streetlight maintenance	2,837.8	-154.0	2,683.8	2,438.8	86	91
	Highways Management						
92	Development Planning	2,091.9	-2,176.4	-84.5	251.9	12	-298
93	Highways Improvements	1,570.8	-4.6	1,566.2	649.1	41	41
94	Road Safety	2,702.8	-2,141.0	561.8	1,297.5	48	231
95	Streetlight Energy	3,961.0	0.0	3,961.0	3,876.2	98	98
96	Traffic management	4,431.1	-3,757.6	673.5	1,857.7	42	276
97	Tree maintenance, grass cutting & weed control	3,257.4	0.0	3,257.4	2,622.5	81	81
	Local Democracy						
98	County Council Elections (see note 1)	520.0	0.0	520.0	1,930.0	371	371
99	Local Member Grants	1,782.0	0.0	1,782.0	0.0	0	0
100	Partnership arrangements with District Councils (see note 1)	1,621.2	0.0	1,621.2	2,638.6	163	163
	Planning and Transport Strategy						
101	Planning & Transport Policy	1,151.7	0.0	1,151.7	0.0	0	0
102	Planning Applications	887.6	-462.0	425.6	50.0	6	12
	Public Health						
103	Children's Public Health Programmes: 0-5 year olds Health Visiting Service	21,850.2	-21,850.2	0.0	21,850.2	100	0
104	Other Children's Public Health Programmes	11,338.2	-11,338.2	0.0	6,066.2	54	0
105	Drug & Alcohol services (see note 1)	14,437.9	-14,437.9	0.0	14,478.8	100	0
106	Integrated Health & Lifestyle Service	6,281.0	-6,281.0	0.0	6,181.0	98	0
107	Mental Health Adults	2,164.8	-2,164.8	0.0	3.0	0	0
108	Staffing, Advice & Monitoring	3,403.6	-3,403.6	0.0	165.0	5	0
109	Sexual Health Services (see note 1)	12,170.8	-12,170.8	0.0	12,448.3	102	0
110	Targeting Health Inequalities	3,057.7	-3,057.7	0.0	2,348.3	77	0

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
111	Tobacco Control	145.0	-145.0	0.0	145.0	100	0
	Public Protection						
112	Community Safety (incl. Community Wardens)	2,244.1	-131.8	2,112.3	0.0	0	0
113	Coroners	4,042.1	-626.0	3,416.1	1,052.2	26	31
114	Emergency Response & Resilience (incl Flood Risk Management)	1,461.2	-212.0	1,249.2	33.0	2	3
115	Trading Standards (incl. Kent Scientific Services)	3,548.8	-1,174.8	2,374.0	12.1	0	1
	Regeneration & Economic Development						
116	Regeneration & Economic Development services	6,183.2	-3,979.1	2,204.1	1,965.6	32	89
	Schools & High Needs Education Budgets						
117	Exclusion Services	2,510.1	-2,510.1	0.0	1,199.8	48	0
118	High Needs Pupils in FE colleges (post 16 year olds)	5,110.4	-5,110.4	0.0	5,110.4	100	0
119	High Needs Pupils in Independent Sector providers (post 16 year olds)	3,600.9	-3,600.9	0.0	3,600.9	100	0
120	High Needs Pupils in Independent Special School placements	24,068.1	-24,068.1	0.0	23,106.8	96	0
121	High Needs Pupils - Recoupment	2,396.6	-2,396.6	0.0	2,396.6	100	0
122	PFI Schools Scheme	27,006.4	-27,006.4	0.0	0.0	0	0
123	Schools & Pupil Referral Units delegated budgets	666,534.3	-666,534.3	0.0	0.0	0	0
	Schools' Services						
124	Education Staff Pension costs	7,468.3	-2,684.0	4,784.3	0.0	0	0
125	Other Schools' Services	6,233.8	-5,853.7	380.1	139.4	2	37
126	Redundancy costs	1,188.7	-1,188.7	0.0	0.0	0	0
127	School Improvement	6,859.0	-5,303.5	1,555.5	192.8	3	12
	Transport Services						
128	Concessionary Fares	16,784.2	-27.0	16,757.2	16,707.2	100	100
129	Home to School / College Transport (Special Education Needs)	25,771.4	-801.5	24,969.9	0.0	0	0
130	Home to School Transport (Mainstream)	7,200.6	-30.0	7,170.6	0.0	0	0
131	Kent 16+ Travel Card	3,324.2	-2,880.9	443.3	0.0	0	0
132	Subsidised Bus Services (inc.I Kent Karrier)	8,311.5	-2,208.8	6,102.7	8,291.5	100	136
133	Transport Operations	1,266.3	-12.3	1,254.0	0.0	0	0
134	Transport Planning	230.0	0.0	230.0	88.2	38	38
135	Young Person's Travel Pass	14,218.7	-5,836.2	8,382.5	14,195.7	100	169
	Waste Management						
136	Waste Compliance, Commissioning & Contract Management	805.1	0.0	805.1	0.0	0	0
137	Partnerships & development	569.4	0.0	569.4	236.3	41	41

