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Budget Book

2016-17

Managing Kent's money responsibly



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KCC Budget Book 2016-17

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SECTION 1

Introduction

Section 1 - Introduction

- 1.1 Please see the Medium Term Financial Plan 2016-19 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 2015-16 and 2016-17. 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 5 and the other within section 6.
- 1.4 The primary presentation of the annual revenue budget is shown in Section 5 where we have continued with an alphabetical list of individual service budgets (known as the A to Z Service Analysis). 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).
- 1.5 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 below 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 | |

- 1.6 In order to provide a more meaningful comparison between years, the 2015-16 approved budgets have been revised from what was published in the 2015-16 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 2015-16 financial monitoring process and those which take effect from the 1 April 2016.
- 1.7 Section 6 contains variation statements for each A to Z service line, which shows changes between the 2015-16 and 2016-17 approved budgets. These are provided to support the transparency agenda and to 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. The index at the back of this book is a useful tool for navigating between the A to Z service analysis (section 5) and the A to Z variation statements (section 6).
- 1.8 Section 8, the Manager Analysis presentation of the annual budget shows the proposed 2016-17 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.

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SECTION 2

Council Tax 2016-17

Section 2 – Council Tax

- 2.1 The budget and MTFP includes the precept KCC will make from Council Tax in 2016-17. This is based on final tax base calculations provided by district councils. Precepting authorities must notify their precept by 28 February so that districts can issue Council Tax bills prior to the start of the tax year.
- 2.2 Table 1 shows the main changes to the tax base and the impact of this on the County Council's precept between 2015-16 and 2016-17, including the proposed Council Tax increase (the maximum permitted without triggering a referendum) and the additional Social Care Precept.

| Table 1 | 2015-16 | | 2016-17 | | | | | | | |
|---------------------|------------------------------------|---------------------|---------------------------------------|---|---|--------------------------------------|-------------------|-----------------------------------|--|--|
| | Notified Band D Equivalent Taxbase | Precept @ £1,089.99 | Provisional Band D Equivalent Taxbase | Precept @ £1,111.77 (up to 2% referendum level) | Precept @ £1,133.55 (including Social Care Precept) | 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 Precept |
| | | £000s | | £000s | £000s | | £000s | £000s | £000s | £000s |
| Ashford | 42,365.0 | 46,177.4 | 43,750.0 | 48,639.9 | 49,592.8 | 1,385.0 | 3,415.4 | 1,509.6 | 952.9 | 952.9 |
| Canterbury | 47,210.3 | 51,458.8 | 47,947.4 | 53,306.5 | 54,350.8 | 737.1 | 2,892.0 | 803.4 | 1,044.3 | 1,044.3 |
| Dartford | 33,229.0 | 36,219.3 | 34,243.0 | 38,070.3 | 38,816.1 | 1,014.0 | 2,596.9 | 1,105.3 | 745.8 | 745.8 |
| Dover | 35,503.7 | 38,698.7 | 36,251.9 | 40,303.8 | 41,093.4 | 748.2 | 2,394.6 | 815.5 | 789.6 | 789.6 |
| Gravesham | 31,830.3 | 34,694.8 | 32,412.7 | 36,035.5 | 36,741.4 | 582.4 | 2,046.7 | 634.8 | 705.9 | 705.9 |
| Maidstone | 56,974.3 | 62,101.4 | 58,525.4 | 65,066.8 | 66,341.5 | 1,551.1 | 4,240.0 | 1,690.7 | 1,274.7 | 1,274.7 |
| Sevenoaks | 48,209.1 | 52,547.4 | 48,895.7 | 54,360.8 | 55,425.7 | 686.6 | 2,878.3 | 748.4 | 1,064.9 | 1,064.9 |
| Shepway | 35,469.4 | 38,661.2 | 36,629.9 | 40,724.0 | 41,521.8 | 1,160.5 | 2,860.5 | 1,264.9 | 797.8 | 797.8 |
| Swale | 42,869.5 | 46,727.3 | 43,959.2 | 48,872.5 | 49,830.0 | 1,089.7 | 3,102.7 | 1,187.8 | 957.4 | 957.4 |
| Thanet | 40,048.5 | 43,652.5 | 40,690.6 | 45,238.6 | 46,124.8 | 642.1 | 2,472.3 | 699.9 | 886.2 | 886.2 |
| Tonbridge & Malling | 46,900.5 | 51,121.1 | 47,629.1 | 52,952.6 | 53,990.0 | 728.6 | 2,868.9 | 794.2 | 1,037.4 | 1,037.4 |
| Tunbridge Wells | 43,095.9 | 46,974.1 | 43,538.4 | 48,404.7 | 49,352.9 | 442.4 | 2,378.8 | 482.3 | 948.3 | 948.3 |
| Total | 503,705.5 | 549,034.0 | 514,473.3 | 571,976.0 | 583,181.2 | 10,767.8 | 34,147.2 | 11,736.7 | 11,205.2 | 11,205.2 |

(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. Initial analysis indicates that around half of the increase in the tax base is due to additional dwellings, around a third is due to reduced Council Tax Reduction Scheme (CTRS) discounts and the remainder due to other changes in discounts/exemptions and collection rates. We will provide more analysis of the underlying reasons for the change in tax base in the Spring, including a better understanding of demographic and economic factors influencing the tax base.

- 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. KCC has agreed that the initial three year agreement for CTRS schemes be extended for a further year in 2016-17 pending a full review for 2017-18. 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 will increase Council Tax for 2016-17 by 1.998% (the maximum without requiring a referendum). KCC will also be increasing Council Tax by a further 2% through the Social Care Precept, under new powers to support adult social care spending. The impact of each of these increases on individual bands is set out in Table 2 (the proposed KCC rates for 2016-17 being those including the Social Care Precept). 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 | 2015-16 | 2016-17 (excl. Social Care Precept) | 2016-17 (incl. Social Care Precept) |
|---------|-----------|--|--|
| Band A | £726.66 | £741.18 | £755.70 |
| Band B | £847.77 | £864.71 | £881.65 |
| Band C | £968.88 | £988.24 | £1,007.60 |
| Band D | £1,089.99 | £1,111.77 | £1,133.55 |
| Band E | £1,332.21 | £1,358.83 | £1,385.45 |
| Band F | £1,574.43 | £1,605.89 | £1,637.35 |
| Band G | £1,816.65 | £1,852.95 | £1,889.25 |
| Band H | £2,179.98 | £2,223.54 | £2,267.10 |

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SECTION 3

Capital Investment Plans

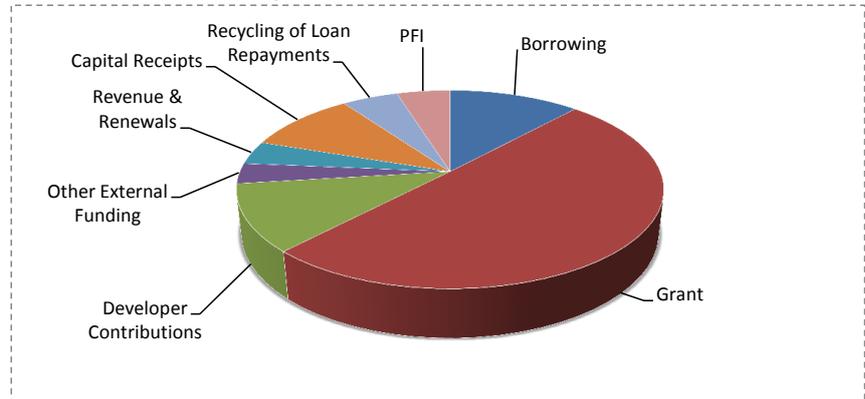
CAPITAL INVESTMENT PLANS SUMMARY

HOW FINANCED, DISTRIBUTED AND SPENT

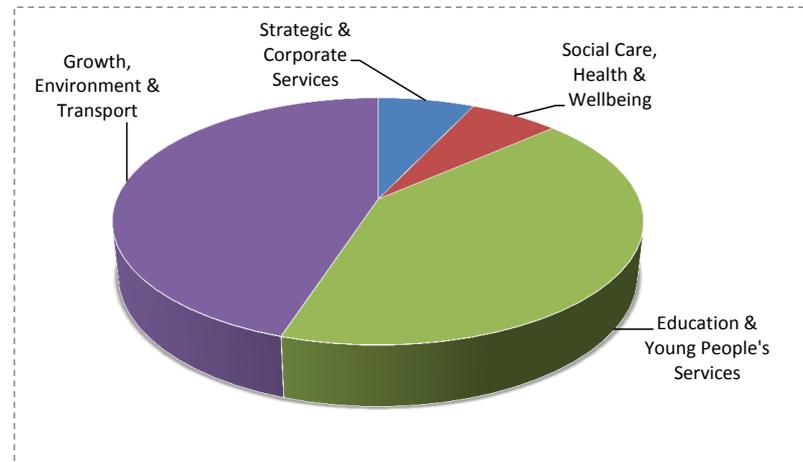
The Capital Budget for the three years 2016-19 is £708.9m and the following diagrams summarise how this expenditure is financed, distributed by Directorate and what it is spent on.

Financed by

| | |
|------------------------------|---------------------|
| | £m |
| Borrowing | 83.4 |
| Grant | 356.7 |
| Developer Contributions | 77.8 |
| Other External Funding | 23.4 |
| Revenue & Renewals | 27.0 |
| Capital Receipts | 70.9 |
| Recycling of Loan Repayment: | 35.7 |
| PFI | 34.0 |
| Total | <u>708.9</u> |

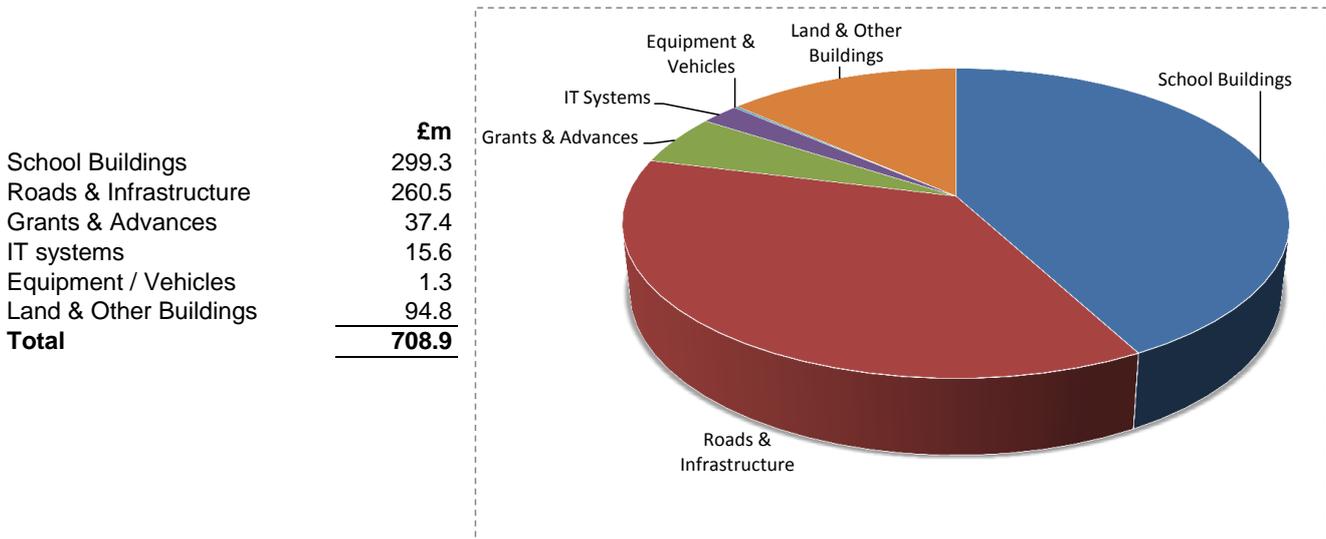


Spent by



| | |
|-------------------------------------|---------------------|
| | £m |
| Strategic & Corporate Services | 49.5 |
| Social Care, Health & Wellbeing | 45.8 |
| Education & Young People's Services | 294.4 |
| Growth, Environment & Transport | 319.2 |
| Total | <u>708.9</u> |

Spent on



| | |
|------------------------|---------------------|
| | £m |
| School Buildings | 299.3 |
| Roads & Infrastructure | 260.5 |
| Grants & Advances | 37.4 |
| IT systems | 15.6 |
| Equipment / Vehicles | 1.3 |
| Land & Other Buildings | 94.8 |
| Total | <u>708.9</u> |

| Row Ref | SUMMARY | | | | | | |
|-----------|---|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | |
| | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| 1 | Strategic and Corporate Services | 105,354 | 54,067 | 16,135 | 24,408 | 8,913 | 1,831 |
| 2 | Social Care, Health and Wellbeing | 54,923 | 9,114 | 40,525 | 2,120 | 3,164 | 0 |
| 3 | Education and Young People's Services | 611,726 | 317,336 | 153,952 | 99,355 | 41,083 | 0 |
| 4 | Growth, Environment and Transport | 821,207 | 268,392 | 123,081 | 88,484 | 107,676 | 233,574 |
| 5 | Total Cash Limit | 1,593,210 | 648,909 | 333,693 | 214,367 | 160,836 | 235,405 |
| | Funded by: | | | | | | |
| 6 | Borrowing | 127,042 | 59,914 | 45,695 | 16,798 | 20,871 | -16,236 |
| 7 | Property Enterprise Fund (PEF) 2 | 15,971 | 15,971 | 0 | 0 | 0 | 0 |
| 8 | Grants | 921,815 | 475,174 | 156,706 | 113,466 | 86,572 | 89,897 |
| 9 | Developer Contributions | 178,535 | 14,980 | 18,882 | 32,922 | 25,947 | 85,804 |
| 10 | Other External Funding | 100,492 | 23,851 | 7,857 | 11,850 | 3,684 | 53,250 |
| 11 | Revenue and Renewals | 33,505 | 6,145 | 9,568 | 9,239 | 8,190 | 363 |
| 12 | Capital Receipts | 107,829 | 38,661 | 51,281 | 18,542 | 1,045 | -1,700 |
| 13 | Recycling of Loan Repayments | 70,243 | 10,470 | 9,669 | 11,550 | 14,527 | 24,027 |
| 14 | Private Finance Initiative (PFI) | 37,778 | 3,743 | 34,035 | 0 | 0 | 0 |
| 15 | Total Finance | 1,593,210 | 648,909 | 333,693 | 214,367 | 160,836 | 235,405 |

| Row Ref | SUMMARY | | | | | | | | | | | | |
|--|---------------------------------------|----------------------|-------------------|---------------|----------------|---------------|------------------------|--------------------|------------------|------------------------------|---------------|----------------|----------------|
| SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| 1 | Strategic and Corporate Services | 105,354 | 54,067 | 11,794 | 15,030 | 0 | 10,000 | 0 | 8,863 | 3,769 | 0 | 49,456 | 1,831 |
| 2 | Social Care, Health and Wellbeing | 54,923 | 9,114 | 43 | 7,538 | 1,803 | 0 | 180 | 2,210 | 0 | 34,035 | 45,809 | 0 |
| 3 | Education and Young People's Services | 611,726 | 317,336 | 16,944 | 161,693 | 40,199 | 0 | 24,000 | 51,554 | 0 | 0 | 294,390 | 0 |
| 4 | Growth, Environment and Transport | 821,207 | 268,392 | 54,583 | 172,483 | 35,749 | 13,391 | 2,817 | 8,241 | 31,977 | 0 | 319,241 | 233,574 |
| 5 | Total Cash Limit | 1,593,210 | 648,909 | 83,364 | 356,744 | 77,751 | 23,391 | 26,997 | 70,868 | 35,746 | 34,035 | 708,896 | 235,405 |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Three Year Budget | | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | |
| | | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | ROLLING PROGRAMMES | | | | | | | | | | | | |
| 6 | Strategic and Corporate Services | 22,138 | | 5,908 | 9,280 | 0 | 0 | 0 | 6,950 | 0 | 0 | 22,138 | |
| 7 | Social Care, Health and Wellbeing | 6,360 | | 0 | 6,360 | 0 | 0 | 0 | 0 | 0 | 0 | 6,360 | |
| 8 | Education and Young People's Services | 68,612 | | 1,229 | 42,421 | 0 | 0 | 24,000 | 962 | 0 | 0 | 68,612 | |
| 9 | Growth, Environment and Transport | 93,393 | | 500 | 91,786 | 689 | 0 | 0 | 418 | 0 | 0 | 93,393 | |
| 10 | Total Rolling Programmes | 190,503 | | 7,637 | 149,847 | 689 | 0 | 24,000 | 8,330 | 0 | 0 | 190,503 | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | INDIVIDUAL PROJECTS | | | | | | | | | | | | |
| 11 | Strategic and Corporate Services | 83,216 | 54,067 | 5,886 | 5,750 | 0 | 10,000 | 0 | 1,913 | 3,769 | 0 | 27,318 | 1,831 |
| 12 | Social Care, Health and Wellbeing | 48,563 | 9,114 | 43 | 1,178 | 1,803 | 0 | 180 | 2,210 | 0 | 34,035 | 39,449 | 0 |
| 13 | Education and Young People's Services | 543,114 | 317,336 | 15,715 | 119,272 | 40,199 | 0 | 0 | 50,592 | 0 | 0 | 225,778 | 0 |
| 14 | Growth, Environment and Transport | 727,814 | 268,392 | 54,083 | 80,697 | 35,060 | 13,391 | 2,817 | 7,823 | 31,977 | 0 | 225,848 | 233,574 |
| 15 | Total Individual Projects | 1,402,707 | 648,909 | 75,727 | 206,897 | 77,062 | 23,391 | 2,997 | 62,538 | 35,746 | 34,035 | 518,393 | 235,405 |
| 16 | Total Cash Limit | 1,593,210 | 648,909 | 83,364 | 356,744 | 77,751 | 23,391 | 26,997 | 70,868 | 35,746 | 34,035 | 708,896 | 235,405 |

| Row Ref | STRATEGIC & CORPORATE SERVICES | | | | | | | |
|---------|---|--|----------------------|-------------------|--------------|--------------|--------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Three Year Budget | Cash Limits | | | | |
| | | | | 2016-17 | 2017-18 | 2018-19 | | |
| | | | £'000 | £'000 | £'000 | £'000 | | |
| | Rolling Programmes | Description of Project | | | | | | |
| 1 | Corporate Property Strategic Capital* | Costs associated with delivering the capital programme | 9,280 | | 3,160 | 3,060 | 3,060 | |
| 2 | Disposal Costs | Costs of disposing of surplus property | 1,950 | | 650 | 650 | 650 | |
| 3 | Modernisation of Assets | Maintaining KCC estates | 10,908 | | 5,908 | 3,000 | 2,000 | |
| 4 | Total Rolling Programmes | | 22,138 | | 9,718 | 6,710 | 5,710 | |
| | | | Total Cost of Scheme | Prior Years Spend | Cash Limits | | | |
| | | | | | 2016-17 | 2017-18 | 2018-19 | Later Years |
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | Individual Projects | Description of Project | | | | | | |
| 5 | New Ways of Working^ | Improving use of our technology and office accommodation to ensure a flexible solution in order to respond to Facing the Challenge | 42,694 | 42,694 | | | | |
| 6 | Customer Relationship Management Solution | Solution to drive multi-channel, cross-organisation customer service design to support digital access and self-service efficiencies | 885 | 685 | 200 | | | |
| 7 | Web Redevelopment Programme | Redesign of KCC's websites and enhancement of the user experience | 1,526 | 1,405 | 121 | | | |
| 8 | Common Data Environment - formerly Building Information Modelling (BIM) | Implementation of software solutions to ensure KCC meets the Government mandate for all centrally funded Government projects to use BIM technologies | 188 | 123 | 65 | | | |
| 9 | Electronic Document Management Solution (EDMS) | Management solution for document and file storage requirements | 1,600 | 400 | 1,200 | | | |

| Row Ref | STRATEGIC & CORPORATE SERVICES | | | | | | |
|---------|---|--|-------------------------------|----------------------------|------------------|------------------|------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 |
| | Individual Projects | Description of Project | | | | | |
| 10 | <i>Property Investment & Acquisition Fund</i> | To fund strategic acquisitions of land and property | 10,000 | 5,775 | 3,270 | 955 | |
| 11 | <i>Innovative Schemes Fund</i> | To fund innovative and reactive projects emerging through the year | 535 | 278 | 257 | | |
| 12 | LIVE Margate | Replace empty and poorly managed housing in Margate with high quality and well managed family housing to regenerate the area | 10,038 | 2,707 | 1,304 | 993 | 3,203 |
| 13 | <i>Rendezvous Hotel</i> | Part of the Regeneration aspirations for Margate | 15,750 | | | 15,750 | |
| 14 | Total Individual Projects | | 83,216 | 54,067 | 6,417 | 17,698 | 3,203 |
| 15 | Directorate Total | | 105,354 | 54,067 | 16,135 | 24,408 | 8,913 |

* Estimated allocations have been included for 2016-17, 2017-18, and 2018-19.