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
138	Closed Landfill Sites	606.8	-16.0	590.8	418.0	69	71
	Waste Processing						
139	Operation of Waste Facilities	15,813.1	-152.7	15,660.4	14,613.7	92	93
140	Payments to Waste Collection Authorities (District Councils)	6,305.5	0.0	6,305.5	6,305.5	100	100
141	Recycling Contracts & Composting	8,925.7	-1,716.0	7,209.7	8,925.7	100	124
142	Treatment and disposal of residual waste	37,363.0	0.0	37,363.0	37,363.0	100	100
	Financing Items (including Unallocated)						
144	Audit Fees	264.0	0.0	264.0	0.0	0	0
145	Carbon Reduction Commitment	631.0	0.0	631.0	0.0	0	0
146	Commercial Services (net contribution)	0.0	-6,800.0	-6,800.0	0.0	0	0
147	Contribution to IT Asset Maintenance Reserve	3,952.0	0.0	3,952.0	0.0	0	0
148	Contribution to/from reserves	-5,090.6	0.0	-5,090.6	0.0	0	0
149	Insurance Fund	5,299.0	0.0	5,299.0	0.0	0	0
150	Modernisation of the Council	1,500.0	0.0	1,500.0	0.0	0	0
151	Net debt costs (incl. investment income)	123,463.3	-10,342.0	113,121.3	230.0	0	0
152	Other	2,071.0	-18.0	2,053.0	0.0	0	0
153	Unallocated (NB includes procurement savings yet to be distributed to relevant A-Z budget lines)	242.7	0.0	242.7	-3,000.0	-1,236	-1,236
	Assessment Services						
155	Adults Social Care staffing	40,870.3	-3,150.5	37,719.8	221.4	1	1
156	Assessment & Support of Children with SEN	10,014.0	-9,510.2	503.8	577.9	6	115
157	Children's Social Care staffing - Disabled Children	5,558.7	-231.6	5,327.1	656.3	12	12
158	Children's Social Care staffing - Non-Disabled Children	40,734.2	-3,339.7	37,394.5	0.0	0	0
	Management, Support Services and Overheads						
	Directorate Management & Support for:						
160	- Education & Young People (E&YP)	10,055.8	-10,566.1	-510.3	98.8	1	-19
161	- Growth, Environment & Transport (GE&T)	3,675.8	-93.6	3,582.2	20.0	1	1
162	- Social Care, Health & Wellbeing (SCH&W)	8,695.6	-1,527.9	7,167.7	13.1	0	0
163	- Strategic & Corporate Services (S&CS)	2,849.4	-5,236.9	-2,387.5	0.0	0	0
	Support to Frontline Services:						
164	- Adult's Social Care Commissioning	4,632.4	-150.5	4,481.9	24.0	1	1
165	- Adult's Social Care Performance Monitoring	921.4	0.0	921.4	0.0	0	0
166	- Business Services Centre (BSC)	27,673.7	-27,673.7	0.0	1.0	0	0
167	- Business Strategy	3,134.2	-42.0	3,092.2	0.0	0	0
168	- Children's Social Care Commissioning	1,785.3	-50.9	1,734.4	0.0	0	0