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

^ This project has been included in the capital budget in order to reflect the repayment of a loan due in this three year budget period. This is shown on line 5 on page 17.

| | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
|------------------------------|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| Funded by: | | | | | | |
| Borrowing | 24,677 | 12,552 | 7,598 | 993 | 3,203 | 331 |
| Grants | 15,030 | | 3,160 | 8,810 | 3,060 | |
| Developer Contributions | 0 | | | | | |
| Other External Funding | 17,512 | 7,512 | | 10,000 | | |
| Revenue and Renewals | 3,913 | 3,913 | | | | |
| Capital Receipts | 40,453 | 30,090 | 5,273 | 4,605 | -1,015 | 1,500 |
| Recycling of Loan Repayments | 3,769 | | 104 | | 3,665 | |
| Total: | 105,354 | 54,067 | 16,135 | 24,408 | 8,913 | 1,831 |

| Row Ref | STRATEGIC & CORPORATE SERVICES | | | | | | | | | | | | |
|---|--|----------------------|-------------------|---------------|---------------|------------|------------------------|--------------------|------------------|------------------------------|----------|---------------|--------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Three Year Budget | | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | |
| | | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| ROLLING PROGRAMMES | | | | | | | | | | | | | |
| 1 | Corporate Property Strategic Capital* | 9,280 | | | 9,280 | | | | | | | 9,280 | |
| 2 | Disposal Costs | 1,950 | | | | | | | 1,950 | | | 1,950 | |
| 3 | <i>Modernisation of Assets</i> | 10,908 | | 5,908 | | | | | 5,000 | | | 10,908 | |
| 4 | Total Rolling Programmes | 22,138 | | 5,908 | 9,280 | 0 | 0 | 0 | 6,950 | 0 | 0 | 22,138 | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| INDIVIDUAL PROJECTS | | | | | | | | | | | | | |
| 5 | New Ways of Working | 42,694 | 42,694 | | | | | | -3,665 | 3,665 | | 0 | |
| 6 | Customer Relationship Management Solution | 885 | 685 | 200 | | | | | | | | 200 | |
| 7 | Web Redevelopment Programme | 1,526 | 1,405 | 121 | | | | | | | | 121 | |
| 8 | Common Data Environment - formerly Building Information Modelling (BIM) Implementation | 188 | 123 | 65 | | | | | | | | 65 | |
| 9 | <i>Electronic Document Management Solution (EDMS)</i> | 1,600 | 400 | | | | | | 1,200 | | | 1,200 | |
| 10 | <i>Property Investment & Acquisition Fund</i> | 10,000 | 5,775 | | | | | | 4,225 | | | 4,225 | |
| 11 | <i>Innovative Schemes Fund</i> | 535 | 278 | | | | | | 153 | 104 | | 257 | |
| 12 | LIVE Margate | 10,038 | 2,707 | 5,500 | | | | | | | | 5,500 | 1,831 |
| 13 | <i>Rendezvous Hotel</i> | 15,750 | | | 5,750 | | 10,000 | | | | | 15,750 | |
| 14 | Total Individual Projects | 83,216 | 54,067 | 5,886 | 5,750 | 0 | 10,000 | 0 | 1,913 | 3,769 | 0 | 27,318 | 1,831 |
| 15 | TOTAL CASH LIMIT | 105,354 | 54,067 | 11,794 | 15,030 | 0 | 10,000 | 0 | 8,863 | 3,769 | 0 | 49,456 | 1,831 |
| <p>* Estimated allocations have been included for 2016-17, 2017-18, and 2018-19. <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 2016-17 TO 2018-19 BY YEAR | | | | | | |
| | | | Three Year Budget £'000 | | Cash Limits | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 |
| | Rolling Programmes | Description of Project | | | | | |
| 1 | Home Support Fund & Equipment* | Provision of equipment and/or alterations to individuals' homes | 6,360 | | 2,120 | 2,120 | 2,120 |
| 2 | Total Rolling Programmes | | 6,360 | | 2,120 | 2,120 | 2,120 |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 |
| | Individual Projects | Description of Project | | | | | |
| | Liberi System Enhancements: | | | | | | |
| 3 | ConTROCC | Foster Payment System replacement and continuation of use of Liberi to include all financial costs | 1,315 | 1,105 | 210 | | |
| | 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 | 1,985 | 1,270 | 715 | | |
| 5 | Learning Disability Good Day Programme - Community Initiatives e.g. leisure centres | Community Initiatives - working with partner organisations to provide access and facilities across the county for people with a learning disability | 1,100 | 637 | 463 | | |
| | Adults Services: | | | | | | |
| 6 | Developer Funded Community Schemes | A variety of community schemes to be funded by developer contributions | 914 | 155 | 759 | | |

| Row Ref | SOCIAL CARE, HEALTH & WELLBEING | | | | | | | |
|--|---|--|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| | Individual Projects | Description of Project | | | | | | |
| | Kent Strategy for Services for Older People (OP): | | | | | | | |
| 7 | <i>OP Strategy - Specialist Care Facilities</i> | Older Persons Care Provision - Accommodation Strategy | 3,281 | 1,281 | 2,000 | | | |
| 8 | <i>PFI - Excellent Homes for All**</i> | Development of new Social Housing for vulnerable people in Kent | 37,778 | 3,743 | 34,035 | | | |
| 9 | <i>Community Care Centre - Ebbsfleet</i> | Provision of Community Care Facility at Ebbsfleet | 544 | | | | 544 | |
| 10 | <i>Community Care Centre - Thameside Eastern Quarry</i> | Provision of Community Care Facility at Thameside Eastern Quarry | 500 | | | | 500 | |
| | System Enhancements: | | | | | | | |
| 11 | Information Technology Projects | SWIFT development and mobile working | 786 | 743 | 43 | | | |
| | Community Sexual Health Services: | | | | | | | |
| 12 | Community Sexual Health Services | Development of premises for delivery of community sexual health services | 360 | 180 | 180 | | | |
| 13 | Total Individual Projects | | 48,563 | 9,114 | 38,405 | 0 | 1,044 | |
| 14 | Directorate Total | | 54,923 | 9,114 | 40,525 | 2,120 | 3,164 | |
| <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>* Estimated allocations have been included for 2016-17, 2017-18, and 2018-19.</p> <p>** Reflects construction value.</p> | | | | | | | | |

| Row Ref | SOCIAL CARE, HEALTH & WELLBEING | | | | | |
|-------------------------|---|-------------------|---------------|--------------|--------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | |
| | Total Cost of Scheme | Prior Years Spend | Cash Limits | | | |
| | | | 2016-17 | 2017-18 | 2018-19 | Later Years |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Funded by: | | | | | | |
| Borrowing | 283 | 240 | 43 | | | |
| PEF2 | 369 | 369 | | | | |
| Grants | 9,438 | 1,900 | 3,298 | 2,120 | 2,120 | |
| Developer Contributions | 2,001 | 198 | 759 | | 1,044 | |
| Other External Funding | 0 | | | | | |
| Revenue and Renewals | 360 | 180 | 180 | | | |
| Capital Receipts | 4,694 | 2,484 | 2,210 | | | |
| PFI | 37,778 | 3,743 | 34,035 | | | |
| Total: | 54,923 | 9,114 | 40,525 | 2,120 | 3,164 | 0 |

| Row Ref | SOCIAL CARE, HEALTH & WELLBEING | | | | | | | | | | | | |
|---|---|----------------------|-------------------|-----------|--------|------------|------------------------|--------------------|------------------|------------------------------|--------|---------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Three Year Budget | | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | |
| | | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| ROLLING PROGRAMMES | | | | | | | | | | | | | |
| 1 | <i>Home Support Fund & Equipment*</i> | 6,360 | | | 6,360 | | | | | | | 6,360 | |
| 2 | Total Rolling Programmes | 6,360 | | 0 | 6,360 | 0 | 0 | 0 | 0 | 0 | 0 | 6,360 | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| INDIVIDUAL PROJECTS | | | | | | | | | | | | | |
| Liberi System Enhancements: | | | | | | | | | | | | | |
| 3 | ConTROCC | 1,315 | 1,105 | | | | | | 210 | | | 210 | |
| Kent Strategy for Services for Learning Disability (LD): | | | | | | | | | | | | | |
| 4 | Learning Disability Good Day Programme - Community Hubs | 1,985 | 1,270 | | 715 | | | | | | | 715 | |
| 5 | Learning Disability Good Day Programme - Community Initiatives e.g. leisure centres | 1,100 | 637 | | 463 | | | | | | | 463 | |
| Adults Services: | | | | | | | | | | | | | |
| 6 | Developer Funded Community Schemes | 914 | 155 | | | 759 | | | | | | 759 | |
| Kent Strategy for Services for Older People (OP): | | | | | | | | | | | | | |
| 7 | <i>OP Strategy - Specialist Care Facilities</i> | 3,281 | 1,281 | | | | | | 2,000 | | | 2,000 | |
| 8 | PFI - Excellent Homes for All | 37,778 | 3,743 | | | | | | | | 34,035 | 34,035 | |
| 9 | <i>Community Care Centre - Ebbsfleet</i> | 544 | | | | 544 | | | | | | 544 | |
| 10 | <i>Community Care Centre - Thameside Eastern Quarry</i> | 500 | | | | 500 | | | | | | 500 | |

| Row Ref | SOCIAL CARE, HEALTH & WELLBEING | | | | | | | | | | | | |
|---|--|----------------------|-------------------|-----------|--------------|--------------|------------------------|--------------------|------------------|------------------------------|---------------|---------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | INDIVIDUAL PROJECTS | | | | | | | | | | | | |
| | System Enhancements: | | | | | | | | | | | | |
| 11 | Information Technology Projects | 786 | 743 | 43 | | | | | | | | 43 | |
| | Community Sexual Health Services: | | | | | | | | | | | | |
| 12 | Community Sexual Health Services | 360 | 180 | | | | | 180 | | | | 180 | |
| 13 | Total Individual Projects | 48,563 | 9,114 | 43 | 1,178 | 1,803 | 0 | 180 | 2,210 | 0 | 34,035 | 39,449 | 0 |
| | | | | | | | | | | | | | |
| 14 | TOTAL CASH LIMIT | 54,923 | 9,114 | 43 | 7,538 | 1,803 | 0 | 180 | 2,210 | 0 | 34,035 | 45,809 | 0 |
| <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>* Estimated allocations have been included for 2016-17, 2017-18, and 2018-19.</p> | | | | | | | | | | | | | |

| Row Ref | EDUCATION & YOUNG PEOPLE'S SERVICES | | | | | |
|---------|---|--|----------------------------|------------------|------------------|------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | |
| | | | Three Year Budget £'000 | Cash Limits | | |
| | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 |
| | Rolling Programmes | Description of Project | | | | |
| 1 | <i>Annual Planned Enhancement Programme*</i> | Planned and reactive capital projects to keep schools open and operational | 26,878 | 10,878 | 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 | Pupil Referral Units | Improving the provision of Pupil Referral Units | 1,113 | 1,113 | | |
| 5 | Youth - Modernisation of Assets | To purchase vehicles and equipment for youth services | 78 | 28 | | 50 |
| 6 | <i>Modernisation Programme*</i> | Improving and upgrading school buildings | 8,143 | 3,548 | 2,362 | 2,233 |
| 7 | Total Rolling Programmes | | 68,612 | 26,367 | 21,162 | 21,083 |

| | |
|---------|--|
| Row Ref | EDUCATION & YOUNG PEOPLE'S SERVICES |
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR |

| | Individual Projects | Description of Project | Total Cost of Scheme | Prior Years Spend | Cash Limits | | | |
|-----------|---|--|----------------------|-------------------|----------------|---------------|---------------|-------------|
| | | | | | 2016-17 | 2017-18 | 2018-19 | Later Years |
| | | | | | £'000 | £'000 | £'000 | £'000 |
| 8 | <i>Basic Need Programme**</i> | Increasing the capacity of Kent's schools | 275,282 | 119,947 | 67,208 | 68,127 | 20,000 | |
| 9 | Building Schools for the Future (BSF) wave 3 | Outstanding issues with BSF schemes. | 138,520 | 138,297 | 223 | | | |
| 10 | Special Schools Review Phase 2 | Major programme of building works to ensure facilities are fit for purpose | 75,048 | 37,511 | 32,471 | 5,066 | | |
| 11 | Expansion of Grammar School places in West Kent | An annex of Weald of Kent Grammar to be provided in Sevenoaks | 19,100 | 3,323 | 15,777 | | | |
| 12 | Trinity Free School, Sevenoaks | Provision of a free school in Sevenoaks | 20,139 | 14,669 | 5,470 | | | |
| 13 | EYPS Single System | Improve efficiency by reducing the number of recording and monitoring systems | 1,800 | 343 | 1,457 | | | |
| 14 | Early Help Module (EHM) | System enhancement to allow secure and timely data sharing | 1,114 | 881 | 233 | | | |
| 15 | Nursery Provision for 2 year olds | One off grant for the provision of early year education for two year olds from lower income families | 2,468 | 2,102 | 366 | | | |
| 16 | Priority School Build Programme (PSBP) 1 & 2 | Additional works under the PSBP programme not funded by the EFA | 9,643 | 263 | 4,380 | 5,000 | | |
| 17 | Total Individual Projects | | 543,114 | 317,336 | 127,585 | 78,193 | 20,000 | 0 |
| 18 | Directorate Total | | 611,726 | 317,336 | 153,952 | 99,355 | 41,083 | 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 2016-17, 2017-18, and 2018-19.

** Estimated allocations have been included for 2018-19.

| Row Ref | EDUCATION & YOUNG PEOPLE'S SERVICES | | | | | |
|-------------------------|---|-------------------|----------------|---------------|---------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | |
| | Total Cost of Scheme | Prior Years Spend | Cash Limits | | | |
| | | | 2016-17 | 2017-18 | 2018-19 | Later Years |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Funded by: | | | | | | |
| Borrowing | 43,470 | 26,526 | 15,719 | 1,225 | | |
| PEF2 | 15,602 | 15,602 | | | | |
| Grants | 421,039 | 259,346 | 77,570 | 51,090 | 33,033 | |
| Developer Contributions | 52,205 | 12,006 | 10,000 | 30,199 | | |
| Other External Funding | 450 | 450 | | | | |
| Revenue and Renewals | 24,082 | 82 | 8,000 | 8,000 | 8,000 | |
| Capital Receipts | 54,878 | 3,324 | 42,663 | 8,841 | 50 | |
| Total: | 611,726 | 317,336 | 153,952 | 99,355 | 41,083 | 0 |

| Row Ref | EDUCATION & YOUNG PEOPLE'S SERVICES | | | | | | | | | | | |
|----------|--|-------------------|--------------------|---------------|------------|------------------------|--------------------|------------------|------------------------------|----------|---------------|---------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | |
| | | Three Year Budget | 2016-19 Funded By: | | | | | | | | | Total 2016-19 |
| | | | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | | |
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | ROLLING PROGRAMMES | | | | | | | | | | | |
| 1 | <i>Annual Planned Enhancement Programme*</i> | 26,878 | 1,000 | 25,878 | | | | | | | | 26,878 |
| 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 | Pupil Referral Units | 1,113 | 201 | | | | | 912 | | | | 1,113 |
| 5 | Youth - Modernisation of Assets | 78 | 28 | | | | | 50 | | | | 78 |
| 6 | <i>Modernisation Programme*</i> | 8,143 | | 8,143 | | | | | | | | 8,143 |
| 7 | Total Rolling Programmes | 68,612 | 1,229 | 42,421 | 0 | 0 | 24,000 | 962 | 0 | 0 | 68,612 | |

| Row Ref | EDUCATION & YOUNG PEOPLE'S SERVICES | | | | | | | | | | | | |
|---|---|----------------------|-------------------|---------------|----------------|---------------|------------------------|--------------------|------------------|------------------------------|----------|----------------|-------------|
| SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | INDIVIDUAL PROJECTS | | | | | | | | | | | | |
| 8 | <i>Basic Need Programme**</i> | 275,282 | 119,947 | 2,834 | 102,403 | 40,199 | | | 9,899 | | | 155,335 | |
| 9 | Building Schools for the Future (BSF) wave 3 | 138,520 | 138,297 | | | | | | 223 | | | 223 | |
| 10 | Special Schools Review Phase 2 | 75,048 | 37,511 | 10,419 | 7,890 | | | | 19,228 | | | 37,537 | |
| 11 | Expansion of Grammar School places in West Kent | 19,100 | 3,323 | | | | | | 15,777 | | | 15,777 | |
| 12 | Trinity Free School, Sevenoaks | 20,139 | 14,669 | | 5,470 | | | | | | | 5,470 | |
| 13 | EYPS Single System | 1,800 | 343 | | | | | | 1,457 | | | 1,457 | |
| 14 | Early Help Module (EHM) | 1,114 | 881 | | | | | | 233 | | | 233 | |
| 15 | Nursery Provision for 2 year olds | 2,468 | 2,102 | | 366 | | | | | | | 366 | |
| 16 | Priority School Build Programme (PSBP) 1 & 2 | 9,643 | 263 | 2,462 | 3,143 | | | | 3,775 | | | 9,380 | |
| 17 | Total Individual Projects | 543,114 | 317,336 | 15,715 | 119,272 | 40,199 | 0 | 0 | 50,592 | 0 | 0 | 225,778 | 0 |
| 18 | TOTAL CASH LIMIT | 611,726 | 317,336 | 16,944 | 161,693 | 40,199 | 0 | 24,000 | 51,554 | 0 | 0 | 294,390 | 0 |
| <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>* Estimated allocations have been included for 2016-17, 2017-18, and 2018-19.</p> <p>** Estimated allocations have been included for 2018-19.</p> | | | | | | | | | | | | | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | |
|----------|---|---|----------------------------|------------------|------------------|------------------|--|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | |
| | | | Three Year Budget £'000 | Cash Limits | | | |
| | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | |
| | Rolling Programmes | Description of Project | | | | | |
| 1 | <i>Country Parks Access and Development</i> | Improvements and adaptations to country parks | 218 | 98 | 60 | 60 | |
| 2 | <i>Public Rights of Way</i> | Structural improvements of public rights of way | 2,505 | 835 | 835 | 835 | |
| 3 | Public Sports Facilities Improvement - Capital Grant | Capital grants for the new provision/refurbishment of sports facilities and projects in the community | 300 | 100 | 100 | 100 | |
| 4 | Village Halls and Community Centres - Capital Grants | Capital Grants for improvements and adaptations to village halls and community centres | 500 | 250 | 150 | 100 | |
| 5 | <i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i> | Maintaining Kent's roads | 79,981 | 27,932 | 27,175 | 24,874 | |
| 6 | Integrated Transport Schemes under £1 million** | Improvements to road safety | 9,889 | 3,689 | 3,100 | 3,100 | |
| 7 | Total Rolling Programmes | | 93,393 | 32,904 | 31,420 | 29,069 | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | |
|---------|---|---|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| | Individual Projects | Description of Project | | | | | | |
| 8 | <i>Dartford Library Plus</i> | Dartford Library modernisation and integration with Social Care services and the museum | 678 | 16 | 662 | | | |
| 9 | Herne Bay Library Plus | Project in partnership with Canterbury City Council to maximises the utilisation of an existing building, and will define a sustainable operating model for shared services. The project will also address long-term building issues | 476 | 46 | 430 | | | |
| 10 | Libraries Radio Frequency Identification Technologies (RFID) Solution | Renewal of existing RFID technology in libraries | 1,115 | 0 | 1,115 | | | |
| 11 | <i>Southborough Hub</i> | Re-provision of library within new Southborough Hub | 390 | 275 | 115 | | | |
| 12 | <i>Tunbridge Wells Cultural Hub</i> | Development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council | 2,000 | | | 1,000 | 1,000 | |
| 13 | <i>Liquid Chromatography Mass Spectrometer</i> | Purchase of a second Liquid Chromatography Mass Spectrometer | 130 | | 130 | | | |
| 14 | Broadband | To provide 91% of Kent's properties with superfast broadband services | 21,501 | 20,538 | 963 | | | |
| 15 | Rural Broadband Demonstration Project | Demonstrator projects testing innovative approaches to delivering superfast broadband in rural areas. | 558 | 523 | 35 | | | |
| 16 | <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 | 155 | 6,017 | 5,028 | | |
| 17 | Folkestone Heritage Quarter | Public realm improvement works to Folkestone Old Town | 1,465 | 1,392 | 73 | | | |
| 18 | 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 | 17,696 | 13,247 | 2,028 | 1,512 | 447 | 462 |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | |
|---------|--|---|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| | Individual Projects | Description of Project | | | | | | |
| 19 | Regional Growth Fund - Expansion East Kent | Grant received to fund a programme of financial support to businesses in East Kent for investments that will lead to job creation | 58,384 | 35,470 | 4,037 | 3,841 | 4,542 | 10,494 |
| 20 | Regional Growth Fund - Journey Time Improvement (JTI) | Grant received to be used to fund improving rail services between Ramsgate and Ashford | 4,556 | 3,907 | 649 | | | |
| 21 | TIGER | Grant received providing financial support to business in Dartford, Gravesham, Medway, Swale and Thurrock for investments that will lead to job creation | 27,159 | 14,504 | 2,530 | 2,489 | 2,450 | 5,186 |
| 22 | Escalate | Grant received providing financial support to business in West Kent and East Sussex for investments that will lead to job creation | 10,717 | 5,500 | 993 | 1,139 | 1,156 | 1,929 |
| 23 | Discovery Park Enterprise Zone | Capital works to support business growth at Discovery Park, Sandwich | 4,600 | | 4,600 | | | |
| 24 | Workspace Kent | Establishment of additional incubator and other business workspace | 1,500 | 1,437 | 63 | | | |
| 25 | 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 | 1,000 | 1,000 | 1,000 | 1,000 | 2,000 |
| 26 | Energy and Water Efficiency Investment Fund - External | Energy Efficiency works | 2,305 | 1,559 | 313 | 142 | 102 | 189 |
| 27 | Energy Reduction and Water Efficiency Investment - KCC | Energy Efficiency works | 2,053 | 1,687 | 87 | 74 | 65 | 140 |
| 28 | Flood Defences | Improving flood defences, primarily at Leigh Barrier and River Beult | 34,000 | | | | 1,500 | 32,500 |
| 29 | LED Conversion | Upgrading street lights to more energy efficient LED bulbs | 40,000 | 1,500 | 16,500 | 10,700 | 11,300 | |
| 30 | Thanet Parkway | Construction of Parkway Station | 14,000 | 650 | 2,000 | 4,850 | 6,500 | |
| 31 | Sandwich Highways Depot | Relocation of East Kent Highways depot | 3,000 | | | 3,000 | | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | |
|------------------|---|---|------------------------|-------------------------------|----------------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | Individual Projects | Description of Project | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | |
| 2016-17 £'000 | | | | | | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| 32 | East Kent Access Phase 2 - Major Road Scheme | Construction of East Kent Access Road | 86,279 | 85,080 | 1,199 | | | |
| 33 | <i>Kent Thameside Strategic Transport Programme</i> | Strategic highway improvement in Dartford & Gravesham | 107,024 | 602 | 828 | 8,590 | 2,840 | 94,164 |
| 34 | <i>Rathmore Road Link</i> | Road Improvement scheme | 9,500 | 2,460 | 7,040 | | | |
| 35 | Rushenden Link (Sheppey) - Major Road Scheme | Construction of link road | 11,468 | 10,926 | 542 | | | |
| 36 | Sittingbourne Northern Relief Road - Major Road Scheme | Construction of relief road | 31,525 | 29,559 | 1,717 | 249 | | |
| 37 | Victoria Way | Construction of relief road | 18,376 | 18,276 | 100 | | | |
| 38 | <i>A28 Chart Road, Ashford</i> | Strategic highway improvement | 32,800 | 1,620 | 2,040 | 4,630 | 18,000 | 6,510 |
| 39 | <i>Orchard Way Railway bridge, Ashford</i> | Strategic highway improvement | 15,000 | | | | | 15,000 |
| 40 | <i>A228 Colts Hill Strategic Link - Major Road Scheme</i> | Construction of bypass | 25,000 | | | | | 25,000 |
| 41 | <i>South East Maidstone Strategic Link - Major Road Scheme</i> | Construction of bypass | 35,000 | | | | | 35,000 |
| 42 | Eurokent Road (East Kent)^ | Construction of new road in Westwood, Thanet | 6,114 | 6,114 | | | | |
| 43 | M20 Junction 4 Eastern over bridge | Carriageway widening | 4,810 | 930 | 3,880 | | | |
| 44 | <i>A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge Wells</i> | Junction improvements | 2,050 | 300 | 1,750 | | | |
| 45 | <i>Sturry Link Road, Canterbury</i> | Construction of bypass | 28,600 | 330 | 920 | 2,450 | 24,900 | |
| 46 | <i>A28 Sturry Road integrated transport package, Canterbury</i> | Construction of bus lane | 550 | 50 | 500 | | | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | |
|---------|---|--|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| | Individual Projects | Description of Project | | | | | | |
| 47 | <i>West Kent local sustainable transport - tackling congestion</i> | Package of measures to reduce congestion and carbon footprint | 5,275 | 970 | 1,400 | 700 | 905 | 1,300 |
| 48 | <i>Maidstone Gyratory Bypass</i> | Junction improvements | 5,740 | 1,380 | 4,360 | | | |
| 49 | <i>Kent Strategic Congestion management programme across growth areas</i> | Package of measures to reduce congestion and carbon footprint | 4,800 | 800 | 800 | 800 | 800 | 1,600 |
| 50 | <i>Sustainable access to Maidstone employment areas</i> | Traffic free cycle route from urban fringes into central Maidstone | 3,000 | 250 | 2,750 | | | |
| 51 | <i>Sustainable access to Education & employment</i> | Targeted improvements to Public Rights of Way | 1,300 | 200 | 250 | 250 | 200 | 400 |
| 52 | <i>Tonbridge town centre regeneration</i> | Town centre improvements | 2,700 | 1,889 | 811 | | | |
| 53 | <i>Kent Thameside LSTF - Integrated door-to-door journeys</i> | Package of measures to reduce congestion | 4,500 | 2,100 | 800 | 500 | 400 | 700 |
| 54 | <i>Kent Sustainable interventions programme for growth</i> | Highway improvements | 3,000 | 300 | 700 | 500 | 500 | 1,000 |
| 55 | <i>Sittingbourne Town Centre regeneration</i> | Public realm and highway improvements to be delivered by Swale Borough Council | 2,500 | 800 | 1,700 | | | |
| 56 | <i>Dover Western Docks Revival</i> | Remodelling of two roundabouts to improve traffic flow along the A20 | 5,000 | | 5,000 | | | |
| 57 | <i>Ashford International Rail Connectivity</i> | Upgrade signalling system at Ashford International Railway Station to be compatible with the new Eurostar trains | 4,520 | | 2,000 | 2,520 | | |
| 58 | <i>Folkestone Seafront Regeneration</i> | Flood defence works and access improvements to Marine Parade | 5,100 | | 4,000 | 1,100 | | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | |
|---------------------|---|---|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY YEAR | | | | | | | |
| | | | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
| | | | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| Individual Projects | Description of Project | | | | | | | |
| 59 | <i>North Deal Transport Improvements</i> | Public realm and highway improvements to be delivered by Dover District Council | 800 | 50 | 750 | | | |
| 60 | Total Individual Projects | | 727,814 | 268,392 | 90,177 | 57,064 | 78,607 | |
| 61 | Directorate Total | | 821,207 | 268,392 | 123,081 | 88,484 | 107,676 | |

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 2016-17, 2017-18 and 2018-19.

** Estimated allocations have been included for 2018-19.

^ This project has been included in the capital budget in order to reflect the repayment of a loan due in this three year budget period. This is shown on line 42 on page 35.

| | Total Cost of Scheme £'000 | Prior Years Spend £'000 | Cash Limits | | | |
|------------------------------|-------------------------------|----------------------------|------------------|------------------|------------------|----------------------|
| | | | 2016-17 £'000 | 2017-18 £'000 | 2018-19 £'000 | Later Years £'000 |
| Funded by: | | | | | | |
| Borrowing | 58,612 | 20,596 | 22,335 | 14,580 | 17,668 | -16,567 |
| Grants | 476,308 | 213,928 | 72,678 | 51,446 | 48,359 | 89,897 |
| Developer Contributions | 124,329 | 2,776 | 8,123 | 2,723 | 24,903 | 85,804 |
| Other External Funding | 82,530 | 15,889 | 7,857 | 1,850 | 3,684 | 53,250 |
| Revenue and Renewals | 5,150 | 1,970 | 1,388 | 1,239 | 190 | 363 |
| Capital Receipts | 7,804 | 2,763 | 1,135 | 5,096 | 2,010 | -3,200 |
| Recycling of Loan Repayments | 66,474 | 10,470 | 9,565 | 11,550 | 10,862 | 24,027 |
| Total: | 821,207 | 268,392 | 123,081 | 88,484 | 107,676 | 233,574 |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | | | | | | |
|----------------------------|--|----------------------|-------------------|---------------|------------|------------------------|------------------------|--------------------|------------------------------|------------------------------|---------------|---------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Three Year Budget | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | | |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| ROLLING PROGRAMMES | | | | | | | | | | | | | |
| 1 | Country Parks Access and Development | 218 | | | | | | 218 | | | 218 | | |
| 2 | Public Rights of Way | 2,505 | | 2,505 | | | | | | | 2,505 | | |
| 3 | Public Sports Facilities Improvement - Capital Grant | 300 | 200 | | | | | 100 | | | 300 | | |
| 4 | Village Halls and Community Centres - Capital Grants | 500 | 300 | | 100 | | | 100 | | | 500 | | |
| 5 | Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening* | 79,981 | | 79,981 | | | | | | | 79,981 | | |
| 6 | Integrated Transport Schemes under £1 million** | 9,889 | | 9,300 | 589 | | | | | | 9,889 | | |
| 7 | Total Rolling Programmes | 93,393 | 500 | 91,786 | 689 | 0 | 0 | 418 | 0 | 0 | 93,393 | | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| INDIVIDUAL PROJECTS | | | | | | | | | | | | | |
| 8 | Dartford Library Plus | 678 | 16 | | 29 | 493 | 15 | | 125 | | | 662 | |
| 9 | Herne Bay Library Plus | 476 | 46 | 430 | | | | | | | | 430 | |
| 10 | Libraries Radio Frequency Identification Technologies (RFID) Solution | 1,115 | | | | | | 1,115 | | | | 1,115 | |
| 11 | Southborough Hub | 390 | 275 | | | | | | 115 | | | 115 | |
| 12 | Tunbridge Wells Cultural Hub | 2,000 | | | | 400 | | | 1,600 | | | 2,000 | |
| 13 | Liquid Chromatography Mass Spectrometer | 130 | | | | | | | 130 | | | 130 | |
| 14 | Broadband | 21,501 | 20,538 | 963 | | | | | | | | 963 | |
| 15 | Rural Broadband Demonstration Project | 558 | 523 | 35 | | | | | | | | 35 | |
| 16 | Broadband Contract 2 (formerly Superfast Extension Programme) | 11,200 | 155 | 416 | 5,445 | | | 1,000 | 4,184 | | | 11,045 | |
| 17 | Folkestone Heritage Quarter | 1,465 | 1,392 | | | | 73 | | | | | 73 | |
| 18 | Kent Empty Property Initiative - No Use Empty (NUE) | 17,696 | 13,247 | -2,290 | | | | 69 | | 6,208 | | 3,987 | 462 |
| 19 | Regional Growth Fund - Expansion East Kent | 58,384 | 35,470 | | | | | | | 12,420 | | 12,420 | 10,494 |
| 20 | Regional Growth Fund - Journey Time Improvement (JTI) | 4,556 | 3,907 | | 649 | | | | | | | 649 | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | | | | | | |
|---------|---|----------------------|-------------------|--------------------|--------|------------|------------------------|--------------------|------------------|------------------------------|-------|---------------|-------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | Total Cost of Scheme | Prior Years Spend | 2016-19 Funded By: | | | | | | | | Total 2016-19 | Later Years |
| | | | | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | | |
| | | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | | |
| | INDIVIDUAL PROJECTS | | | | | | | | | | | | |
| 21 | TIGER | 27,159 | 14,504 | | | | | | | | 7,469 | 7,469 | 5,186 |
| 22 | Escalate | 10,717 | 5,500 | | | | | | | | 3,288 | 3,288 | 1,929 |
| 23 | Discovery Park Enterprise Zone | 4,600 | | | | | 4,600 | | | | | 4,600 | |
| 24 | Workspace Kent | 1,500 | 1,437 | | | | 63 | | | | | 63 | |
| 25 | <i>Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)</i> | 6,000 | 1,000 | | | | 3,000 | | | | | 3,000 | 2,000 |
| 26 | Energy and Water Efficiency Investment Fund - External | 2,305 | 1,559 | | | | 150 | 407 | | | | 557 | 189 |
| 27 | Energy Reduction and Water Efficiency Investment - KCC | 2,053 | 1,687 | | | | | 226 | | | | 226 | 140 |
| 28 | <i>Flood Defences</i> | 34,000 | | | 750 | | | | 750 | | | 1,500 | 32,500 |
| 29 | LED Conversion | 40,000 | 1,500 | 38,500 | | | | | | | | 38,500 | |
| 30 | <i>Thanet Parkway</i> | 14,000 | 650 | 2,000 | 10,000 | | 1,350 | | | | | 13,350 | |
| 31 | <i>Sandwich Highways Depot</i> | 3,000 | | | | | | | 3,000 | | | 3,000 | |
| 32 | East Kent Access Phase 2 - Major Road Scheme | 86,279 | 85,080 | 1,199 | | | | | | | | 1,199 | |
| 33 | <i>Kent Thameside Strategic Transport Programme</i> | 107,024 | 602 | | 8,428 | 3,830 | | | | | | 12,258 | 94,164 |
| 34 | <i>Rathmore Road Link</i> | 9,500 | 2,460 | | 6,740 | | | | 300 | | | 7,040 | |
| 35 | Rushenden Link (Sheppey) - Major Road Scheme | 11,468 | 10,926 | -1,437 | | | 1,979 | | | | | 542 | |
| 36 | Sittingbourne Northern Relief Road - Major Road Scheme | 31,525 | 29,559 | | | 1,966 | | | | | | 1,966 | |
| 37 | Victoria Way | 18,376 | 18,276 | | 100 | | | | | | | 100 | |
| 38 | <i>A28 Chart Road, Ashford</i> | 32,800 | 1,620 | 14,267 | 7,816 | 2,587 | | | | | | 24,670 | 6,510 |
| 39 | <i>Orchard Way Railway bridge, Ashford</i> | 15,000 | | | | | | | | | | 0 | 15,000 |
| 40 | <i>A228 Colts Hill Strategic Link - Major Road Scheme</i> | 25,000 | | | | | | | | | | 0 | 25,000 |
| 41 | <i>South East Maidstone Strategic Link - Major Road Scheme</i> | 35,000 | | | | | | | | | | 0 | 35,000 |
| 42 | Eurokent Road (East Kent) | 6,114 | 6,114 | | | | | | -2,592 | 2,592 | | 0 | |
| 43 | M20 Junction 4 Eastern over bridge | 4,810 | 930 | | 1,496 | 2,384 | | | | | | 3,880 | |
| 44 | <i>A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge Wells</i> | 2,050 | 300 | | 1,500 | 250 | | | | | | 1,750 | |
| 45 | <i>Sturry Link Road, Canterbury</i> | 28,600 | 330 | | 5,570 | 22,700 | | | | | | 28,270 | |

| Row Ref | GROWTH, ENVIRONMENT & TRANSPORT | | | | | | | | | | | | |
|---------|---|----------------------|-------------------|---------------|----------------|---------------|------------------------|--------------------|------------------|------------------------------|----------|----------------|----------------|
| | SECTION 3 - CAPITAL INVESTMENT PLANS 2016-17 TO 2018-19 BY FUNDING | | | | | | | | | | | | |
| | | 2016-19 Funded By: | | | | | | | | | | | |
| | | Total Cost of Scheme | Prior Years Spend | Borrowing | Grants | Dev Contrs | Other External Funding | Revenue & Renewals | Capital Receipts | Recycling of Loan Repayments | PFI | Total 2016-19 | Later Years |
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| 46 | <i>A28 Sturry Road integrated transport package, Canterbury</i> | 550 | 50 | | 250 | 250 | | | | | | 500 | |
| 47 | <i>West Kent local sustainable transport - tackling congestion</i> | 5,275 | 970 | | 2,800 | | 205 | | | | | 3,005 | 1,300 |
| 48 | Maidstone Gyrotory Bypass | 5,740 | 1,380 | | 3,304 | | 1,056 | | | | | 4,360 | |
| 49 | <i>Kent Strategic Congestion management programme across growth areas</i> | 4,800 | 800 | | 2,400 | | | | | | | 2,400 | 1,600 |
| 50 | <i>Sustainable access to Maidstone employment areas</i> | 3,000 | 250 | | 1,850 | | 900 | | | | | 2,750 | |
| 51 | <i>Sustainable access to Education & employment</i> | 1,300 | 200 | | 500 | 200 | | | | | | 700 | 400 |
| 52 | Tonbridge town centre regeneration | 2,700 | 1,889 | | 600 | | | | 211 | | | 811 | 0 |
| 53 | Kent Thameside LSTF - Integrated door-to-door journeys | 4,500 | 2,100 | | 1,700 | | | | | | | 1,700 | 700 |
| 54 | <i>Kent Sustainable interventions programme for growth</i> | 3,000 | 300 | | 1,700 | | | | | | | 1,700 | 1,000 |
| 55 | Sittingbourne Town Centre regeneration | 2,500 | 800 | | 1,700 | | | | | | | 1,700 | |
| 56 | <i>Dover Western Docks Revival</i> | 5,000 | | | 5,000 | | | | | | | 5,000 | |
| 57 | <i>Ashford International Rail Connectivity</i> | 4,520 | | | 4,520 | | | | | | | 4,520 | |
| 58 | <i>Folkestone Seafront Regeneration</i> | 5,100 | | | 5,100 | | | | | | | 5,100 | |
| 59 | <i>North Deal Transport Improvements</i> | 800 | 50 | | 750 | | | | | | | 750 | |
| 60 | Total Individual Projects | 727,814 | 268,392 | 54,083 | 80,697 | 35,060 | 13,391 | 2,817 | 7,823 | 31,977 | 0 | 225,848 | 233,574 |
| 61 | TOTAL CASH LIMIT | 821,207 | 268,392 | 54,583 | 172,483 | 35,749 | 13,391 | 2,817 | 8,241 | 31,977 | 0 | 319,241 | 233,574 |

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

* Estimates have been included for 2016-17, 2017-18 and 2018-19.

** Estimated allocations have been included for 2018-19.

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 | 2015-16 Revised Base Budget (Net Cost) £000s | Directorate | 2016-17 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 | 68,788.1 | Education and Young People's Services (excluding delegated budgets) | 59,556.1 | 210,193.5 | 269,749.6 | -26,452.8 | -20,043.3 | -158,468.7 | 64,784.8 | -4,003.3 |
| 2 | 0.0 | Education and Young People's Services - delegated budgets for schools and pupil referral units | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 | 0.0 |
| 3 | 169,984.1 | Growth, Environment and Transport | 46,590.8 | 151,555.4 | 198,146.2 | -1,613.1 | -30,353.8 | -2,583.3 | 163,596.0 | -6,388.1 |
| 4 | 483,092.4 | Social Care, Health and Wellbeing | 150,534.9 | 609,865.1 | 760,400.0 | -19,450.5 | -116,564.0 | -133,308.0 | 491,077.5 | 7,985.1 |
| 5 | 70,572.0 | Strategic and Corporate Services | 56,563.0 | 74,481.5 | 131,044.5 | -39,116.9 | -17,778.7 | -7,219.8 | 66,929.1 | -3,642.9 |
| 6 | 124,041.9 | Financing Items | 7,800.0 | 134,051.0 | 141,851.0 | 0.0 | -17,152.7 | -36.0 | 124,662.3 | 620.4 |
| 7 | 916,478.5 | BUDGET REQUIREMENT | 807,724.3 | 1,365,248.9 | 2,172,973.2 | -86,633.3 | -251,890.8 | -923,399.4 | 911,049.7 | -5,428.8 |
| 8 | 916,478.5 | BUDGET REQUIREMENT (excl Schools Budgets) | 321,044.8 | 1,180,146.5 | 1,501,191.3 | -86,633.3 | -201,892.5 | -301,615.8 | 911,049.7 | -5,428.8 |
| | | Funded by: | | | | | | | | |
| 9 | -549,034.0 | Council Tax Yield | | | | | | | -583,181.2 | -34,147.2 |
| 10 | -7,078.5 | Council Tax Collection Fund | | | | | | | -11,202.9 | -4,124.4 |
| 11 | -49,227.0 | Local Share of Business Rates | | | | | | | -51,413.5 | -2,186.5 |
| 12 | -450.6 | Business Rates Collection Fund | | | | | | | 2,136.6 | 2,587.2 |
| | | <u>Un-ringfenced Grants</u> | | | | | | | | |
| 13 | -161,005.1 | Revenue Support Grant | | | | | | -111,424.6 | -111,424.6 | 49,580.5 |
| 14 | 0.0 | Transitional Grant | | | | | | -5,682.3 | -5,682.3 | -5,682.3 |
| 15 | -122,939.1 | Business Rate Top-Up | | | | | | -123,963.5 | -123,963.5 | -1,024.4 |
| 16 | -3,341.7 | Business Rate Compensation Grant | | | | | | -3,341.7 | -3,341.7 | 0.0 |
| 17 | -13,750.0 | Education Services Grant | | | | | | -12,375.0 | -12,375.0 | 1,375.0 |
| 18 | -7,886.2 | New Homes Bonus (NHB) & NHB Adjustment Grants | | | | | | -9,305.9 | -9,305.9 | -1,419.7 |
| 19 | -1,766.3 | Other Un-ringfenced Grant | | | | | | -1,295.7 | -1,295.7 | 470.6 |
| 20 | 0.0 | TOTAL | 807,724.3 | 1,365,248.9 | 2,172,973.2 | -86,633.3 | -251,890.8 | -1,190,788.1 | 0.0 | 0.0 |

KCC Budget Book

SECTION 5

A-Z Service Analysis

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | Variation Statement Page No. | |
|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|--------|----------|---|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Adults and Older People | | | | | | | | | |
| | | | <i>Direct Payments</i> | | | | | | | | | |
| 1 | 17,616.6 | SCH&W | Learning Disability (aged 18+) | 0.0 | 19,024.5 | 19,024.5 | 0.0 | -69.5 | -875.5 | 18,079.5 | Approximately 1,250 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. | 77 |
| 2 | 1,018.6 | SCH&W | Mental Health (aged 18+) | 0.0 | 1,102.9 | 1,102.9 | 0.0 | -84.3 | 0.0 | 1,018.6 | 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. | 78 |
| 3 | 14,432.6 | SCH&W | Older People (aged 65+) | 0.0 | 12,867.5 | 12,867.5 | 0.0 | 0.0 | -186.5 | 12,681.0 | Around 1,300 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year. | 79 |
| 4 | 12,097.9 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 13,166.6 | 13,166.6 | 0.0 | 0.0 | -982.2 | 12,184.4 | Around 1,200 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. | 80 |
| | | | <i>Domiciliary Care</i> | | | | | | | | | |
| 5 | 975.5 | SCH&W | Learning Disability (aged 18+) | 0.0 | 728.0 | 728.0 | 0.0 | 0.0 | -14.0 | 714.0 | Domiciliary care provided by the independent sector supporting approximately 100 people to live at home. | 81 |
| 6 | 1,969.8 | SCH&W | Older People (aged 65+) - In house service (Kent Enablement at Home service) | 7,887.1 | -1.9 | 7,885.2 | -51.0 | -5,864.4 | 0.0 | 1,969.8 | 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. | 82 |
| 7 | 5,937.6 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 25,554.2 | 25,554.2 | 0.0 | -9,871.2 | -71.0 | 15,612.0 | Domiciliary care provided by the independent sector to support approximately 3,500 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. | 83 |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | Affordable Activity | 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 | | |
| 8 | 579.4 | SCH&W | Physical Disability (aged 18-64) - In house service | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 | Domiciliary care provided by the in-house Kent Enablement at Home Service (KEaH) which provides intensive short term support/enablement to people to allow them to regain or extend their independent living skills. | 84 |
| 9 | 2,313.5 | SCH&W | Physical Disability (aged 18-64) - Commissioned service | 0.0 | 4,184.0 | 4,184.0 | 0.0 | 0.0 | -28.4 | 4,155.6 | Domiciliary care provided by the independent sector supporting approximately 550 people to live at home. | 85 |
| | | | Non Residential Charging Income | | | | | | | | | |
| 10 | -3,191.3 | SCH&W | Learning Disability (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -3,954.4 | 0.0 | -3,954.4 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 86 |
| 11 | -7,516.3 | SCH&W | Older People (aged 65+) | 0.0 | 0.0 | 0.0 | 0.0 | -9,313.8 | 0.0 | -9,313.8 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 87 |
| 12 | -1,298.5 | SCH&W | Physical Disability (aged 18-64) / Mental Health (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -1,633.0 | 0.0 | -1,633.0 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. | 88 |
| | | | Nursing and Residential Care | | | | | | | | | |
| 13 | 73,795.7 | SCH&W | Learning Disability (aged 18+) | 0.0 | 74,433.9 | 74,433.9 | 0.0 | -6,130.5 | 0.0 | 68,303.4 | Around 1,200 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. | 89 |
| 14 | 7,407.1 | SCH&W | Mental Health (aged 18+) | 0.0 | 8,697.2 | 8,697.2 | 0.0 | -1,015.9 | 0.0 | 7,681.3 | Around 250 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. | 90 |
| 15 | 21,659.4 | SCH&W | Older People (aged 65+) - Nursing | 0.0 | 35,941.4 | 35,941.4 | 0.0 | -14,665.2 | 0.0 | 21,276.2 | Around 1,250 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. | 91 |
| 16 | 14,581.9 | SCH&W | Older People (aged 65+) - Residential - In house service | 9,691.2 | 9,851.2 | 19,542.4 | 0.0 | -3,546.5 | -1,922.2 | 14,073.7 | KCC residential services predominately providing long term and recuperative services through 222 residential care/respite beds and 84 nursing care beds. | 92 |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