Appendix B - Proportion of Revenue Budget Commissioned Through Third Parties, by A-Z Budget Line

Section 6 A-Z line number	Section 6: A to Z Service Analysis line	2017-18 Approved Budget					
		Gross	Income	Net	Third Party Payments	% of gross budget	% of net budget
		£'000	£'000	£'000	£'000	%	%
169	- Children's Social Care Performance Monitoring	809.1	0.0	809.1	0.0	0	0
170	- Communications, Consultation & Engagement	2,149.9	-373.7	1,776.2	0.0	0	0
171	- Democratic & Members	3,755.0	-142.0	3,613.0	0.0	0	0
172	- Finance & Procurement (excl services commissioned from BSC)	14,204.8	-8,274.0	5,930.8	6.2	0	0
173	- Finance & Procurement - services commissioned from BSC	2,804.6	-1.5	2,803.1	0.0	0	0
174	- General Counsel & Information Governance	-668.0	-53.0	-721.0	0.0	0	0
175	- Human Resources (excl services commissioned from BSC)	5,832.7	-702.9	5,129.8	0.0	0	0
176	- Human Resources - services commissioned from BSC	1,343.0	-90.5	1,252.5	0.0	0	0
177	- Infrastructure (Property & ICT) (excl services commissioned from BSC & LATCo)	42,847.7	-13,196.2	29,651.5	894.9	2	3
178	- Infrastructure - ICT services commissioned from BSC	4,133.3	-397.7	3,735.6	0.0	0	0
179	- Infrastructure - Property services commissioned from LATCo	2,659.9	-1,506.1	1,153.8	2,659.9	100	231
180	- Legal Services - Dividend from Invicta Law	0.0	-1,057.4	-1,057.4	0.0	0	0
181	- Transformation	0.0	0.0	0.0	0.0	0	0
	TOTAL	2,188,442.1	-1,255,465.3	932,976.8	829,485.6	38	89
	TOTAL excl Delegated budgets for schools & pupil referral units (line 123)	1,521,907.8	-588,931.0	932,976.8	829,485.6	55	89

Note 1 There are some service lines where commissioned spending exceeds gross spend. This is predominately due to services being partially funded by a draw down from reserves.

Note 2 The budget book identifies a number of services that are categorised as “In-House”. This is particularly prevalent in social care where budgets are aligned and reported in accordance with guidelines from Chartered Institute of Finance and Accountancy (CIPFA). This can result in the anomaly that a line identified as an “In-House” service includes commissioned activity. Significant examples are “Older Persons Residential Care”, “Older Persons Supported Living” and “Children’s Fostering”.

In the case of older persons residential care and older persons supported living the commissioned spend under “In-House” relates to PFI homes. Under the CIPFA guidelines PFI homes have to be reported as “In-House” but the spending in KCC’s subjective analysis comes under third party payments

The payments we make to independent foster agencies are clearly commissioned spend. There is a question mark whether the payments we make to KCC recruited foster carers (particularly the weekly maintenance and reward payments) are commissioned spend. Since KCC recruited carers are not KCC employees, the payments are recorded under third party payments in the subjective analysis

Alternative formats

If you require this document in any other format or language, please email alternativeformats@kent.gov.uk or call: 03000 421553 (text relay service number: 18001 03000 421553).

This number is monitored during office hours, and there is an answering machine at other times.

2017-18 budget
information