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|---------|----------------------|-------------|--|-------------------------|--------------|-------------------|-----------------|-----------------|----------|----------|--|---------------------|
| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 17 | 26,196.7 | SCH&W | Older People (aged 65+) - Residential - Commissioned Service | 0.0 | 50,165.1 | 50,165.1 | 0.0 | -27,808.2 | 0.0 | 22,356.9 | Approximately 2,200 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. | 93 |
| 18 | 11,759.4 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 13,269.9 | 13,269.9 | 0.0 | -1,739.1 | 0.0 | 11,530.8 | Approximately 300 clients are provided with this service through the independent sector. | 94 |
| | | | Supported Living | | | | | | | | | |
| 19 | 2,626.7 | SCH&W | Learning Disability (aged 18+) - In house service | 2,596.9 | 1,027.2 | 3,624.1 | 0.0 | -134.5 | -912.9 | 2,576.7 | 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. | 95 |
| 20 | 3,795.5 | SCH&W | Learning Disability (aged 18+) - Shared Lives Scheme | 315.7 | 4,352.2 | 4,667.9 | 0.0 | 0.0 | 0.0 | 4,667.9 | The Shared Lives scheme places approximately 150 people with non-related Adult Carers. | 96 |
| 21 | 31,259.3 | SCH&W | Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements | 0.0 | 38,722.4 | 38,722.4 | 0.0 | -118.5 | -94.0 | 38,509.9 | Services provided through the independent sector for approximately 1,100 people in supported living. | 97 |
| 22 | 0.0 | SCH&W | Older People (aged 65+) - In house service | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 0.0 | Costs associated with the Better Homes Actives Lives PFI project. | 98 |
| 23 | 395.9 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 395.9 | 395.9 | 0.0 | 0.0 | 0.0 | 395.9 | Approximately 100 clients provided with supported living / supported accommodation services through the independent sector. | 99 |
| 24 | 0.0 | SCH&W | Physical Disability (aged 18-64) / Mental Health (aged 18+) - In house service | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 0.0 | Costs associated with the Better Homes Actives Lives PFI project. | 100 |
| 25 | 4,194.3 | SCH&W | Physical Disability (aged 18-64) / Mental Health (aged 18+) - Commissioned service | 0.0 | 5,327.3 | 5,327.3 | 0.0 | -84.3 | -29.5 | 5,213.5 | Approximately 500 clients provided with supported living / supported accommodation services through the independent sector. | 101 |
| | | | Other Services for Adults and Older People | | | | | | | | | |
| 26 | 2,461.9 | SCH&W | Adaptive & Assistive Technology | 411.0 | 7,087.8 | 7,498.8 | 0.0 | -5,315.0 | 0.0 | 2,183.8 | 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. | 102 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 27 | 1,340.8 | SCH&W | Community Support Services for Mental Health (aged 18+) | 1,254.9 | 141.3 | 1,396.2 | 0.0 | -55.4 | 0.0 | 1,340.8 | Community outreach services provided by both KCC and independent sector supporting clients with mental health problems. | 103 |
| | | | Day Care | | | | | | | | | |
| 28 | 6,544.9 | SCH&W | Learning Disability (aged 18+) - In house service | 5,546.4 | 819.2 | 6,365.6 | 0.0 | -70.7 | 0.0 | 6,294.9 | Day care/day services provided by KCC. | 105 |
| 29 | 7,029.7 | SCH&W | Learning Disability (aged 18+) - Commissioned service | 0.0 | 7,732.5 | 7,732.5 | 0.0 | 0.0 | -18.5 | 7,714.0 | Day care/day services provided by the independent sector. | 106 |
| 30 | 831.2 | SCH&W | Older People (aged 65+) - In house service | 675.8 | 126.1 | 801.9 | 0.0 | -36.0 | 0.0 | 765.9 | Day care/day services provided by KCC. | 107 |
| 31 | 945.1 | SCH&W | Older People (aged 65+) - Commissioned service | 0.0 | 899.1 | 899.1 | 0.0 | 0.0 | 0.0 | 899.1 | Day care/day services provided by the independent sector. | 108 |
| 32 | 974.2 | SCH&W | Physical Disability (aged 18-64) | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 | Day care/day services provided by the independent sector. | 109 |
| 33 | 20,394.2 | SCH&W | Housing Related Support for Vulnerable People (Supporting People) | 324.4 | 16,831.2 | 17,155.6 | -193.2 | 0.0 | 0.0 | 16,962.4 | Includes provision for 17,300 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. | 117 |
| 34 | 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. | 118 |
| 35 | 784.9 | SCH&W | Other Adult Services | 175.0 | 12,296.3 | 12,471.3 | 0.0 | -711.2 | -272.9 | 11,487.2 | A range of other services including: - approximately 80,000 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: - provision for inflation on the cost of adult social care, including increases in costs resulting from the National Living Wage, - savings yet to be allocated to other social care services within the A-Z service analysis, - savings from the review of client transport arrangements, - provision to fulfil responsibilities under the Care Act. | 119 |
| 36 | 1,439.0 | SCH&W | Safeguarding | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 | A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults. | 120 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Social Support | | | | | | | | | |
| 37 | 3,547.4 | SCH&W | Carers - In house service | 2,725.9 | 125.3 | 2,851.2 | 0.0 | -0.2 | 0.0 | 2,851.0 | KCC residential services predominately providing respite services to support carers. | 121 |
| 38 | 4,704.8 | SCH&W | Carers - Commissioned service | 0.0 | 11,708.4 | 11,708.4 | -57.5 | -5,999.5 | 0.0 | 5,651.4 | Services supporting carers, which are provided through the independent and voluntary sectors. | 122 |
| 39 | 3,553.7 | SCH&W | Information and Early Intervention | 0.0 | 5,344.9 | 5,344.9 | -552.8 | -1,007.1 | -246.9 | 3,538.1 | 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. | 123 |
| 40 | 6,079.0 | SCH&W | Social Isolation | 0.0 | 9,096.8 | 9,096.8 | -2,083.6 | -1,140.8 | 0.0 | 5,872.4 | Services providing support to prevent social isolation, provided through the independent sector and the voluntary sector, such as befriending services. | 124 |
| 41 | 1,481.5 | SCH&W | Support & Assistance Service (Social Fund) including refugee families | 277.0 | 2,454.5 | 2,731.5 | 0.0 | 0.0 | -1,250.0 | 1,481.5 | 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. | 125 |
| | | | Children's Services | | | | | | | | | |
| | | | Children in Care (Looked After) | | | | | | | | | |
| 42 | 23,675.7 | SCH&W | Fostering - In house service | 1,814.6 | 22,608.0 | 24,422.6 | -469.1 | 0.0 | 0.0 | 23,953.5 | Short and medium term family based care for 990 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. | 126 |
| 43 | 7,901.7 | SCH&W | Fostering - Commissioned from Independent Fostering Agencies | 0.0 | 6,782.6 | 6,782.6 | 0.0 | 0.0 | 0.0 | 6,782.6 | Short and medium term family based care (including longer term care for older children) for 137 Kent children. | 127 |
| 44 | 6,769.0 | SCH&W | Legal Charges | 0.0 | 6,738.0 | 6,738.0 | 0.0 | 0.0 | 0.0 | 6,738.0 | Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services. | 128 |
| 45 | 2,541.0 | SCH&W | Residential Children's Services - In house service (Short Breaks Units) | 2,696.9 | 401.5 | 3,098.4 | -12.7 | -669.7 | 0.0 | 2,416.0 | Provision of 5 in house units for short breaks (for both looked after and non looked after children, including those with a disability). | 129 |
| 46 | 11,909.3 | SCH&W | Residential Children's Services - Commissioned from Independent Sector | 0.0 | 13,412.2 | 13,412.2 | -920.6 | -1,614.1 | 0.0 | 10,877.5 | Independent sector residential care for 78 children (both looked after and non looked after children, including those with a disability). | 130 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 47 | 1,426.9 | SCH&W | Virtual School Kent | 1,929.6 | 3,151.7 | 5,081.3 | -293.2 | -2.8 | -3,358.4 | 1,426.9 | Supporting approx. 2,550 looked after children (including approx. 1,100 Unaccompanied Asylum Seeking Children) focussing on their education & health needs. | 131 |
| | | | Children in Need | | | | | | | | | |
| 48 | 9,278.4 | SCH&W | Family Support Services | 0.0 | 10,535.5 | 10,535.5 | -882.2 | -777.8 | 0.0 | 8,875.5 | Community based family support services including day care, direct payments and payments to voluntary organisations. | 132 |
| | | | Early Help | | | | | | | | | |
| 49 | 6,262.8 | E&YP | Children's Centres | 6,073.1 | 2,216.2 | 8,289.3 | -2,048.4 | -28.1 | 0.0 | 6,212.8 | Children's centres offer help and support to an average of 11,000 children per month. Approximately 65,500 children aged 0-4 are registered with a Children's Centre. | 133 |
| 50 | 14,686.1 | E&YP | Early Intervention and Prevention | 12,407.0 | 4,735.6 | 17,142.6 | -318.8 | 0.0 | -5,032.7 | 11,791.1 | 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 them 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. | 134 |
| | | | Education and Personal | | | | | | | | | |
| 51 | 1,122.5 | E&YP, GE&T | 14 to 24 year olds | 1,326.1 | 686.8 | 2,012.9 | 0.0 | -87.4 | -906.0 | 1,019.5 | 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. | 135 |
| 52 | 138.6 | E&YP | Attendance & Behaviour | 2,168.7 | 377.3 | 2,546.0 | -10.0 | -275.0 | -2,122.4 | 138.6 | 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. | 136 |
| 53 | 1,425.9 | E&YP | Early Years and Childcare | 4,365.9 | 1,847.7 | 6,213.6 | -510.6 | -766.9 | -3,655.2 | 1,280.9 | Provision of advice, support, challenge and training to secure sufficient high quality early education and childcare, incorporating over 800 group providers in the private, voluntary and independent sectors and approximately 1,300 childminders. | 137 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 54 | 0.0 | E&YP | Early Years Education | 0.0 | 56,176.2 | 56,176.2 | 0.0 | 0.0 | -56,176.2 | 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 (equates to over 11 million hours of provision) plus up to 1.8 million hours of free early years education for disadvantaged 2 year olds. This also includes an estimate of the Early Years pupil premium allocation. | 138 |
| 55 | 2,306.0 | E&YP | Education Psychology Service | 2,862.4 | 118.6 | 2,981.0 | -619.5 | -205.5 | 0.0 | 2,156.0 | Statutory assessment of children with special educational needs and the delivery of core and traded psychological services. | 139 |
| 56 | 479.7 | E&YP | Individual Learner Support (incl. Minority Communities Achievement and Parent Partnership Service) | 1,685.5 | 5,615.6 | 7,301.1 | -215.1 | -260.1 | -6,346.2 | 479.7 | 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. | 140 |
| 57 | 0.0 | E&YP | Statemented Pupils | 28.0 | 5,869.0 | 5,897.0 | 0.0 | -387.2 | -5,509.8 | 0.0 | Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units. | 141 |
| 58 | 1,236.0 | E&YP | Youth Service | 1,118.7 | 1,843.5 | 2,962.2 | -676.4 | -804.8 | -245.0 | 1,236.0 | 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. | 142 |
| 59 | 583.5 | E&YP | Youth Offending Service | 1,492.9 | 865.1 | 2,358.0 | -323.6 | -311.1 | -1,230.8 | 492.5 | 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 1,000 children and young people who are subject of youth court orders. | 143 |
| | | | Other Children's Services | | | | | | | | | |
| 60 | 12,476.6 | SCH&W | Adoption & other permanent care arrangements for children | 1,951.7 | 9,709.6 | 11,661.3 | 0.0 | -104.0 | 0.0 | 11,557.3 | Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments, child arrangement orders & special guardianship orders. | 144 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Asylum Seekers: | | | | | | | | | |
| 61 | 0.0 | SCH&W | - Aged under 16 | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 0.0 | Supporting unaccompanied asylum seekers under the age of 16. | 146 |
| 62 | 0.0 | SCH&W | - Aged 16 & 17 | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 0.0 | Supporting unaccompanied asylum seekers aged 16 or 17. | 147 |
| 63 | 280.0 | SCH&W | - Aged 18 and over (care leavers) | 0.0 | 8,195.0 | 8,195.0 | 0.0 | 0.0 | -7,645.0 | 550.0 | Supporting unaccompanied asylum seekers aged 18 or over (who were previously in care when aged under 18) as Care Leavers. | 148 |
| 64 | 4,551.7 | SCH&W | Care Leavers | 2,014.8 | 5,246.9 | 7,261.7 | -1,985.2 | 0.0 | -530.6 | 4,745.9 | A service for young people aged 18+ who have previously been in care. | 149 |
| 65 | 4,932.9 | E&YP, SCH&W | Safeguarding | 6,916.9 | 923.5 | 7,840.4 | -2,179.9 | -727.6 | 0.0 | 4,932.9 | 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. | 150 |
| | | | Community Services | | | | | | | | | |
| 66 | 1,986.8 | GE&T | Arts & Culture Development (including grant to Turner Contemporary) | 386.8 | 1,610.0 | 1,996.8 | 0.0 | 0.0 | 0.0 | 1,996.8 | 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. The service manages Kent Film Office, and oversees Turner Contemporary arrangements; as well as organising programmes and providing grants to Arts organisations and festivals. | 151 |
| 67 | -1,340.2 | E&YP | Community Learning & Skills (CLS) | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 | Approximately 21,000 adults attending Adult Education courses in the community for personal development, skills, pleasure and wellbeing. In the region of 3,500 families participating in family learning which helps parents and children from disadvantaged communities. CLS supports 600+ young people through apprenticeships with Kent employers and approximately 1,200 learning aims delivered to 16-18 year olds not in education or employment. Skills Plus centres deliver over 2,500 learning aims to 1,500 people to improve their employability skills and support Kent businesses and over 2,300 learning aims delivered to 1,000 adults for whom English is not their first language to gain qualifications. | 152 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 68 | 2,374.3 | S&CS | Contact Centre & Digital Web Services | 0.0 | 4,617.7 | 4,617.7 | 0.0 | -305.0 | -89.0 | 4,223.7 | 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. 1 million contacts are handled every year (860k telephone/150k e-mail) supporting more than 90 KCC services. It will increasingly provide better customer focussed, true multi-channel access to Kent services. | 154 |
| 69 | 939.3 | S&CS | Gateways | 356.5 | 581.8 | 938.3 | 0.0 | -38.1 | 0.0 | 900.2 | 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. | 155 |
| 70 | 137.8 | GE&T | Gypsies and Travellers | 266.2 | 171.3 | 437.5 | 0.0 | -437.5 | 0.0 | 0.0 | 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. | 156 |
| 71 | 12,085.1 | GE&T | Libraries, Registration and Archives Services | 11,544.4 | 5,008.5 | 16,552.9 | -464.5 | -5,466.3 | 0.0 | 10,622.1 | <p>Libraries Service: Service delivered online and from 99 fixed libraries and a fleet of mobile vans, issuing approx. 5.21 million items (mostly books); supporting 5.6 million physical visits, 948,000 virtual visits; 577,000 hours of free public PC use; 1,488 home library service customers; 1,080 blind and partially sighted Postal Loan service customers and 3,700 clients in Prison Library service.</p> <p>Archives Service: 25,500 documents produced for researchers at Kent History and Library Centre; 9,300 archive documents accessed digitally and the management of 1,432 cubic metres of manuscript collections.</p> <p>Registration Service: Over 32,000 births and deaths registered; over 6,100 ceremonies registered and conducted (mostly marriage ceremonies) and 2,200 new citizens naturalised.</p> | 157 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 72 | 432.5 | SCH&W | Local Healthwatch & NHS Complaints Advocacy | 0.0 | 749.5 | 749.5 | 0.0 | 0.0 | -459.0 | 290.5 | 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. | 158 |
| 73 | 622.6 | GE&T | Sports & Physical Activity Development | 678.8 | 847.8 | 1,526.6 | -83.0 | -1,011.0 | 0.0 | 432.6 | 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 Public Health to provide a continuum of sporting opportunity, and direct the County Sports Partnership to develop and support coaches, leaders, clubs and governing bodies of sport. The service has levered in more than £7m to the Kent economy over the last three years. The service is predominately externally funded. | 159 |
| 74 | 451.1 | E&YP | Supporting Employment | 736.0 | 50.1 | 786.1 | -305.0 | -30.0 | 0.0 | 451.1 | 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. | 160 |
| 75 | 0.0 | E&YP | Troubled Families Programme | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 | The Kent Troubled Families Programme works closely with Partner Agency and District Councils to provide a joined up approach to improve the life chances and independence of disadvantaged families in Kent and a cohort of in excess of 8,900 families will be engaged over the coming years. | 161 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Environment | | | | | | | | | |
| 76 | 604.5 | GE&T | Country Parks & Countryside Access | 1,558.3 | 870.4 | 2,428.7 | -75.0 | -1,719.4 | -79.8 | 554.5 | 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 Explore Kent website and 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 Management Partnership is a predominately externally funded service, 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. | 162 |
| 77 | 1,436.6 | GE&T | Environmental Management (incl. Coastal Protection) | 1,469.6 | 1,820.3 | 3,289.9 | -34.5 | -797.4 | -1,026.4 | 1,431.6 | 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. | 163 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 78 | 1,633.0 | GE&T | Public Rights of Way | 1,273.3 | 411.6 | 1,684.9 | 0.0 | -89.0 | 0.0 | 1,595.9 | 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. | 164 |
| | | | Highways | | | | | | | | | |
| | | | <i>Highways Maintenance</i> | | | | | | | | | |
| 79 | 3,230.8 | GE&T | Adverse Weather | 0.0 | 3,261.3 | 3,261.3 | 0.0 | 0.0 | 0.0 | 3,261.3 | 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. | 165 |
| 80 | 1,962.4 | GE&T | Bridges and other structures | 746.4 | 1,520.7 | 2,267.1 | 0.0 | -221.9 | 0.0 | 2,045.2 | Inspection and maintenance of 2,700 bridges and structures and two road tunnels. | 166 |
| 81 | 9,742.6 | GE&T | General maintenance and emergency response | 3,694.5 | 4,088.5 | 7,783.0 | 0.0 | -475.8 | 0.0 | 7,307.2 | 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. | 167 |
| 82 | 2,481.8 | GE&T | Highways drainage | 400.5 | 2,185.8 | 2,586.3 | 0.0 | 0.0 | 0.0 | 2,586.3 | Safety inspections, routine maintenance, cleansing and minor repair of 250,000 road drainage gullies and soakaways. | 168 |
| 83 | 3,106.2 | GE&T | Streetlight maintenance | 509.5 | 2,716.2 | 3,225.7 | 0.0 | -154.0 | 0.0 | 3,071.7 | Safety inspections, routine maintenance and minor repair of 120,000 streetlights, lit signs and bollards. | 169 |
| | | | Highways Management | | | | | | | | | |
| 84 | -231.6 | GE&T | Development Planning | 1,650.5 | 324.8 | 1,975.3 | 0.0 | -2,135.2 | 0.0 | -159.9 | Includes developer agreements & developer plans, local development framework, adoption of highways and development control. | 170 |
| 85 | 1,640.4 | GE&T | Highway improvements | 2,266.3 | -576.5 | 1,689.8 | 0.0 | -33.3 | 0.0 | 1,656.5 | Technical support and design of highway resurfacing schemes and other improvement programmes to reduce congestion, improve air quality and help minimise traffic collisions. | 171 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 86 | 658.6 | GE&T | Road safety | 1,000.5 | 1,993.8 | 2,994.3 | -28.0 | -2,068.4 | -140.0 | 757.9 | 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. | 172 |
| 87 | 6,007.7 | GE&T | Streetlight energy | 0.0 | 4,733.8 | 4,733.8 | 0.0 | 0.0 | 0.0 | 4,733.8 | Payment for electricity to illuminate 120,000 streetlights, lit signs and bollards. | 173 |
| 88 | 1,649.6 | GE&T | Traffic management | 2,255.2 | 2,490.9 | 4,746.1 | 0.0 | -3,363.2 | 0.0 | 1,382.9 | 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. | 174 |
| 89 | 3,232.4 | GE&T | Tree maintenance, grass cutting and weed control | 660.0 | 2,610.1 | 3,270.1 | 0.0 | 0.0 | 0.0 | 3,270.1 | Safety inspections, routine maintenance and management of 10 million square metres of grass areas, 500,000 trees, shrubs and hedges. | 175 |
| | | | Local Democracy | | | | | | | | | |
| 90 | 570.0 | 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. | 177 |
| 91 | 2,100.0 | S&CS | Local Member Grants | 0.0 | 1,680.0 | 1,680.0 | 0.0 | 0.0 | 0.0 | 1,680.0 | Grants controlled by individual Members which are given to a wide range of community based groups, individuals and organisations. | 178 |
| 92 | 2,163.2 | S&CS | Partnership arrangements with District Councils | 0.0 | 1,788.2 | 1,788.2 | 0.0 | 0.0 | 0.0 | 1,788.2 | 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. | 179 |

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| | 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 | | | | | | | | | |
| 93 | 1,259.0 | GE&T | Planning & Transport Policy | 874.3 | 364.7 | 1,239.0 | 0.0 | 0.0 | 0.0 | 1,239.0 | 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. | 180 |
| 94 | 456.3 | GE&T | Planning Applications | 911.8 | 184.5 | 1,096.3 | -374.2 | -325.8 | 0.0 | 396.3 | Delivery of the statutory county planning application service including pre-application advice, consideration and determination of applications and submissions, monitoring and enforcement. (Approximately 650 developments per annum). | 181 |
| | | | Public Health | | | | | | | | | |
| 95 | 0.0 | SCH&W | Children's Public Health Programmes: 0-5 year olds Health Visiting Service | 0.0 | 22,256.6 | 22,256.6 | 0.0 | 0.0 | -22,256.6 | 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. | 182 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 96 | 0.0 | SCH&W | Other Children's Public Health Programmes | 0.0 | 8,848.5 | 8,848.5 | 0.0 | 0.0 | -8,848.5 | 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. | 183 |
| 97 | 428.8 | SCH&W | Drug & Alcohol services | 320.2 | 14,620.7 | 14,940.9 | 0.0 | -4,906.8 | -9,828.3 | 205.8 | 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. | 184 |
| 98 | 0.0 | SCH&W | Obesity and Physical Activity | 0.0 | 2,329.9 | 2,329.9 | 0.0 | 0.0 | -2,329.9 | 0.0 | Specific cross county healthy weight programmes for adults on weight management, healthy eating and exercise, with the engagement of approximately 3,000 people in specialist weight management services in the community to support overweight and obese individuals to reach and maintain a healthier body mass index (BMI). In addition, advice programmes to support people to change their behaviour to lead to a healthier lifestyle are provided at Healthy Living Centres (either at the five permanent centres or activities delivered across a variety of community settings). | 185 |
| 99 | 0.0 | SCH&W | Public Health - Mental Health Adults | 0.0 | 2,780.3 | 2,780.3 | 0.0 | 0.0 | -2,780.3 | 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. | 186 |
| 100 | 0.0 | SCH&W | Public Health Staffing, Advice and Monitoring | 3,327.1 | -178.7 | 3,148.4 | -50.0 | -36.0 | -3,062.4 | 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. | 187 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 101 | 0.0 | SCH&W | Sexual Health Services | 0.0 | 12,641.0 | 12,641.0 | 0.0 | -1,000.0 | -11,641.0 | 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. | 188 |
| 102 | 0.0 | SCH&W | Targeting Health Inequalities | 0.0 | 6,096.0 | 6,096.0 | 0.0 | -40.0 | -6,056.0 | 0.0 | Provision of a number of programmes to reduce health inequalities in Kent. 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. Also includes Health & Social Care Integration and tackling Seasonal Deaths by reducing ill health through emergency and sustainable solutions. | 189 |
| 103 | 0.0 | SCH&W | Tobacco Control and Stop Smoking Services | 0.0 | 3,226.0 | 3,226.0 | 0.0 | 0.0 | -3,226.0 | 0.0 | Over 9,000 people engaged with mandated adult smoking cessation services and other programmes and pilots (target of 5,000 people to successfully quit), which will focus on prevention, awareness and de-normalisation of smoking, smoke-free environments and partnerships to tackle illicit tobacco. | 190 |
| | | | Public Protection | | | | | | | | | |
| 104 | 2,312.3 | GE&T | Community Safety (including Community Wardens) | 2,027.3 | 203.8 | 2,231.1 | 0.0 | -68.8 | 0.0 | 2,162.3 | 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. | 191 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 105 | 2,681.0 | GE&T | Coroners | 1,450.0 | 2,183.7 | 3,633.7 | 0.0 | -757.2 | 0.0 | 2,876.5 | 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. | 192 |
| 106 | 1,222.7 | GE&T | Emergency Response & Resilience (including Flood Risk Management) | 745.5 | 537.9 | 1,283.4 | 0.0 | -180.7 | 0.0 | 1,102.7 | 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. | 193 |
| 107 | 2,782.5 | GE&T | Trading Standards (including Kent Scientific Services) | 2,738.6 | 908.7 | 3,647.3 | -50.0 | -1,044.8 | 0.0 | 2,552.5 | 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. | 194 |
| Regeneration & Economic Development | | | | | | | | | | | | |
| 108 | 3,147.1 | GE&T | Regeneration & Economic Development Services | 2,169.9 | 2,234.4 | 4,404.3 | -100.0 | -1,597.9 | -249.3 | 2,457.1 | Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, International affairs and Hardelot training centre. | 195 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Schools & High Needs Education Budgets | | | | | | | | | |
| 109 | 0.0 | E&YP | Exclusion Services | 0.0 | 2,495.4 | 2,495.4 | 0.0 | 0.0 | -2,495.4 | 0.0 | Payments to schools for the provision of education services to excluded pupils where there are no Pupil Referral Units. | 196 |
| 110 | 0.0 | E&YP | High Needs Pupils in Further Education Colleges - Post 16 year olds | 0.0 | 3,050.0 | 3,050.0 | 0.0 | 0.0 | -3,050.0 | 0.0 | Top up payments for high needs pupils in further education college placements. | 197 |
| 111 | 0.0 | E&YP | High Needs Pupils in Independent Sector Providers - Post 16 year olds | 0.0 | 4,121.0 | 4,121.0 | 0.0 | 0.0 | -4,121.0 | 0.0 | Top up payments for post 16 high needs pupils in independent sector provision. | 198 |
| 112 | 0.0 | E&YP | High Needs Pupils in Independent Special School placements | 0.0 | 22,275.4 | 22,275.4 | -274.6 | -422.8 | -21,578.0 | 0.0 | Placements for approximately 560 children with severe special educational needs whose needs cannot be met within maintained schools. | 199 |
| 113 | 0.0 | E&YP | High Needs Pupils - Recoupment | 0.0 | 1,801.0 | 1,801.0 | 0.0 | -3,057.0 | 1,256.0 | 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. | 200 |
| 114 | 0.0 | E&YP | PFI Schools Scheme | 0.0 | 27,063.4 | 27,063.4 | -10,642.1 | -1,623.3 | -14,798.0 | 0.0 | Service charges for 11 PFI schools. | 201 |
| 115 | 0.0 | E&YP | Schools and Pupil Referral Units Delegated budgets | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 | Budgets managed directly by approximately 400 local authority maintained schools and Pupil Referral Units. | 202 |
| | | | Schools' Services | | | | | | | | | |
| 116 | 5,532.3 | E&YP | Education Staff Pension costs | 0.0 | 7,716.3 | 7,716.3 | 0.0 | -684.0 | -2,000.0 | 5,032.3 | Cost of education staff early retirements including historic commitments. | 204 |
| 117 | 450.1 | E&YP, GE&T | Other Schools' Services | 887.6 | 8,556.2 | 9,443.8 | -5,308.9 | -594.8 | -3,120.0 | 420.1 | Crossing Patrols, collective licences, provision of temporary mobile classrooms, coordination of cleaning and refuse contracts, 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. | 205 |
| 118 | 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. | 206 |
| 119 | 2,797.6 | E&YP | School Improvement | 4,902.2 | 2,420.7 | 7,322.9 | -4,210.9 | -682.1 | -98.1 | 2,331.8 | 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 4,700 school governors. | 207 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | Affordable Activity |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Transport Services | | | | | | | | | |
| 120 | 16,179.0 | GE&T | Concessionary Fares | 0.0 | 17,138.2 | 17,138.2 | 0.0 | -27.0 | 0.0 | 17,111.2 | Delivering approximately 16.9 million free bus journeys for elderly and disabled users via the English National Concessionary Travel Scheme, as defined by government. | 208 |
| 121 | 21,704.1 | E&YP | Home to School/College Transport (Special Educational Needs) | 166.3 | 23,590.9 | 23,757.2 | 0.0 | -783.0 | 0.0 | 22,974.2 | Specialist transport arrangements for 3,800 children with special educational needs aged 0-19. | 209 |
| 122 | 8,333.7 | E&YP | Home to School Transport (Mainstream) | 0.0 | 7,191.6 | 7,191.6 | 0.0 | -30.0 | 0.0 | 7,161.6 | Transport to and from school for approximately 7,500 eligible children. | 210 |
| 123 | 284.1 | E&YP | Kent 16+ Travel Card | 0.0 | 3,290.5 | 3,290.5 | -678.0 | -2,202.9 | 0.0 | 409.6 | Over 7,400 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. | 211 |
| 124 | 6,800.4 | GE&T | Subsidised Bus Services (including Kent Karrier) | 0.0 | 8,252.2 | 8,252.2 | -371.4 | -749.6 | -1,087.8 | 6,043.4 | Over 150 contracts 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. | 212 |
| 125 | 1,349.1 | GE&T | Transport Operations | 1,306.5 | 100.5 | 1,407.0 | -32.5 | -8.3 | 0.0 | 1,366.2 | Management, planning, procurement and monitoring of subsidised local bus services, home to school transport and public transport information. | 213 |
| 126 | 327.9 | GE&T | Transport Planning | 201.2 | 34.5 | 235.7 | 0.0 | 0.0 | 0.0 | 235.7 | Improve public transport and access to key services. | 214 |
| 127 | 8,797.5 | GE&T | Young Person's Travel Pass | 0.0 | 14,435.4 | 14,435.4 | 0.0 | -6,092.9 | 0.0 | 8,342.5 | 24,300 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. | 215 |
| | | | Waste Management | | | | | | | | | |
| 128 | 808.2 | GE&T | Waste Compliance, Commissioning and Contract Management | 578.3 | 217.9 | 796.2 | 0.0 | 0.0 | 0.0 | 796.2 | Responsibility for the strategic 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. | 216 |
| 129 | 616.6 | GE&T | Partnerships & development | 277.1 | 338.9 | 616.0 | 0.0 | 0.0 | 0.0 | 616.0 | Collaborative working with the Environment Agency and other local authorities, including Kent District Councils, undertake enforcement activities and public campaigns to manage demand, reduce overall waste volumes and increase recycling. | 217 |

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| | Net Cost | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | | |
| | £000s | | | £000s | £000s | £000s | £000s | £000s | £000s | £000s | | |
| 130 | 755.9 | GE&T | Closed Landfill Sites | 104.9 | 553.0 | 657.9 | 0.0 | -16.0 | 0.0 | 641.9 | Pollution monitoring and control of 19 closed landfills to ensure public safety and environmental protection is maintained. | 218 |
| | | | Waste Processing | | | | | | | | | |
| 131 | 4,744.6 | GE&T | Landfill Tax | 0.0 | 1,883.1 | 1,883.1 | 0.0 | 0.0 | 0.0 | 1,883.1 | Unavoidable tax on waste disposed of via landfill. | 219 |
| 132 | 16,591.1 | GE&T | Operation of Waste Facilities | 0.0 | 15,299.2 | 15,299.2 | 0.0 | -152.7 | 0.0 | 15,146.5 | 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. | 220 |
| 133 | 6,184.5 | GE&T | Payments to Waste Collection Authorities (District Councils) | 0.0 | 5,964.7 | 5,964.7 | 0.0 | 0.0 | 0.0 | 5,964.7 | Payments to support recycling initiatives that reduce the amount of waste (21,200 tonnes) that would otherwise have to be disposed of through more costly routes, e.g. landfill. | 221 |
| 134 | 5,643.5 | GE&T | Recycling Contracts and Composting | 0.0 | 8,506.2 | 8,506.2 | 0.0 | -1,248.7 | 0.0 | 7,257.5 | Recycling and composting 342,300 tonnes (48%) of household waste. | 222 |
| 135 | 30,233.1 | GE&T | Treatment and disposal of residual waste | 0.0 | 34,299.3 | 34,299.3 | 0.0 | 0.0 | 0.0 | 34,299.3 | Treatment and/or disposal of 350,200 tonnes of residual household waste produced in Kent, which is neither recyclable or compostable, either through waste to energy recovery (327,900 tonnes: 305,600 tonnes through the Allington Waste to Energy Plant and 22,300 tonnes through other waste treatment final disposal contracts) and/or landfill (22,300 tonnes). Removal and disposal of approximately 170 abandoned vehicles. | 223 |
| 136 | 631,354.4 | | Total Direct Services to the Public | 635,167.2 | 1,143,824.2 | 1,778,991.4 | -37,586.0 | -208,192.9 | -900,778.3 | 632,434.2 | | |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | 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 | | |
| | | | <u>Financing Items (including Unallocated)</u> | | | | | | | | | |
| 137 | 314.0 | FI | Audit Fees | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 | | 224 |
| 138 | 800.0 | FI | Carbon Reduction Commitment | 0.0 | 704.0 | 704.0 | 0.0 | 0.0 | 0.0 | 704.0 | | 225 |
| 139 | -6,700.0 | FI | Commercial Services (net contribution) | 0.0 | 0.0 | 0.0 | 0.0 | -8,700.0 | 0.0 | -8,700.0 | Contribution from Commercial Services towards KCC overheads. | 226 |
| 140 | 2,352.0 | FI | Contribution to IT Asset Maintenance Reserve | 0.0 | 3,352.0 | 3,352.0 | 0.0 | 0.0 | 0.0 | 3,352.0 | Annual contribution towards ICT infrastructure replacement. | 227 |
| 141 | -1,934.5 | FI | Contribution to/from reserves | 0.0 | -6,285.5 | -6,285.5 | 0.0 | 0.0 | 0.0 | -6,285.5 | | 228 |
| 142 | 4,999.0 | FI | Insurance Fund | 0.0 | 5,899.0 | 5,899.0 | 0.0 | 0.0 | 0.0 | 5,899.0 | Contribution to self insurance fund. | 229 |
| 143 | 3,000.0 | FI | Modernisation of the Council | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 | One-off costs associated with restructure of the council including redundancy provision. | 230 |
| 144 | 122,379.4 | FI | Net Debt costs (incl. Investment Income) | 0.0 | 126,056.0 | 126,056.0 | 0.0 | -8,452.7 | 0.0 | 117,603.3 | | 231 |
| 145 | 903.0 | FI | Other | 0.0 | 959.0 | 959.0 | 0.0 | 0.0 | -36.0 | 923.0 | | 232 |
| 146 | -2,071.0 | FI | Unallocated | 7,800.0 | 1,102.5 | 8,902.5 | 0.0 | 0.0 | 0.0 | 8,902.5 | | 233 |
| 147 | 124,041.9 | | Total Financing Items | 7,800.0 | 134,051.0 | 141,851.0 | 0.0 | -17,152.7 | -36.0 | 124,662.3 | | |
| | | | <u>Assessment Services</u> | | | | | | | | | |
| 148 | 33,784.9 | SCH&W | Adult's Social Care Staffing | 36,646.5 | 3,096.0 | 39,742.5 | -37.2 | -5,557.4 | -122.5 | 34,025.4 | Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers. | 235 |
| 149 | 1,150.2 | E&YP | Assessment and Support of Children with Special Education Needs | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 | Statutory assessment and review of children with Special Educational Needs. | 236 |
| 150 | 42,473.6 | SCH&W | Children's Social Care Staffing | 47,118.5 | 3,300.2 | 50,418.7 | -9,400.4 | -321.1 | 0.0 | 40,697.2 | Social Care staffing providing assessment of children & families needs and ongoing support to looked after children. | 237 |
| 151 | 77,408.7 | | Total Assessment Services | 87,884.6 | 11,248.8 | 99,133.4 | -9,437.6 | -6,131.5 | -7,691.5 | 75,872.8 | | |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | 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. | |
| 152 | 1,328.5 | E&YP | Education & Young People (E&YP) | 5,902.2 | 4,752.9 | 10,655.1 | -105.9 | -2,435.0 | -6,585.7 | 1,528.5 | | 238 |
| 153 | 4,598.6 | GE&T | Growth, Environment & Transport (GE&T) | 2,391.3 | 1,758.3 | 4,149.6 | 0.0 | -93.6 | 0.0 | 4,056.0 | | 239 |
| 154 | 7,652.9 | SCH&W | Social Care, Health & Wellbeing (SCH&W) | 4,720.1 | 4,016.8 | 8,736.9 | -346.9 | -160.0 | -1,177.1 | 7,052.9 | | 240 |
| 155 | -2,377.6 | S&CS | Strategic & Corporate Services (S&CS) | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -134.7 | -4,388.0 | -2,380.3 | | 241 |
| | | | Support to Frontline Services: | | | | | | | | | |
| 156 | 3,834.5 | SCH&W | Adult's Social Care Commissioning | 4,192.7 | 158.1 | 4,350.8 | -40.0 | -289.5 | 0.0 | 4,021.3 | Responsible for developing and delivering a commissioning strategy and procurement priorities for both Accommodation Solutions and Community Support for all vulnerable adults. | 243 |
| 157 | 974.0 | SCH&W | Adult's Social Care Performance Monitoring | 962.5 | 134.9 | 1,097.4 | 0.0 | 0.0 | 0.0 | 1,097.4 | Responsible for performance monitoring and information services for adults social care. | 244 |
| 158 | 0.0 | S&CS | Business Services Centre | 22,253.6 | 5,836.4 | 28,090.0 | -22,446.9 | -5,643.1 | 0.0 | 0.0 | Provides transactional HR, ICT and Finance services together with traded services to external customers in these professions. | 245 |
| 159 | 3,321.1 | S&CS | Business Strategy | 2,802.1 | 542.0 | 3,344.1 | -40.0 | -93.6 | 0.0 | 3,210.5 | 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. | 246 |
| 160 | 2,096.7 | SCH&W | Children's Social Care Commissioning | 1,767.7 | -23.5 | 1,744.2 | 0.0 | 0.0 | 0.0 | 1,744.2 | Responsible for developing and delivering a commissioning strategy and procurement priorities for Specialist Children's Services | 247 |
| 161 | 763.1 | SCH&W | Children's Social Care Performance Monitoring | 729.5 | 33.6 | 763.1 | 0.0 | 0.0 | 0.0 | 763.1 | Responsible for performance monitoring and information services for children's social care. | 248 |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | Affordable Activity | 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 | | |
| 162 | 2,367.7 | S&CS | Communications, Consultation & Engagement | 1,965.5 | 525.9 | 2,491.4 | -373.7 | -9.4 | 0.0 | 2,108.3 | 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. | 250 |
| 163 | 3,644.8 | S&CS | Democratic and Members | 1,475.1 | 2,326.7 | 3,801.8 | 0.0 | -107.0 | -35.0 | 3,659.8 | The cost of supporting the 84 elected members of the County Council and the responsibility for the Council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001, as amended in 2012 for the transfer of Public Health responsibilities, and the Local Government and Public Involvement in Health Act 2007. | 251 |
| 164 | 7,230.8 | S&CS | Finance and Procurement <i>(excluding services commissioned from Business Services Centre)</i> | 13,480.0 | 1,405.0 | 14,885.0 | -1,927.8 | -3,572.1 | -2,298.8 | 7,086.3 | 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. | 252 |
| 165 | 3,077.1 | S&CS | Finance and Procurement - services commissioned from the Business Services Centre | 0.0 | 2,807.0 | 2,807.0 | 0.0 | 0.0 | 0.0 | 2,807.0 | Transactional financial services commissioned from the Business Services Centre. | 253 |
| 166 | 6,252.3 | S&CS | Human Resources <i>(excluding services commissioned from Business Services Centre)</i> | 4,479.1 | 2,703.1 | 7,182.2 | -801.6 | -569.6 | 0.0 | 5,811.0 | 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. | 254 |
| 167 | 1,928.2 | S&CS | Human Resources - services commissioned from the Business Services Centre | 0.0 | 1,597.6 | 1,597.6 | 0.0 | 0.0 | 0.0 | 1,597.6 | Transactional HR services commissioned from the Business Services Centre. | 255 |

Section 5 - A to Z Service Analysis

WHAT IS THE MONEY SPENT ON?

| Row Ref | 2015-16 Revised Base | Directorate | Service | 2016-17 Approved Budget | | | | | | | 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 | | |
| 168 | 31,422.6 | S&CS | Infrastructure (Property & ICT) <i>(excluding services commissioned from Business Services Centre & LATCO)</i> | 2,480.9 | 36,279.3 | 38,760.2 | -2,591.0 | -6,008.9 | -188.7 | 29,971.6 | 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. | 258 |
| 169 | 5,519.6 | S&CS | Infrastructure - ICT services commissioned from Business Services Centre | 0.0 | 3,929.9 | 3,929.9 | 0.0 | 0.0 | -142.5 | 3,787.4 | Transactional ICT services commissioned from the Business Services Centre. | 259 |
| 170 | 2,236.7 | S&CS | Infrastructure - Property services commissioned from Property LATCo | 0.0 | 3,112.4 | 3,112.4 | -214.8 | -541.7 | 0.0 | 2,355.9 | 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. Intelligent client function to manage the service delivery of ICT services through contract arrangements with appropriate delivery vehicles. The Kent Public Services Network and other partnership arrangements are also included here. Transactional services are commissioned from the Business Services Centre. | 260 |
| 171 | -2,198.1 | S&CS | Legal Services and Information Governance | 6,733.0 | 1,941.1 | 8,674.1 | -10,038.9 | -755.5 | -77.8 | -2,198.1 | Provides legal advice and services to KCC, public bodies and other local authorities. | 261 |
| 172 | 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. | 262 |
| 173 | 83,673.5 | | Total Management, Support Services and Overheads | 76,872.5 | 76,124.9 | 152,997.4 | -39,609.7 | -20,413.7 | -14,893.6 | 78,080.4 | | |
| 174 | 916,478.5 | | TOTAL | 807,724.3 | 1,365,248.9 | 2,172,973.2 | -86,633.3 | -251,890.8 | -923,399.4 | 911,049.7 | | |

KCC Budget Book

SECTION 6

**A to Z Variation
Statements**

The A-Z Variation Statements that follow show pressures and savings against the headings provided in the 2016-19 MTFP. For ease of reference, the table below gives a brief description of what is contained within each of these headings.

| Heading | Description |
|--|---|
| 2015-16 Base | Approved budget by County Council on 12 February 2015 |
| Base Adjustments (internal) | Approved changes to budgets which have nil overall affect on net budget requirement |
| Base Adjustments (external) | Approved changes to budgets from external factors e.g. grant changes and may affect net budget requirement |
| <u>Additional Spending Pressures:</u> | |
| Pay and Prices | |
| 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 |
| National Insurance | Removal of the 3.4% employer National Insurance rebate for staff in the pension scheme from April 2016 |
| <i>Specific Price Increases:</i> | |
| Energy | 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 | Provision for inflation on commissioned adult social care services, including increases in costs resulting from the National Living Wage |
| Children's Social Care | Provision for inflation on the cost of children's social care |
| 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 and the reimbursement of fares for the young person's travel pass and concessionary fares |
| Insurance | Increase in cost of insurance premiums due to claims activity |
| Non specific price provision | Non specific provision for CPI inflation on other negotiated contracts without indexation clauses |
| | |

| | |
|---|--|
| 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 numbers accessing social care as a result of an ageing population and delayed entry into care under transformation programme |
| Adults with Learning Disabilities: transitions and provisions | Growth in client numbers arising from: children progressing into adulthood (transitions), and older adults previously cared for by families (provisions) |
| Adults with Learning Disabilities: complexity | Additional costs resulting from existing clients whose needs are becoming more complex |
| Children's Services | Estimated impact of greater complexity of need |
| Waste Tonnage | Impact of additional waste anticipated (approx 7,500 tonnes) due to increased number of households |
| SEN Transport | Estimated impact of rising pupil population on SEN home to school and college transport |
| Young Person's Travel Pass | Estimated impact of rising population on young persons travel pass |
| Government & Legislative | |
| <u>Funded by Grants and Contributions:</u> | |
| 0-5 Public Health commissioning | Full year effect of new responsibilities following transfer of 0-5 public health commissioning to Local Authorities from 1 Oct 2015 |
| Independent Living Fund expenditure | Full year effect of transfer of Independent Living Fund to Local Authorities from 1 July 2015 |
| Syrian Vulnerable Person's Relocation Scheme expenditure | Estimated costs incurred from participating in the Government's Syrian Vulnerable Person's Relocation Scheme |
| <u>Other:</u> | |
| Reduction in Care Act Grant income | Ongoing element of Care Act Grant now absorbed within RSG |
| Deprivation of Liberty Safeguards | Estimated additional assessment costs in Coroners following Supreme Court judgement in March 2014 in relation to mental health |
| Climate Change Levy | Pressure to reflect that renewable energy will not be exempt from the climate change levy with effect from 1 October 2015 |
| New Burdens | New burdens funded within Revenue Support Grant |
| Removal of Grants | |
| Public Health grant reduction | Estimated impact of national reduction in Public Health Grant |

| | |
|--|--|
| Budget Realignment | <i>Necessary adjustments to reflect current and forecast activity levels from 2015-16 in-year monitoring reports</i> |
| SEN Transport | Higher than budgeted number of SEND pupils travelling from home to school and higher overall costs as a result of other factors such as distance and type of travel |
| Adult Social Services | To reflect current forecast activity and spend in Adult Social Services |
| Asylum | Cost of support for care leavers from the asylum service not funded through asylum grant |
| Concessionary fares | Higher number of journeys partially offset by lower cost per journey than estimated in the 2015-16 budget |
| Waste | Higher than budgeted tonnage partially offset by other base savings |
| Waste income | Dry recyclable waste: fall in income from sales and increase in disposal costs |
| Other | Phasing adjustment to prior year savings |
| Service Strategies & Improvements | |
| Transformation | Funding to provide a corporate resource for further transformation activity (without this investment the costs would have to be netted off against future savings) |
| Contribution to asset maintenance reserve | Additional contribution to the Asset Maintenance Reserve to support ongoing programme of ICT refresh |
| SEN Transport | Integrated transport planning software necessary to deliver more efficient travel routes |
| Early Help & Prevention | Annual running costs of the new Early Help management information system |
| Financing | Managing market prices |
| Streetlighting | Fee associated with Central Monitoring System necessary to support LED streetlight conversion |
| Economic Development | Management and coordination of the Kent & Medway Economic Partnership (KMEP) |
| Property LATCo | Cost to Property LATCo of full recharge of corporate support services (offset by additional income to central corporate support services as reflected in Income section below) |
| Flood & Coastal Erosion Risk Levy | Increase in Flood & Coastal Erosion Risk Management Levy |
| Contact Centre and Digital Web Platform | Investment in new contact centre & digital web platform contract |
| 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 Phase 2 OP/PD | Continued rollout of Phase 2 transformation including initiatives aimed at promoting better integration with health services and better range of support services for clients leaving hospital |
| Adults Phase 2 Learning Disability | Continued rollout of Phase 2 transformation including initiatives aimed at reducing dependence on care services for vulnerable adults |
| Learning Disability | Full year effect of 2015-16 transformation savings plan to review support packages |
| OP/PD commissioned services | Reduction to older people and physical disability commissioned services through encouraging greater client independence |
| Specialist Children's Services | Reduction in the number and length of time children are in care following improved targeting of preventative services including reduction and improvement in assessment activity |
| SEN Transport independent travel initiatives | Savings from initiatives aimed at increasing independent travel to school by SEND pupils including developing independent travel training and direct payments to parents |
| Street lighting | Conversion of streetlight network to more efficient LED technology and implementation of a central monitoring system |
| Public Transport | Bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid |
| Property LATCo | Dividend from and implementation of Property Local Authority Trading Company model |
| Community Safety & Emergency Planning | Full year effect of integrating services with Police and Fire |

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 2016-17 and charges for other activity led services including young person's travel pass, libraries, and registration |
| Disabled Children's Services | Maximise income from continuing healthcare in residential care |
| Commercial Business Rate Pool | Explore options for distribution of business rate regeneration pot |
| Corporate Support Services | Income from full recharge of corporate support service costs to Property LATCo (offset by pressure to Property LATCo in Service Strategies & Improvements above) |
| Commercial Services | Increased dividend from Commercial Services |
| Investment income | Improved returns from cash balances through more diverse investments, and assuming gradual increase in interest rates |

| Increases in Grants and Contributions | |
|---|---|
| 0-5 Public Health grant income | Grant income from Health for the full year effect of new responsibilities following transfer of 0-5 public health commissioning to Local Authorities from 1 Oct 2015 |
| Independent Living Fund grant income | Assumed level of grant funding for Independent Living Fund |
| Syrian Vulnerable Person's Relocation Scheme Grant | Estimated grant to fund the costs of participating in the Government's Syrian Vulnerable Person's Relocation Scheme |
| Efficiency Savings | |
| <u>Staffing:</u> | |
| <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.</i> | |
| Staff restructures | Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs that equates to the equivalent of approx. 150 fte. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations |
| <u>Property:</u> | |
| Established Programmes | Existing savings plans arising from asset rationalisation, facilities management and utility contracts |
| <u>Contracts & Procurement:</u> | |
| Disabled Children's Services | Review of contracts and realignment of prices |
| Housing Related Support | Efficiency savings from standardising the hourly rate within support contracts and review of low level support packages |
| Learning Disability | Reduction on external day care contracts |
| OP/PD meal service | Recommissioning of the Meal Service contract |
| Learning Disability supported living | Supported living contract reviews and reduction in cost |
| Early Help & Prevention | Review of commissioned services across Early Help and Preventative Services |
| SEN Transport route optimisation | Savings through improved route optimisation and procurement practices |
| Infrastructure | Reduction in ICT spend on third party contracts and equipment |
| Waste site maintenance | Review of site maintenance budgets |
| Household Waste Recycling Centres | HWRC efficiencies in line with new waste strategy outcomes |
| Highways | Review of procurement strategy including extending length of contracts |
| Environmental Management | Review of natural environment and flood risk strategy |
| Economic Development | Review of grants and contributions |
| Waste procurement | Waste procurement savings from contracts due for re-tender in 2016-17, resulting in a reduction in landfill tax and disposal costs, partially offset by increased recycling and compost costs |
| Libraries | Saving on book purchases under new contract and reduction in systems project budget |
| Public Transport | Bus operators fully adopting existing subsidised bus routes, resulting in a reduction in subsidies |

| | |
|--|---|
| Other: | |
| OP/PD social support | Review the provision of social support services |
| OP/PD equipment | Recommissioning of the Integrated Community Equipment Service |
| Specialist Childrens Services removal of one-off funding | Removal of one-off funding for transitional arrangements and special operations |
| Specialist Childrens Services efficiencies | Efficiency savings across specialist children's services including family support, adoption, secure accommodation, in-house fostering, section 17 and day care |
| Home to school Transport | Reduced demand for home to school transport |
| Early Help & Prevention | Review of Troubled Families provision with a view to greater integration with Early Help and Preventative Services |
| Early Years & Childcare | Reduction in support for projects in Early Years & Childcare Unit |
| Education Pension costs | Reduction in education staff pension cost commitments |
| Payments to Districts | Saving from reducing payments to Districts from proceeds of second homes Council Tax discounts |
| Waste payments to Districts | Discretionary payments to Districts |
| Highways | Review of non staffing budgets |
| Libraries | Review of Libraries operating model to align resources with demand at peak times |
| Young Person's Travel Pass | Reduce budget to reflect reduced take-up and fewer journeys per passholder seen in 2015-16 |
| Social Care | Review of client transport arrangements |
| Adult Operational Support Unit | Office support cost rationalisation |
| Publicity Expenditure | Reduction in publicity expenditure across the Council |
| Other | Other minor efficiency savings |
| Financing Savings | |
| Drawdown reserves & provisions | Net reduction in earmarked reserves including workforce reduction reserve, Supporting People reserve, Medway Preserved Rights reserve, and other Directorate specific reserves & provisions |
| Modernising the Council | Reduce the Modernising the Council base budget |
| Use of prior year's underspend | Use of uncommitted 2014-15 underspend |
| Reductions in contributions to reserves | Removal of one-off contributions to reserves in 2015-16 and base contributions including council tax support & general reserves |
| Kings Hill distribution | Increase annual support to the base budget from Kings Hill distribution |
| Kings Hill reserve | Further one-off draw-down on Kings Hill reserve in response to worse than expected provisional settlement |
| Revisions to MRP | Revised calculation of amount needed to repay prudential borrowing due to slippage in delivering capital programme together with adjustments in line with the MRP policy outlined in Appendix C of MTFP |
| External Audit Fee | Reduction in base budget for external audit fee |

| Policy Savings | |
|---|---|
| Full year effect of previous savings | Impact of previous decision to remove discretions on home to school transport policy |
| Learning Disability | Review occupancy and delivery of short break services |
| Older People & Physical Disability | Review occupancy and delivery of older people residential care services |
| <i>These reviews within Learning Disability and Older People & Physical Disability will result in savings in some service 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> | |
| Highways | Reprioritisation of spend to focus on achieving better outcomes for the network |
| Member Grants | Reduce Member Grants by 20% |
| Capital Financing | Reduction in net debt costs as a consequence of the 2016-19 capital programme |
| Public Health expenditure | Corresponding reduction in expenditure in line with estimated changes to Public Health grant reflected in Removal of Grants above |
| Other | Other minor policy savings |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 1

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 17,632.1 | 17,632.1 | 0.0 | -30.0 | 0.0 | 17,602.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 14.5 | 14.5 | 0.0 | 0.0 | 0.0 | 14.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 39.5 | 39.5 | 0.0 | -39.5 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 54.0 | 54.0 | 0.0 | -39.5 | 0.0 | 14.5 |
| 2015-16 Revised Base | 0.0 | 17,686.1 | 17,686.1 | 0.0 | -69.5 | 0.0 | 17,616.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: transitions and provisions | 0.0 | 178.7 | 178.7 | 0.0 | 0.0 | 0.0 | 178.7 |
| Adults with Learning Disabilities: complexity | 0.0 | 418.5 | 418.5 | 0.0 | 0.0 | 0.0 | 418.5 |
| <i>Sub-total Demography</i> | 0.0 | 597.2 | 597.2 | 0.0 | 0.0 | 0.0 | 597.2 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 875.5 | 875.5 | 0.0 | 0.0 | 0.0 | 875.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,472.7 | 1,472.7 | 0.0 | 0.0 | 0.0 | 1,472.7 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | -134.3 | -134.3 | 0.0 | 0.0 | 0.0 | -134.3 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -875.5 | -875.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -134.3 | -134.3 | 0.0 | 0.0 | -875.5 | -1,009.8 |
| 2016-17 Approved Budget | 0.0 | 19,024.5 | 19,024.5 | 0.0 | -69.5 | -875.5 | 18,079.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 2

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 1,221.5 | 1,221.5 | 0.0 | 0.0 | 0.0 | 1,221.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -252.9 | -252.9 | 0.0 | 0.0 | 0.0 | -252.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 134.3 | 134.3 | 0.0 | -84.3 | 0.0 | 50.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -118.6 | -118.6 | 0.0 | -84.3 | 0.0 | -202.9 |
| 2015-16 Revised Base | 0.0 | 1,102.9 | 1,102.9 | 0.0 | -84.3 | 0.0 | 1,018.6 |
| 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 |
| 2016-17 Approved Budget | 0.0 | 1,102.9 | 1,102.9 | 0.0 | -84.3 | 0.0 | 1,018.6 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 3

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 15,084.8 | 15,084.8 | 0.0 | 0.0 | 0.0 | 15,084.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -652.2 | -652.2 | 0.0 | 0.0 | 0.0 | -652.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -652.2 | -652.2 | 0.0 | 0.0 | 0.0 | -652.2 |
| 2015-16 Revised Base | 0.0 | 14,432.6 | 14,432.6 | 0.0 | 0.0 | 0.0 | 14,432.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 272.4 | 272.4 | 0.0 | 0.0 | 0.0 | 272.4 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 186.5 | 186.5 | 0.0 | 0.0 | 0.0 | 186.5 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 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 | -1,541.1 | -1,541.1 | 0.0 | 0.0 | 0.0 | -1,541.1 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| OPPD Commissioned Services | 0.0 | -24.0 | -24.0 | 0.0 | 0.0 | 0.0 | -24.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -186.5 | -186.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -24.0 | -24.0 | 0.0 | 0.0 | -186.5 | -210.5 |
| 2016-17 Approved Budget | 0.0 | 12,867.5 | 12,867.5 | 0.0 | 0.0 | -186.5 | 12,681.0 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 4

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 12,067.7 | 12,067.7 | 0.0 | 0.0 | 0.0 | 12,067.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 30.2 | 30.2 | 0.0 | 0.0 | 0.0 | 30.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 30.2 | 30.2 | 0.0 | 0.0 | 0.0 | 30.2 |
| 2015-16 Revised Base | 0.0 | 12,097.9 | 12,097.9 | 0.0 | 0.0 | 0.0 | 12,097.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 86.5 | 86.5 | 0.0 | 0.0 | 0.0 | 86.5 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 982.2 | 982.2 | 0.0 | 0.0 | 0.0 | 982.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,068.7 | 1,068.7 | 0.0 | 0.0 | 0.0 | 1,068.7 |
| Savings & Income | | | | | | | |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -982.2 | -982.2 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -982.2 | -982.2 |
| 2016-17 Approved Budget | 0.0 | 13,166.6 | 13,166.6 | 0.0 | 0.0 | -982.2 | 12,184.4 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 5

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 979.3 | 979.3 | 0.0 | 0.0 | 0.0 | 979.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -3.8 | -3.8 | 0.0 | 0.0 | 0.0 | -3.8 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 14.0 | 14.0 | 0.0 | 0.0 | -14.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 10.2 | 10.2 | 0.0 | 0.0 | -14.0 | -3.8 |
| 2015-16 Revised Base | 0.0 | 989.5 | 989.5 | 0.0 | 0.0 | -14.0 | 975.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: complexity | 0.0 | -261.5 | -261.5 | 0.0 | 0.0 | 0.0 | -261.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -261.5 | -261.5 | 0.0 | 0.0 | 0.0 | -261.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 728.0 | 728.0 | 0.0 | 0.0 | -14.0 | 714.0 |

A to Z Variation Statement
Adults and Older People - Domiciliary Care - Older People (aged 65+)
- In house service (Kent Enablement at Home service)

Section 5 - A to Z Service Analysis Row: 6

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 7,750.6 | -1.1 | 7,749.5 | -51.0 | -5,364.4 | 0.0 | 2,334.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 136.5 | 0.0 | 136.5 | 0.0 | 0.0 | 0.0 | 136.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.8 | -0.8 | 0.0 | -500.0 | 0.0 | -500.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 136.5 | -0.8 | 135.7 | 0.0 | -500.0 | 0.0 | -364.3 |
| 2015-16 Revised Base | 7,887.1 | -1.9 | 7,885.2 | -51.0 | -5,864.4 | 0.0 | 1,969.8 |
| 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 |
| 2016-17 Approved Budget | 7,887.1 | -1.9 | 7,885.2 | -51.0 | -5,864.4 | 0.0 | 1,969.8 |

A to Z Variation Statement
Adults and Older People - Domiciliary Care - Older People (aged 65+)
- Commissioned service

Section 5 - A to Z Service Analysis Row: 7

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 12,167.9 | 12,167.9 | 0.0 | -4,832.3 | -202.4 | 7,133.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -26.5 | -26.5 | 0.0 | 0.0 | 0.0 | -26.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 3,723.1 | 3,723.1 | 0.0 | -5,038.9 | 146.7 | -1,169.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,696.6 | 3,696.6 | 0.0 | -5,038.9 | 146.7 | -1,195.6 |
| 2015-16 Revised Base | 0.0 | 15,864.5 | 15,864.5 | 0.0 | -9,871.2 | -55.7 | 5,937.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 553.0 | 553.0 | 0.0 | 0.0 | 0.0 | 553.0 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 15.3 | 15.3 | 0.0 | 0.0 | 0.0 | 15.3 |
| <i>Other:</i> | | | | | | | |
| Reduction in Care Act Grant income | 0.0 | 2,511.4 | 2,511.4 | 0.0 | 0.0 | 0.0 | 2,511.4 |
| <i>Sub-total Government & Legislative</i> | 0.0 | 2,526.7 | 2,526.7 | 0.0 | 0.0 | 0.0 | 2,526.7 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 8,683.3 | 8,683.3 | 0.0 | 0.0 | 0.0 | 8,683.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 11,763.0 | 11,763.0 | 0.0 | 0.0 | 0.0 | 11,763.0 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 OPPD | 0.0 | -301.4 | -301.4 | 0.0 | 0.0 | 0.0 | -301.4 |
| OPPD Commissioned Services | 0.0 | -1,771.9 | -1,771.9 | 0.0 | 0.0 | 0.0 | -1,771.9 |
| <i>Sub-total Transformation Savings</i> | 0.0 | -2,073.3 | -2,073.3 | 0.0 | 0.0 | 0.0 | -2,073.3 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -15.3 | -15.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -2,073.3 | -2,073.3 | 0.0 | 0.0 | -15.3 | -2,088.6 |
| 2016-17 Approved Budget | 0.0 | 25,554.2 | 25,554.2 | 0.0 | -9,871.2 | -71.0 | 15,612.0 |

The base adjustments with effect from 1 April 2016 include budget realignment to reflect latest activity trends, which has resulted in a transfer of budgets from Other Services for Adults and Older People - Other Adult Services and Other Services for Adults and Older People - Social Support - Carers - Commissioned service.

A to Z Variation Statement
Adults and Older People - Domiciliary Care - Physical Disability (aged 18-64)
- In house service

Section 5 - A to Z Service Analysis Row: 8

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 |
| 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 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 579.4 | 579.4 | 0.0 | 0.0 | 0.0 | 579.4 |

A to Z Variation Statement
Adults and Older People - Domiciliary Care - Physical Disability (aged 18-64)
- Commissioned service

Section 5 - A to Z Service Analysis Row: 9

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,434.0 | 2,434.0 | 0.0 | 0.0 | -25.9 | 2,408.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -94.6 | -94.6 | 0.0 | 0.0 | 0.0 | -94.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -25.9 | -25.9 | 0.0 | 0.0 | 25.9 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -120.5 | -120.5 | 0.0 | 0.0 | 25.9 | -94.6 |
| 2015-16 Revised Base | 0.0 | 2,313.5 | 2,313.5 | 0.0 | 0.0 | 0.0 | 2,313.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 33.6 | 33.6 | 0.0 | 0.0 | 0.0 | 33.6 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 28.4 | 28.4 | 0.0 | 0.0 | 0.0 | 28.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 2,004.5 | 2,004.5 | 0.0 | 0.0 | 0.0 | 2,004.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 2,066.5 | 2,066.5 | 0.0 | 0.0 | 0.0 | 2,066.5 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 OPPD | 0.0 | -196.0 | -196.0 | 0.0 | 0.0 | 0.0 | -196.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -28.4 | -28.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | -196.0 | -196.0 | 0.0 | 0.0 | -28.4 | -224.4 |
| 2016-17 Approved Budget | 0.0 | 4,184.0 | 4,184.0 | 0.0 | 0.0 | -28.4 | 4,155.6 |

A to Z Variation Statement
Adults and Older People - Non Residential Charging Income
- Learning Disability (aged 18+)

Section 5 - A to Z Service Analysis Row: 10

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | -3,200.1 | 0.0 | -3,200.1 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 8.8 | 0.0 | 8.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 8.8 | 0.0 | 8.8 |
| 2015-16 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -3,191.3 | 0.0 | -3,191.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: complexity | 0.0 | 0.0 | 0.0 | 0.0 | -417.2 | 0.0 | -417.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | -417.2 | 0.0 | -417.2 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | 0.0 | 0.0 | 0.0 | -333.4 | 0.0 | -333.4 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -12.5 | 0.0 | -12.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -345.9 | 0.0 | -345.9 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | -3,954.4 | 0.0 | -3,954.4 |

The additional gross budget on services such as domiciliary care and supported living resulting from changes to demography & budget realignment leads to additional income from charging for services.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 11

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | -9,480.3 | 0.0 | -9,480.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 1,964.0 | 0.0 | 1,964.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 1,964.0 | 0.0 | 1,964.0 |
| 2015-16 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -7,516.3 | 0.0 | -7,516.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 0.0 | 0.0 | 0.0 | -194.7 | 0.0 | -194.7 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 0.0 | 0.0 | 0.0 | -1,039.8 | 0.0 | -1,039.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | -1,234.5 | 0.0 | -1,234.5 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 OPPD | 0.0 | 0.0 | 0.0 | 0.0 | -22.1 | 0.0 | -22.1 |
| OPPD Commissioned Services | 0.0 | 0.0 | 0.0 | 0.0 | -134.7 | 0.0 | -134.7 |
| <i>Sub-total Transformation Savings</i> | 0.0 | 0.0 | 0.0 | 0.0 | -156.8 | 0.0 | -156.8 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -406.2 | 0.0 | -406.2 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -563.0 | 0.0 | -563.0 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | -9,313.8 | 0.0 | -9,313.8 |

The base adjustments show a significant reduction in external income to recognise the fact that some parts of the transformation agenda will affect both spend and client contributions. The corresponding reduction in spend is reflected against Direct Payments - Older People (Aged 65+) and Domiciliary Care - Older People (Aged 65+) - Commissioned Service A-Z budget lines.

The additional gross budget on services such as domiciliary care and supported living resulting from changes to demography & budget realignment leads to additional income from charging for services.

A to Z Variation Statement
Adults and Older People - Non Residential Charging Income -
Physical Disability (aged 18-64) / Mental Health (aged 18+)
Section 5 - A to Z Service Analysis Row: 12

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | -1,403.4 | 0.0 | -1,403.4 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 104.9 | 0.0 | 104.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 104.9 | 0.0 | 104.9 |
| 2015-16 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -1,298.5 | 0.0 | -1,298.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 0.0 | 0.0 | 0.0 | -9.4 | 0.0 | -9.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 0.0 | 0.0 | 0.0 | -354.0 | 0.0 | -354.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | -363.4 | 0.0 | -363.4 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 OPPD | 0.0 | 0.0 | 0.0 | 0.0 | 37.9 | 0.0 | 37.9 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -9.0 | 0.0 | -9.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 28.9 | 0.0 | 28.9 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | -1,633.0 | 0.0 | -1,633.0 |

The additional gross budget on services such as domiciliary care and supported living resulting from changes to demography & budget realignment leads to additional income from charging for services.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 13

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 81,815.3 | 81,815.3 | 0.0 | -6,590.9 | 0.0 | 75,224.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -939.0 | -939.0 | 0.0 | -6.5 | 0.0 | -945.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -483.2 | -483.2 | 0.0 | 0.0 | 0.0 | -483.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -1,422.2 | -1,422.2 | 0.0 | -6.5 | 0.0 | -1,428.7 |
| 2015-16 Revised Base | 0.0 | 80,393.1 | 80,393.1 | 0.0 | -6,597.4 | 0.0 | 73,795.7 |
| Additional Spending Pressures | | | | | | | |
| Demography | | | | | | | |
| Adults with Learning Disabilities: transitions and provisions | 0.0 | 2,702.9 | 2,702.9 | 0.0 | 0.0 | 0.0 | 2,702.9 |
| Adults with Learning Disabilities: complexity | 0.0 | -1,296.0 | -1,296.0 | 0.0 | 40.7 | 0.0 | -1,255.3 |
| <i>Sub-total Demography</i> | 0.0 | 1,406.9 | 1,406.9 | 0.0 | 40.7 | 0.0 | 1,447.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,406.9 | 1,406.9 | 0.0 | 40.7 | 0.0 | 1,447.6 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | -6,486.1 | -6,486.1 | 0.0 | 463.1 | 0.0 | -6,023.0 |
| Learning Disability | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Transformation Savings</i> | 0.0 | -6,986.1 | -6,986.1 | 0.0 | 463.1 | 0.0 | -6,523.0 |
| Income | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -36.9 | 0.0 | -36.9 |
| Financing Savings | | | | | | | |
| Drawdown reserves & provisions | 0.0 | -380.0 | -380.0 | 0.0 | 0.0 | 0.0 | -380.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -7,366.1 | -7,366.1 | 0.0 | 426.2 | 0.0 | -6,939.9 |
| 2016-17 Approved Budget | 0.0 | 74,433.9 | 74,433.9 | 0.0 | -6,130.5 | 0.0 | 68,303.4 |

The demography pressure relating to changes in complexity for adults with a learning disability includes both the anticipated increased cost of residential care for existing learning disability clients, along with a budget realignment to reflect the transfer of clients from residential care to community based settings. This has resulted in a reduction in the costs of residential care and an increase in costs on other A-Z service lines including Adults and Older People - Supported Living - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements and Adults and Older People - Other Services for Adults and Older People - Day Care - Learning Disability (aged 18+) - Commissioned service.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 14

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 8,050.9 | 8,050.9 | 0.0 | -1,003.4 | 0.0 | 7,047.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 360.1 | 360.1 | 0.0 | 0.0 | 0.0 | 360.1 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 2.6 | 2.6 | 0.0 | -3.1 | 0.0 | -0.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 362.7 | 362.7 | 0.0 | -3.1 | 0.0 | 359.6 |
| 2015-16 Revised Base | 0.0 | 8,413.6 | 8,413.6 | 0.0 | -1,006.5 | 0.0 | 7,407.1 |
| Additional Spending Pressures | | | | | | | |
| Net Budget Realignment | | | | | | | |
| Adult Social Services | 0.0 | 283.6 | 283.6 | 0.0 | 0.0 | 0.0 | 283.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 283.6 | 283.6 | 0.0 | 0.0 | 0.0 | 283.6 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -9.4 | 0.0 | -9.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -9.4 | 0.0 | -9.4 |
| 2016-17 Approved Budget | 0.0 | 8,697.2 | 8,697.2 | 0.0 | -1,015.9 | 0.0 | 7,681.3 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 15

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 37,635.9 | 37,635.9 | 0.0 | -16,250.7 | 0.0 | 21,385.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 18.7 | 18.7 | 0.0 | 0.0 | 0.0 | 18.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 0.0 | 0.0 | 0.0 | 255.5 | 0.0 | 255.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 18.7 | 18.7 | 0.0 | 255.5 | 0.0 | 274.2 |
| 2015-16 Revised Base | 0.0 | 37,654.6 | 37,654.6 | 0.0 | -15,995.2 | 0.0 | 21,659.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 792.3 | 792.3 | 0.0 | -313.9 | 0.0 | 478.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | -2,250.0 | -2,250.0 | 0.0 | 2,000.0 | 0.0 | -250.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -1,457.7 | -1,457.7 | 0.0 | 1,686.1 | 0.0 | 228.4 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| OPPD Commissioned Services | 0.0 | -255.5 | -255.5 | 0.0 | 0.0 | 0.0 | -255.5 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -356.1 | 0.0 | -356.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -255.5 | -255.5 | 0.0 | -356.1 | 0.0 | -611.6 |
| 2016-17 Approved Budget | 0.0 | 35,941.4 | 35,941.4 | 0.0 | -14,665.2 | 0.0 | 21,276.2 |

A to Z Variation Statement
Adults and Older People - Nursing & Residential Care - Older People (aged 65+)
- Residential Care - In house service

Section 5 - A to Z Service Analysis Row: 16

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 9,981.5 | 9,954.4 | 19,935.9 | 0.0 | -3,546.6 | -1,922.2 | 14,467.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 114.9 | 0.0 | 114.9 | 0.0 | 0.0 | 0.0 | 114.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 78.7 | -78.8 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 193.6 | -78.8 | 114.8 | 0.0 | 0.0 | 0.0 | 114.8 |
| 2015-16 Revised Base | 10,175.1 | 9,875.6 | 20,050.7 | 0.0 | -3,546.6 | -1,922.2 | 14,581.9 |
| 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 | -483.9 | -24.4 | -508.3 | 0.0 | 0.1 | 0.0 | -508.2 |
| <i>Sub-total Savings & Income</i> | -483.9 | -24.4 | -508.3 | 0.0 | 0.1 | 0.0 | -508.2 |
| 2016-17 Approved Budget | 9,691.2 | 9,851.2 | 19,542.4 | 0.0 | -3,546.5 | -1,922.2 | 14,073.7 |

A to Z Variation Statement
Adults and Older People - Nursing & Residential Care - Older People (aged 65+)
- Residential Care - Commissioned service
Section 5 - A to Z Service Analysis Row: 17

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 56,515.1 | 56,515.1 | 0.0 | -30,393.7 | 0.0 | 26,121.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 198.7 | 198.7 | 0.0 | -123.4 | 0.0 | 75.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -261.9 | -261.9 | 0.0 | 261.9 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -63.2 | -63.2 | 0.0 | 138.5 | 0.0 | 75.3 |
| 2015-16 Revised Base | 0.0 | 56,451.9 | 56,451.9 | 0.0 | -30,255.2 | 0.0 | 26,196.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 1,275.7 | 1,275.7 | 0.0 | -586.1 | 0.0 | 689.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | -669.8 | -669.8 | 0.0 | 932.3 | 0.0 | 262.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 605.9 | 605.9 | 0.0 | 346.2 | 0.0 | 952.1 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 OPPD | 0.0 | -4,936.2 | -4,936.2 | 0.0 | 1,918.7 | 0.0 | -3,017.5 |
| OPPD Commissioned Services | 0.0 | -2,073.0 | -2,073.0 | 0.0 | 868.7 | 0.0 | -1,204.3 |
| <i>Sub-total Transformation Savings</i> | 0.0 | -7,009.2 | -7,009.2 | 0.0 | 2,787.4 | 0.0 | -4,221.8 |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -686.6 | 0.0 | -686.6 |
| <u>Policy Savings</u> | | | | | | | |
| Older People & Physical Disability | 0.0 | 116.5 | 116.5 | 0.0 | 0.0 | 0.0 | 116.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -6,892.7 | -6,892.7 | 0.0 | 2,100.8 | 0.0 | -4,791.9 |
| 2016-17 Approved Budget | 0.0 | 50,165.1 | 50,165.1 | 0.0 | -27,808.2 | 0.0 | 22,356.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 18

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 13,579.6 | 13,579.6 | 0.0 | -1,729.9 | 0.0 | 11,849.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -90.3 | -90.3 | 0.0 | 0.0 | 0.0 | -90.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -90.3 | -90.3 | 0.0 | 0.0 | 0.0 | -90.3 |
| 2015-16 Revised Base | 0.0 | 13,489.3 | 13,489.3 | 0.0 | -1,729.9 | 0.0 | 11,759.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 80.6 | 80.6 | 0.0 | -9.2 | 0.0 | 71.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | -300.0 | -300.0 | 0.0 | 0.0 | 0.0 | -300.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -219.4 | -219.4 | 0.0 | -9.2 | 0.0 | -228.6 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 13,269.9 | 13,269.9 | 0.0 | -1,739.1 | 0.0 | 11,530.8 |

A to Z Variation Statement
Adults and Older People - Supported Living - Learning Disability (aged 18+)
- In house service

Section 5 - A to Z Service Analysis Row: 19

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,765.0 | 983.4 | 3,748.4 | -446.3 | -234.5 | -912.9 | 2,154.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 29.2 | -2.8 | 26.4 | 0.0 | 0.0 | 0.0 | 26.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -100.0 | -0.7 | -100.7 | 446.3 | 100.0 | 0.0 | 445.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -70.8 | -3.5 | -74.3 | 446.3 | 100.0 | 0.0 | 472.0 |
| 2015-16 Revised Base | 2,694.2 | 979.9 | 3,674.1 | 0.0 | -134.5 | -912.9 | 2,626.7 |
| 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>Staffing:</i> | | | | | | | |
| Staff Restructures | -97.3 | 47.3 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | -97.3 | 47.3 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| 2016-17 Approved Budget | 2,596.9 | 1,027.2 | 3,624.1 | 0.0 | -134.5 | -912.9 | 2,576.7 |

A to Z Variation Statement
Adults and Older People - Supported Living - Learning Disability (aged 18+)
- Shared Lives Scheme

Section 5 - A to Z Service Analysis Row: 20

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 271.0 | 3,306.8 | 3,577.8 | -246.9 | 0.0 | 0.0 | 3,330.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 4.6 | -3.4 | 1.2 | 0.0 | 0.0 | 0.0 | 1.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 40.1 | 176.4 | 216.5 | 246.9 | 0.0 | 0.0 | 463.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 44.7 | 173.0 | 217.7 | 246.9 | 0.0 | 0.0 | 464.6 |
| 2015-16 Revised Base | 315.7 | 3,479.8 | 3,795.5 | 0.0 | 0.0 | 0.0 | 3,795.5 |
| Additional Spending Pressures | | | | | | | |
| Demography | | | | | | | |
| Adults with Learning Disabilities: transitions and provisions | 0.0 | 154.8 | 154.8 | 0.0 | 0.0 | 0.0 | 154.8 |
| Adults with Learning Disabilities: complexity | 0.0 | 216.9 | 216.9 | 0.0 | 0.0 | 0.0 | 216.9 |
| <i>Sub-total Demography</i> | 0.0 | 371.7 | 371.7 | 0.0 | 0.0 | 0.0 | 371.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 371.7 | 371.7 | 0.0 | 0.0 | 0.0 | 371.7 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | 500.7 | 500.7 | 0.0 | 0.0 | 0.0 | 500.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | 500.7 | 500.7 | 0.0 | 0.0 | 0.0 | 500.7 |
| 2016-17 Approved Budget | 315.7 | 4,352.2 | 4,667.9 | 0.0 | 0.0 | 0.0 | 4,667.9 |

A to Z Variation Statement
Adults and Older People - Supported Living - Learning Disability (aged 18+)
- Other Commissioned Supported Living arrangements

Section 5 - A to Z Service Analysis Row: 21

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 31,570.1 | 31,570.1 | 0.0 | 0.0 | -25.9 | 31,544.2 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -284.9 | -284.9 | 0.0 | 0.0 | 0.0 | -284.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 92.6 | 92.6 | 0.0 | -118.5 | 25.9 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -192.3 | -192.3 | 0.0 | -118.5 | 25.9 | -284.9 |
| 2015-16 Revised Base | 0.0 | 31,377.8 | 31,377.8 | 0.0 | -118.5 | 0.0 | 31,259.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: transitions and provisions | 0.0 | 638.3 | 638.3 | 0.0 | 0.0 | 0.0 | 638.3 |
| Adults with Learning Disabilities: complexity | 0.0 | 3,207.2 | 3,207.2 | 0.0 | 0.0 | 0.0 | 3,207.2 |
| <i>Sub-total Demography</i> | 0.0 | 3,845.5 | 3,845.5 | 0.0 | 0.0 | 0.0 | 3,845.5 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 94.0 | 94.0 | 0.0 | 0.0 | 0.0 | 94.0 |
| Reduction in Care Act Grant income | 0.0 | 25.1 | 25.1 | 0.0 | 0.0 | 0.0 | 25.1 |
| <i>Sub-total Government & Legislative</i> | 0.0 | 119.1 | 119.1 | 0.0 | 0.0 | 0.0 | 119.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 3,964.6 | 3,964.6 | 0.0 | 0.0 | 0.0 | 3,964.6 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | 4,180.0 | 4,180.0 | 0.0 | 0.0 | 0.0 | 4,180.0 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -94.0 | -94.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Learning Disability Supported Living | 0.0 | -800.0 | -800.0 | 0.0 | 0.0 | 0.0 | -800.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 3,380.0 | 3,380.0 | 0.0 | 0.0 | -94.0 | 3,286.0 |
| 2016-17 Approved Budget | 0.0 | 38,722.4 | 38,722.4 | 0.0 | -118.5 | -94.0 | 38,509.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 22

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 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 |
| 2015-16 Revised Base | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 0.0 |

A to Z Variation Statement
Adults and Older People - Supported Living - Older People (aged 65+)
- Commissioned service

Section 5 - A to Z Service Analysis Row: 23

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 400.7 | 400.7 | 0.0 | 0.0 | 0.0 | 400.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -4.8 | -4.8 | 0.0 | 0.0 | 0.0 | -4.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -4.8 | -4.8 | 0.0 | 0.0 | 0.0 | -4.8 |
| 2015-16 Revised Base | 0.0 | 395.9 | 395.9 | 0.0 | 0.0 | 0.0 | 395.9 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 395.9 | 395.9 | 0.0 | 0.0 | 0.0 | 395.9 |

A to Z Variation Statement
Adults and Older People - Supported Living
- Physical Disability (aged 18-64) /Mental Health (aged 18+) - In house service
Section 5 - A to Z Service Analysis Row: 24

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 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 |
| 2015-16 Revised Base | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 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 |
| 2016-17 Approved Budget | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 0.0 |

A to Z Variation Statement
Adults and Older People - Supported Living
- Physical Disability (aged 18-64) /Mental Health (aged 18+) - Commissioned service
Section 5 - A to Z Service Analysis Row: 25

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,179.5 | 4,179.5 | 0.0 | -274.0 | -25.9 | 3,879.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 202.9 | 202.9 | 0.0 | 111.8 | 0.0 | 314.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -89.9 | -89.9 | 0.0 | 77.9 | 12.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 113.0 | 113.0 | 0.0 | 189.7 | 12.0 | 314.7 |
| 2015-16 Revised Base | 0.0 | 4,292.5 | 4,292.5 | 0.0 | -84.3 | -13.9 | 4,194.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Older People | 0.0 | 19.2 | 19.2 | 0.0 | 0.0 | 0.0 | 19.2 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 15.6 | 15.6 | 0.0 | 0.0 | 0.0 | 15.6 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 1,000.0 | 1,000.0 | 0.0 | 0.0 | 0.0 | 1,000.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,034.8 | 1,034.8 | 0.0 | 0.0 | 0.0 | 1,034.8 |
| Savings & Income | | | | | | | |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -15.6 | -15.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -15.6 | -15.6 |
| 2016-17 Approved Budget | 0.0 | 5,327.3 | 5,327.3 | 0.0 | -84.3 | -29.5 | 5,213.5 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Adaptive & Assistive Technology

Section 5 - A to Z Service Analysis Row: 26

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 411.0 | 5,742.2 | 6,153.2 | 0.0 | -3,675.9 | 0.0 | 2,477.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 5.0 | -53.1 | -48.1 | 0.0 | 9.7 | 0.0 | -38.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -5.0 | 1,758.3 | 1,753.3 | 0.0 | -1,730.3 | 0.0 | 23.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,705.2 | 1,705.2 | 0.0 | -1,720.6 | 0.0 | -15.4 |
| 2015-16 Revised Base | 411.0 | 7,447.4 | 7,858.4 | 0.0 | -5,396.5 | 0.0 | 2,461.9 |
| 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>Transformation Savings</u> | | | | | | | |
| OPPD Commissioned Services | 0.0 | -194.6 | -194.6 | 0.0 | 26.5 | 0.0 | -168.1 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| OPPD Equipment | 0.0 | -165.0 | -165.0 | 0.0 | 55.0 | 0.0 | -110.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -359.6 | -359.6 | 0.0 | 81.5 | 0.0 | -278.1 |
| 2016-17 Approved Budget | 411.0 | 7,087.8 | 7,498.8 | 0.0 | -5,315.0 | 0.0 | 2,183.8 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Community Support Services for Mental Health (aged 18+)

Section 5 - A to Z Service Analysis Row: 27

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,231.4 | 135.2 | 1,366.6 | 0.0 | -54.3 | 0.0 | 1,312.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 30.3 | -15.6 | 14.7 | 0.0 | -10.1 | 0.0 | 4.6 |
| Transfer from old Adults and Older People - Other Services for Adults and Older People - Community Support Services for Mental Health (aged 18+) - Commissioned Services A-Z budget line | 0.0 | 48.9 | 48.9 | 0.0 | 0.0 | 0.0 | 48.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -6.8 | -27.2 | -34.0 | 0.0 | 9.0 | 0.0 | -25.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 23.5 | 6.1 | 29.6 | 0.0 | -1.1 | 0.0 | 28.5 |
| 2015-16 Revised Base | 1,254.9 | 141.3 | 1,396.2 | 0.0 | -55.4 | 0.0 | 1,340.8 |
| 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 |
| 2016-17 Approved Budget | 1,254.9 | 141.3 | 1,396.2 | 0.0 | -55.4 | 0.0 | 1,340.8 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Community Support Services for Mental Health (aged 18+) - Commissioned service
Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 1,870.3 | 1,870.3 | 0.0 | -373.9 | 0.0 | 1,496.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to Adults and Older People - Other Services for Adults and Older People - Community Support Services for Mental Health (aged 18+) A-Z budget line | 0.0 | -48.9 | -48.9 | 0.0 | 0.0 | 0.0 | -48.9 |
| Transfer to Adults and Older People - Other Services for Adults and Older People - Social Support - Social Isolation A-Z budget line | 0.0 | -1,821.4 | -1,821.4 | 0.0 | 373.9 | 0.0 | -1,447.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -1,870.3 | -1,870.3 | 0.0 | 373.9 | 0.0 | -1,496.4 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 proposed budget, as the budget has moved to alternative A-Z budget lines. As a result, this budget line no longer features in Section 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

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

Section 5 - A to Z Service Analysis Row: 28

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 5,957.6 | 823.0 | 6,780.6 | 0.0 | -127.7 | 0.0 | 6,652.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -120.5 | -44.3 | -164.8 | 0.0 | 57.0 | 0.0 | -107.8 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -47.8 | 47.6 | -0.2 | 0.0 | 0.0 | 0.0 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -168.3 | 3.3 | -165.0 | 0.0 | 57.0 | 0.0 | -108.0 |
| 2015-16 Revised Base | 5,789.3 | 826.3 | 6,615.6 | 0.0 | -70.7 | 0.0 | 6,544.9 |
| 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> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -242.9 | -7.1 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| <i>Sub-total Savings & Income</i> | -242.9 | -7.1 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| 2016-17 Approved Budget | 5,546.4 | 819.2 | 6,365.6 | 0.0 | -70.7 | 0.0 | 6,294.9 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Day Care - Learning Disability (aged 18+) - Commissioned service
Section 5 - A to Z Service Analysis Row: 29

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 7,095.4 | 7,095.4 | 0.0 | 0.0 | 0.0 | 7,095.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -65.7 | -65.7 | 0.0 | 0.0 | 0.0 | -65.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -65.7 | -65.7 | 0.0 | 0.0 | 0.0 | -65.7 |
| 2015-16 Revised Base | 0.0 | 7,029.7 | 7,029.7 | 0.0 | 0.0 | 0.0 | 7,029.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: complexity | 0.0 | 834.0 | 834.0 | 0.0 | 0.0 | 0.0 | 834.0 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Independent Living Fund expenditure | 0.0 | 18.5 | 18.5 | 0.0 | 0.0 | 0.0 | 18.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 852.5 | 852.5 | 0.0 | 0.0 | 0.0 | 852.5 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Adults Phase 2 Learning Disability | 0.0 | -19.7 | -19.7 | 0.0 | 0.0 | 0.0 | -19.7 |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Independent Living Fund grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -18.5 | -18.5 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Learning Disability | 0.0 | -130.0 | -130.0 | 0.0 | 0.0 | 0.0 | -130.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -149.7 | -149.7 | 0.0 | 0.0 | -18.5 | -168.2 |
| 2016-17 Approved Budget | 0.0 | 7,732.5 | 7,732.5 | 0.0 | 0.0 | -18.5 | 7,714.0 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Day Care - Older People (aged 65+) - In house service

Section 5 - A to Z Service Analysis Row: 30

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 709.9 | 157.4 | 867.3 | 0.0 | -45.0 | 0.0 | 822.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 8.9 | 0.0 | 8.9 | 0.0 | 0.0 | 0.0 | 8.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 8.9 | 0.0 | 8.9 | 0.0 | 0.0 | 0.0 | 8.9 |
| 2015-16 Revised Base | 718.8 | 157.4 | 876.2 | 0.0 | -45.0 | 0.0 | 831.2 |
| 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> | | | | | | | |
| Older People & Physical Disability | -43.0 | -31.3 | -74.3 | 0.0 | 9.0 | 0.0 | -65.3 |
| <i>Sub-total Savings & Income</i> | -43.0 | -31.3 | -74.3 | 0.0 | 9.0 | 0.0 | -65.3 |
| 2016-17 Approved Budget | 675.8 | 126.1 | 801.9 | 0.0 | -36.0 | 0.0 | 765.9 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Day Care - Older People (aged 65+) - Commissioned service

Section 5 - A to Z Service Analysis Row: 31

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 959.1 | 959.1 | 0.0 | 0.0 | 0.0 | 959.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -14.0 | -14.0 | 0.0 | 0.0 | 0.0 | -14.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -14.0 | -14.0 | 0.0 | 0.0 | 0.0 | -14.0 |
| 2015-16 Revised Base | 0.0 | 945.1 | 945.1 | 0.0 | 0.0 | 0.0 | 945.1 |
| Additional Spending Pressures | | | | | | | |
| Net Budget Realignment | | | | | | | |
| Adult Social Services | 0.0 | -130.0 | -130.0 | 0.0 | 0.0 | 0.0 | -130.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -130.0 | -130.0 | 0.0 | 0.0 | 0.0 | -130.0 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Older People & Physical Disability | 0.0 | 84.0 | 84.0 | 0.0 | 0.0 | 0.0 | 84.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 84.0 | 84.0 | 0.0 | 0.0 | 0.0 | 84.0 |
| 2016-17 Approved Budget | 0.0 | 899.1 | 899.1 | 0.0 | 0.0 | 0.0 | 899.1 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Day Care - Physical Disability (aged 18-64)
Section 5 - A to Z Service Analysis Row: 32

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 951.1 | 951.1 | 0.0 | 0.0 | 0.0 | 951.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 23.1 | 23.1 | 0.0 | 0.0 | 0.0 | 23.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 23.1 | 23.1 | 0.0 | 0.0 | 0.0 | 23.1 |
| 2015-16 Revised Base | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 |

A to Z Variation Statement

Housing Related Support for Vulnerable People (Supporting People) - Administration

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 352.2 | 29.0 | 381.2 | 0.0 | 0.0 | 0.0 | 381.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | -352.2 | -29.0 | -381.2 | 0.0 | 0.0 | 0.0 | -381.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -352.2 | -29.0 | -381.2 | 0.0 | 0.0 | 0.0 | -381.2 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Housing Related Support for Vulnerable People (Supporting People)
- Adults - Learning Difficulties

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,352.2 | 3,352.2 | 0.0 | 0.0 | 0.0 | 3,352.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -3,352.2 | -3,352.2 | 0.0 | 0.0 | 0.0 | -3,352.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -3,352.2 | -3,352.2 | 0.0 | 0.0 | 0.0 | -3,352.2 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Housing Related Support for Vulnerable People (Supporting People)
- Adults - Physical Difficulties

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 138.5 | 138.5 | 0.0 | 0.0 | 0.0 | 138.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -138.5 | -138.5 | 0.0 | 0.0 | 0.0 | -138.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -138.5 | -138.5 | 0.0 | 0.0 | 0.0 | -138.5 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Housing Related Support for Vulnerable People (Supporting People)
- Adults - Mental Health

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,904.3 | 2,904.3 | 0.0 | 0.0 | 0.0 | 2,904.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -2,904.3 | -2,904.3 | 0.0 | 0.0 | 0.0 | -2,904.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -2,904.3 | -2,904.3 | 0.0 | 0.0 | 0.0 | -2,904.3 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Housing Related Support for Vulnerable People (Supporting People) - Older People

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,891.5 | 3,891.5 | 0.0 | 0.0 | 0.0 | 3,891.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -3,891.5 | -3,891.5 | 0.0 | 0.0 | 0.0 | -3,891.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -3,891.5 | -3,891.5 | 0.0 | 0.0 | 0.0 | -3,891.5 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 7,421.6 | 7,421.6 | 0.0 | 0.0 | 0.0 | 7,421.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -7,421.6 | -7,421.6 | 0.0 | 0.0 | 0.0 | -7,421.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -7,421.6 | -7,421.6 | 0.0 | 0.0 | 0.0 | -7,421.6 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Housing Related Support for Vulnerable People (Supporting People) - Young People

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,677.9 | 3,677.9 | 0.0 | 0.0 | 0.0 | 3,677.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Housing Related Support for Vulnerable People (Supporting People) A-Z budget line | 0.0 | -3,677.9 | -3,677.9 | 0.0 | 0.0 | 0.0 | -3,677.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -3,677.9 | -3,677.9 | 0.0 | 0.0 | 0.0 | -3,677.9 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Housing Related Support for Vulnerable People (Supporting People)

Section 5 - A to Z Service Analysis Row: 33

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 4.9 | 0.0 | 4.9 | -193.2 | 0.0 | 0.0 | -188.3 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Administration A-Z budget line | 352.2 | 29.0 | 381.2 | 0.0 | 0.0 | 0.0 | 381.2 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Adults - Learning Difficulties A- Z budget line | 0.0 | 3,352.2 | 3,352.2 | 0.0 | 0.0 | 0.0 | 3,352.2 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Adults - Physical Difficulties A-Z budget line | 0.0 | 138.5 | 138.5 | 0.0 | 0.0 | 0.0 | 138.5 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Adults - Mental Health A-Z budget line | 0.0 | 2,904.3 | 2,904.3 | 0.0 | 0.0 | 0.0 | 2,904.3 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Older People A-Z budget line | 0.0 | 3,891.5 | 3,891.5 | 0.0 | 0.0 | 0.0 | 3,891.5 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Other Adults A-Z budget line | 0.0 | 7,421.6 | 7,421.6 | 0.0 | 0.0 | 0.0 | 7,421.6 |
| Transfer from old Housing Related Support for Vulnerable People (Supporting People) - Young People A-Z budget line | 0.0 | 3,677.9 | 3,677.9 | 0.0 | 0.0 | 0.0 | 3,677.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -1,184.7 | -1,184.7 | 0.0 | 0.0 | 0.0 | -1,184.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 357.1 | 20,230.3 | 20,587.4 | -193.2 | 0.0 | 0.0 | 20,394.2 |
| 2015-16 Revised Base | 357.1 | 20,230.3 | 20,587.4 | -193.2 | 0.0 | 0.0 | 20,394.2 |
| 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 | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -32.7 | 0.0 | -32.7 | 0.0 | 0.0 | 0.0 | -32.7 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Housing Related Support | 0.0 | -2,016.1 | -2,016.1 | 0.0 | 0.0 | 0.0 | -2,016.1 |
| <i>Sub-total Efficiency Savings</i> | -32.7 | -2,016.1 | -2,048.8 | 0.0 | 0.0 | 0.0 | -2,048.8 |
| Financing Savings | | | | | | | |
| Drawdown reserves & provisions | 0.0 | -1,383.0 | -1,383.0 | 0.0 | 0.0 | 0.0 | -1,383.0 |
| <i>Sub-total Savings & Income</i> | -32.7 | -3,399.1 | -3,431.8 | 0.0 | 0.0 | 0.0 | -3,431.8 |
| 2016-17 Approved Budget | 324.4 | 16,831.2 | 17,155.6 | -193.2 | 0.0 | 0.0 | 16,962.4 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 34

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer from Management, Support Services and Overheads - Directorate Management & Support - Social Care, Health & Wellbeing (SCH&W) A-Z budget line | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |

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

Section 5 - A to Z Service Analysis Row: 35

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,944.3 | 3,944.3 | 0.0 | -4,179.0 | 0.0 | -234.7 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 404.2 | 404.2 | 0.0 | 0.0 | 0.0 | 404.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 175.0 | -2,628.5 | -2,453.5 | 0.0 | 3,341.8 | -272.9 | 615.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 175.0 | -2,224.3 | -2,049.3 | 0.0 | 3,341.8 | -272.9 | 1,019.6 |
| 2015-16 Revised Base | 175.0 | 1,720.0 | 1,895.0 | 0.0 | -837.2 | -272.9 | 784.9 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Adult Social Care | 0.0 | 12,589.0 | 12,589.0 | 0.0 | 0.0 | 0.0 | 12,589.0 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Reduction in Care Act Grant income | 0.0 | 847.8 | 847.8 | 0.0 | 0.0 | 0.0 | 847.8 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | -2,220.0 | -2,220.0 | 0.0 | 126.0 | 0.0 | -2,094.0 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 0.0 | 227.0 | 227.0 | 0.0 | 0.0 | 0.0 | 227.0 |
| <u>Replace Use of One-Offs</u> | 0.0 | 679.0 | 679.0 | 0.0 | 0.0 | 0.0 | 679.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 12,122.8 | 12,122.8 | 0.0 | 126.0 | 0.0 | 12,248.8 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| OPPD Commissioned Services | 0.0 | -885.7 | -885.7 | 0.0 | 0.0 | 0.0 | -885.7 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| OPPD Meal Service | 0.0 | -268.0 | -268.0 | 0.0 | 0.0 | 0.0 | -268.0 |
| <i>Other:</i> | | | | | | | |
| OPPD Social Support | 0.0 | -92.8 | -92.8 | 0.0 | 0.0 | 0.0 | -92.8 |
| Social Care | 0.0 | -300.0 | -300.0 | 0.0 | 0.0 | 0.0 | -300.0 |
| <i>Sub-total Other:</i> | 0.0 | -392.8 | -392.8 | 0.0 | 0.0 | 0.0 | -392.8 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -660.8 | -660.8 | 0.0 | 0.0 | 0.0 | -660.8 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,546.5 | -1,546.5 | 0.0 | 0.0 | 0.0 | -1,546.5 |
| 2016-17 Approved Budget | 175.0 | 12,296.3 | 12,471.3 | 0.0 | -711.2 | -272.9 | 11,487.2 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 36

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,398.3 | 434.5 | 1,832.8 | 0.0 | -111.1 | -124.5 | 1,597.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 10.0 | 0.0 | 10.0 | 0.0 | 0.0 | 0.0 | 10.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -75.1 | -93.1 | -168.2 | 0.0 | 0.0 | 0.0 | -168.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -65.1 | -93.1 | -158.2 | 0.0 | 0.0 | 0.0 | -158.2 |
| 2015-16 Revised Base | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 |
| 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 |
| 2016-17 Approved Budget | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Social Support - Carers - In house service
Section 5 - A to Z Service Analysis Row: 37

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,353.8 | 84.4 | 3,438.2 | 0.0 | -0.3 | 0.0 | 3,437.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 48.6 | 60.9 | 109.5 | 0.0 | 0.0 | 0.0 | 109.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 1.6 | -1.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 50.2 | 59.3 | 109.5 | 0.0 | 0.0 | 0.0 | 109.5 |
| 2015-16 Revised Base | 3,404.0 | 143.7 | 3,547.7 | 0.0 | -0.3 | 0.0 | 3,547.4 |
| 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> | | | | | | | |
| Learning Disability | -251.5 | -21.1 | -272.6 | 0.0 | 0.0 | 0.0 | -272.6 |
| Older People & Physical Disability | -426.6 | 2.7 | -423.9 | 0.0 | 0.1 | 0.0 | -423.8 |
| <i>Sub-total Policy Savings</i> | -678.1 | -18.4 | -696.5 | 0.0 | 0.1 | 0.0 | -696.4 |
| <i>Sub-total Savings & Income</i> | -678.1 | -18.4 | -696.5 | 0.0 | 0.1 | 0.0 | -696.4 |
| 2016-17 Approved Budget | 2,725.9 | 125.3 | 2,851.2 | 0.0 | -0.2 | 0.0 | 2,851.0 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Social Support - Carers - Commissioned service

Section 5 - A to Z Service Analysis Row: 38

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 15,815.1 | 15,815.1 | -26.9 | -7,667.2 | -3,767.4 | 4,353.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -53.2 | -53.2 | -30.6 | 0.0 | 0.0 | -83.8 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -4,813.4 | -4,813.4 | 0.0 | 1,481.0 | 3,767.4 | 435.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -4,866.6 | -4,866.6 | -30.6 | 1,481.0 | 3,767.4 | 351.2 |
| 2015-16 Revised Base | 0.0 | 10,948.5 | 10,948.5 | -57.5 | -6,186.2 | 0.0 | 4,704.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: complexity | 0.0 | -234.0 | -234.0 | 0.0 | 0.0 | 0.0 | -234.0 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Reduction in Care Act Grant income | 0.0 | 649.8 | 649.8 | 0.0 | 0.0 | 0.0 | 649.8 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Adult Social Services | 0.0 | 0.0 | 0.0 | 0.0 | 200.0 | 0.0 | 200.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 415.8 | 415.8 | 0.0 | 200.0 | 0.0 | 615.8 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -13.3 | 0.0 | -13.3 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| OPPD Social Support | 0.0 | -43.3 | -43.3 | 0.0 | 0.0 | 0.0 | -43.3 |
| <u>Policy Savings</u> | | | | | | | |
| Learning Disability | 0.0 | 127.6 | 127.6 | 0.0 | 0.0 | 0.0 | 127.6 |
| Older People & Physical Disability | 0.0 | 259.8 | 259.8 | 0.0 | 0.0 | 0.0 | 259.8 |
| <i>Sub-total Policy Savings</i> | 0.0 | 387.4 | 387.4 | 0.0 | 0.0 | 0.0 | 387.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | 344.1 | 344.1 | 0.0 | -13.3 | 0.0 | 330.8 |
| 2016-17 Approved Budget | 0.0 | 11,708.4 | 11,708.4 | -57.5 | -5,999.5 | 0.0 | 5,651.4 |

The base adjustments with effect from 1 April 2016 include budget realignment to reflect latest activity trends, including the transfer of budgets to Adults and Older People - Domiciliary Care - Older People (Aged 65+) - Commissioned Service A-Z budget line.

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Social Support - Information and Early Intervention

Section 5 - A to Z Service Analysis Row: 39

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 6,244.0 | 6,244.0 | -52.8 | -1,377.1 | 0.0 | 4,814.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 0.0 | 0.0 | -750.0 | 0.0 | 0.0 | -750.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -883.5 | -883.5 | 250.0 | 370.0 | -246.9 | -510.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -883.5 | -883.5 | -500.0 | 370.0 | -246.9 | -1,260.4 |
| 2015-16 Revised Base | 0.0 | 5,360.5 | 5,360.5 | -552.8 | -1,007.1 | -246.9 | 3,553.7 |
| 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>Other:</i> | | | | | | | |
| OPPD Social Support | 0.0 | -15.6 | -15.6 | 0.0 | 0.0 | 0.0 | -15.6 |
| <i>Sub-total Savings & Income</i> | 0.0 | -15.6 | -15.6 | 0.0 | 0.0 | 0.0 | -15.6 |
| 2016-17 Approved Budget | 0.0 | 5,344.9 | 5,344.9 | -552.8 | -1,007.1 | -246.9 | 3,538.1 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Social Support - Social Isolation

Section 5 - A to Z Service Analysis Row: 40

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 6,362.4 | 6,362.4 | -1,644.6 | -576.9 | 0.0 | 4,140.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -94.5 | -94.5 | -189.0 | 0.0 | 0.0 | -283.5 |
| Transfer from old Adults and Older People - Other Services for Adults and Older People - Community Support Services for Mental Health (aged 18+) - Commissioned service A-Z budget line | 0.0 | 1,821.4 | 1,821.4 | 0.0 | -373.9 | 0.0 | 1,447.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 1,214.1 | 1,214.1 | -250.0 | -190.0 | 0.0 | 774.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,941.0 | 2,941.0 | -439.0 | -563.9 | 0.0 | 1,938.1 |
| 2015-16 Revised Base | 0.0 | 9,303.4 | 9,303.4 | -2,083.6 | -1,140.8 | 0.0 | 6,079.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Demography</u> | | | | | | | |
| Adults with Learning Disabilities: complexity | 0.0 | 66.7 | 66.7 | 0.0 | 0.0 | 0.0 | 66.7 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 66.7 | 66.7 | 0.0 | 0.0 | 0.0 | 66.7 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| OPPD Social Support | 0.0 | -273.3 | -273.3 | 0.0 | 0.0 | 0.0 | -273.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -273.3 | -273.3 | 0.0 | 0.0 | 0.0 | -273.3 |
| 2016-17 Approved Budget | 0.0 | 9,096.8 | 9,096.8 | -2,083.6 | -1,140.8 | 0.0 | 5,872.4 |

A to Z Variation Statement
Adults and Older People - Other Services for Adults and Older People
- Support & Assistance Service (Social Fund) including refugee families

Section 5 - A to Z Service Analysis Row: 41

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 78.5 | 1,403.0 | 1,481.5 | 0.0 | 0.0 | 0.0 | 1,481.5 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 198.5 | -198.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 198.5 | -198.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2015-16 Revised Base | 277.0 | 1,204.5 | 1,481.5 | 0.0 | 0.0 | 0.0 | 1,481.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| Syrian Vulnerable Person's Relocation Scheme expenditure | 0.0 | 1,250.0 | 1,250.0 | 0.0 | 0.0 | 0.0 | 1,250.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,250.0 | 1,250.0 | 0.0 | 0.0 | 0.0 | 1,250.0 |
| Savings & Income | | | | | | | |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| Syrian Vulnerable Person's Relocation Scheme Grant Income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -1,250.0 | -1,250.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -1,250.0 | -1,250.0 |
| 2016-17 Approved Budget | 277.0 | 2,454.5 | 2,731.5 | 0.0 | 0.0 | -1,250.0 | 1,481.5 |

A to Z Variation Statement
Children's Services - Children in Care (Looked After) - Fostering
- In house service

Section 5 - A to Z Service Analysis Row: 42

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,439.7 | 22,563.1 | 24,002.8 | 0.0 | -25.0 | -16.0 | 23,961.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 21.0 | 140.6 | 161.6 | -211.2 | 0.0 | 0.0 | -49.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 447.2 | -466.8 | -19.6 | -257.9 | 25.0 | 16.0 | -236.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 468.2 | -326.2 | 142.0 | -469.1 | 25.0 | 16.0 | -286.1 |
| 2015-16 Revised Base | 1,907.9 | 22,236.9 | 24,144.8 | -469.1 | 0.0 | 0.0 | 23,675.7 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 450.8 | 450.8 | 0.0 | 0.0 | 0.0 | 450.8 |
| Demography | | | | | | | |
| Children's Services | 0.0 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 550.8 | 550.8 | 0.0 | 0.0 | 0.0 | 550.8 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Specialist Children's Services | 6.7 | 7.3 | 14.0 | 0.0 | 0.0 | 0.0 | 14.0 |
| Efficiency Savings | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services removal of one-off funding | -100.0 | -127.0 | -227.0 | 0.0 | 0.0 | 0.0 | -227.0 |
| Specialist Children's Services efficiencies | 0.0 | -60.0 | -60.0 | 0.0 | 0.0 | 0.0 | -60.0 |
| <i>Sub-total Efficiency Savings</i> | -100.0 | -187.0 | -287.0 | 0.0 | 0.0 | 0.0 | -287.0 |
| <i>Sub-total Savings & Income</i> | -93.3 | -179.7 | -273.0 | 0.0 | 0.0 | 0.0 | -273.0 |
| 2016-17 Approved Budget | 1,814.6 | 22,608.0 | 24,422.6 | -469.1 | 0.0 | 0.0 | 23,953.5 |

A to Z Variation Statement
Children's Services - Children in Care (Looked After) - Fostering
- Commissioned from Independent Fostering Agencies

Section 5 - A to Z Service Analysis Row: 43

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 8,369.3 | 8,369.3 | 0.0 | 0.0 | 0.0 | 8,369.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -185.0 | -185.0 | 0.0 | 0.0 | 0.0 | -185.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -282.6 | -282.6 | 0.0 | 0.0 | 0.0 | -282.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -467.6 | -467.6 | 0.0 | 0.0 | 0.0 | -467.6 |
| 2015-16 Revised Base | 0.0 | 7,901.7 | 7,901.7 | 0.0 | 0.0 | 0.0 | 7,901.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 40.2 | 40.2 | 0.0 | 0.0 | 0.0 | 40.2 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 40.2 | 40.2 | 0.0 | 0.0 | 0.0 | 40.2 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Specialist Children's Services | 0.0 | -965.3 | -965.3 | 0.0 | 0.0 | 0.0 | -965.3 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Disabled Children's Services | 0.0 | -140.0 | -140.0 | 0.0 | 0.0 | 0.0 | -140.0 |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services removal of one-off funding | 0.0 | -54.0 | -54.0 | 0.0 | 0.0 | 0.0 | -54.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -194.0 | -194.0 | 0.0 | 0.0 | 0.0 | -194.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,159.3 | -1,159.3 | 0.0 | 0.0 | 0.0 | -1,159.3 |
| 2016-17 Approved Budget | 0.0 | 6,782.6 | 6,782.6 | 0.0 | 0.0 | 0.0 | 6,782.6 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 44

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 6,769.0 | 6,769.0 | 0.0 | 0.0 | 0.0 | 6,769.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 6,769.0 | 6,769.0 | 0.0 | 0.0 | 0.0 | 6,769.0 |
| 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> | | | | | | | |
| Specialist Children's Services removal of one-off funding | 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 |
| 2016-17 Approved Budget | 0.0 | 6,738.0 | 6,738.0 | 0.0 | 0.0 | 0.0 | 6,738.0 |

A to Z Variation Statement
Children's Services - Children in Care (Looked After)
- Residential Children's Services - In house service (Short Breaks Units)
Section 5 - A to Z Service Analysis Row: 45

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,742.6 | 447.6 | 3,190.2 | -12.7 | -669.7 | 0.0 | 2,507.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 33.2 | 0.0 | 33.2 | 0.0 | 0.0 | 0.0 | 33.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 29.0 | -29.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 62.2 | -29.0 | 33.2 | 0.0 | 0.0 | 0.0 | 33.2 |
| 2015-16 Revised Base | 2,804.8 | 418.6 | 3,223.4 | -12.7 | -669.7 | 0.0 | 2,541.0 |
| 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> | | | | | | | |
| Staff Restructures | -107.9 | -17.1 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| <i>Sub-total Savings & Income</i> | -107.9 | -17.1 | -125.0 | 0.0 | 0.0 | 0.0 | -125.0 |
| 2016-17 Approved Budget | 2,696.9 | 401.5 | 3,098.4 | -12.7 | -669.7 | 0.0 | 2,416.0 |

A to Z Variation Statement
Children's Services - Children in Care (Looked After)
- Residential Children's Services - Commissioned from Independent Sector
Section 5 - A to Z Service Analysis Row: 46

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 13,625.9 | 13,625.9 | -969.9 | -1,597.8 | 0.0 | 11,058.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 814.5 | 814.5 | 49.3 | -12.7 | 0.0 | 851.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 814.5 | 814.5 | 49.3 | -12.7 | 0.0 | 851.1 |
| 2015-16 Revised Base | 0.0 | 14,440.4 | 14,440.4 | -920.6 | -1,610.5 | 0.0 | 11,909.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 29.3 | 29.3 | 0.0 | 0.0 | 0.0 | 29.3 |
| <u>Demography</u> | | | | | | | |
| Children's Services | 0.0 | 100.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 129.3 | 129.3 | 0.0 | 0.0 | 0.0 | 129.3 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Specialist Children's Services | 0.0 | -516.4 | -516.4 | 0.0 | 56.4 | 0.0 | -460.0 |
| <u>Income</u> | | | | | | | |
| Disabled Children's Services | 0.0 | 0.0 | 0.0 | 0.0 | -60.0 | 0.0 | -60.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Disabled Children's Services | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services removal of one-off funding | 0.0 | -491.1 | -491.1 | 0.0 | 0.0 | 0.0 | -491.1 |
| Specialist Children's Services efficiencies | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Other:</i> | 0.0 | -591.1 | -591.1 | 0.0 | 0.0 | 0.0 | -591.1 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -641.1 | -641.1 | 0.0 | 0.0 | 0.0 | -641.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,157.5 | -1,157.5 | 0.0 | -3.6 | 0.0 | -1,161.1 |
| 2016-17 Approved Budget | 0.0 | 13,412.2 | 13,412.2 | -920.6 | -1,614.1 | 0.0 | 10,877.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 47

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,617.1 | 3,085.7 | 4,702.8 | -12.0 | -2.8 | -3,288.1 | 1,399.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 88.7 | 66.3 | 155.0 | -57.4 | 0.0 | -70.3 | 27.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 223.8 | -0.3 | 223.5 | -223.8 | 0.0 | 0.0 | -0.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 312.5 | 66.0 | 378.5 | -281.2 | 0.0 | -70.3 | 27.0 |
| 2015-16 Revised Base | 1,929.6 | 3,151.7 | 5,081.3 | -293.2 | -2.8 | -3,358.4 | 1,426.9 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 1,929.6 | 3,151.7 | 5,081.3 | -293.2 | -2.8 | -3,358.4 | 1,426.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 48

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 10,944.5 | 10,944.5 | -882.2 | -777.8 | 0.0 | 9,284.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -6.1 | -6.1 | 0.0 | 0.0 | 0.0 | -6.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -6.1 | -6.1 | 0.0 | 0.0 | 0.0 | -6.1 |
| 2015-16 Revised Base | 0.0 | 10,938.4 | 10,938.4 | -882.2 | -777.8 | 0.0 | 9,278.4 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 30.1 | 30.1 | 0.0 | 0.0 | 0.0 | 30.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 30.1 | 30.1 | 0.0 | 0.0 | 0.0 | 30.1 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Disabled Children's Services | 0.0 | -310.0 | -310.0 | 0.0 | 0.0 | 0.0 | -310.0 |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services efficiencies | 0.0 | -123.0 | -123.0 | 0.0 | 0.0 | 0.0 | -123.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -433.0 | -433.0 | 0.0 | 0.0 | 0.0 | -433.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -433.0 | -433.0 | 0.0 | 0.0 | 0.0 | -433.0 |
| 2016-17 Approved Budget | 0.0 | 10,535.5 | 10,535.5 | -882.2 | -777.8 | 0.0 | 8,875.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 49

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 6,146.5 | 2,374.5 | 8,521.0 | -1,548.4 | -28.1 | 0.0 | 6,944.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -78.4 | -72.3 | -150.7 | -500.0 | 0.0 | 0.0 | -650.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 5.0 | -36.0 | -31.0 | 0.0 | 0.0 | 0.0 | -31.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -73.4 | -108.3 | -181.7 | -500.0 | 0.0 | 0.0 | -681.7 |
| 2015-16 Revised Base | 6,073.1 | 2,266.2 | 8,339.3 | -2,048.4 | -28.1 | 0.0 | 6,262.8 |
| 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>Other:</i> | | | | | | | |
| Other | 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 |
| 2016-17 Approved Budget | 6,073.1 | 2,216.2 | 8,289.3 | -2,048.4 | -28.1 | 0.0 | 6,212.8 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 50

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 13,040.1 | 7,169.6 | 20,209.7 | -449.0 | -356.4 | -4,532.7 | 14,871.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -143.9 | 367.1 | 223.2 | 0.0 | 0.0 | 0.0 | 223.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -489.2 | -406.1 | -895.3 | 130.2 | 356.4 | 0.0 | -408.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -633.1 | -39.0 | -672.1 | 130.2 | 356.4 | 0.0 | -185.5 |
| 2015-16 Revised Base | 12,407.0 | 7,130.6 | 19,537.6 | -318.8 | 0.0 | -4,532.7 | 14,686.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures (see note below) | 0.0 | -595.0 | -595.0 | 0.0 | 0.0 | 0.0 | -595.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Early Help & Prevention | 0.0 | -1,800.0 | -1,800.0 | 0.0 | 0.0 | 0.0 | -1,800.0 |
| <i>Other:</i> | | | | | | | |
| Early Help & Prevention | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -500.0 | -500.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -2,395.0 | -2,395.0 | 0.0 | 0.0 | -500.0 | -2,895.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -2,395.0 | -2,395.0 | 0.0 | 0.0 | -500.0 | -2,895.0 |
| 2016-17 Approved Budget | 12,407.0 | 4,735.6 | 17,142.6 | -318.8 | 0.0 | -5,032.7 | 11,791.1 |

The staffing efficiency saving relates to a saving on Family Liaison Officers. These are posts employed within schools, so the saving to KCC services is a reduction in payments to schools (non staffing) but is expected to lead to a reduction in staffing within schools. This will be a decision for each school to make.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 51

Directorate: Education & Young People and Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,296.2 | 821.0 | 2,117.2 | 0.0 | -94.3 | -906.0 | 1,116.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 5.6 | 0.0 | 5.6 | 0.0 | 0.0 | 0.0 | 5.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 24.3 | -81.2 | -56.9 | 0.0 | 56.9 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 29.9 | -81.2 | -51.3 | 0.0 | 56.9 | 0.0 | 5.6 |
| 2015-16 Revised Base | 1,326.1 | 739.8 | 2,065.9 | 0.0 | -37.4 | -906.0 | 1,122.5 |
| 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 | 0.0 | -50.0 | 0.0 | -50.0 |
| <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>Other:</i> | | | | | | | |
| Other | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -53.0 | -53.0 | 0.0 | 0.0 | 0.0 | -53.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -53.0 | -53.0 | 0.0 | -50.0 | 0.0 | -103.0 |
| 2016-17 Approved Budget | 1,326.1 | 686.8 | 2,012.9 | 0.0 | -87.4 | -906.0 | 1,019.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 52

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,131.7 | 456.2 | 2,587.9 | -33.5 | -269.3 | -2,146.5 | 138.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 37.0 | -78.9 | -41.9 | 23.5 | -5.7 | 24.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 37.0 | -78.9 | -41.9 | 23.5 | -5.7 | 24.1 | 0.0 |
| 2015-16 Revised Base | 2,168.7 | 377.3 | 2,546.0 | -10.0 | -275.0 | -2,122.4 | 138.6 |
| 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 |
| 2016-17 Approved Budget | 2,168.7 | 377.3 | 2,546.0 | -10.0 | -275.0 | -2,122.4 | 138.6 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 53

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 4,221.5 | 2,124.8 | 6,346.3 | -459.0 | -825.6 | -3,655.2 | 1,406.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 19.4 | 0.0 | 19.4 | 0.0 | 0.0 | 0.0 | 19.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 125.0 | -177.1 | -52.1 | -51.6 | 103.7 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 144.4 | -177.1 | -32.7 | -51.6 | 103.7 | 0.0 | 19.4 |
| 2015-16 Revised Base | 4,365.9 | 1,947.7 | 6,313.6 | -510.6 | -721.9 | -3,655.2 | 1,425.9 |
| 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> | | | | | | | |
| Trading | 0.0 | 0.0 | 0.0 | 0.0 | -45.0 | 0.0 | -45.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Early Years & Childcare | 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 | -45.0 | 0.0 | -145.0 |
| 2016-17 Approved Budget | 4,365.9 | 1,847.7 | 6,213.6 | -510.6 | -766.9 | -3,655.2 | 1,280.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 54

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 54,062.0 | 54,062.0 | 0.0 | 0.0 | -54,062.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 2,114.2 | 2,114.2 | 0.0 | 0.0 | -2,114.2 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,114.2 | 2,114.2 | 0.0 | 0.0 | -2,114.2 | 0.0 |
| 2015-16 Revised Base | 0.0 | 56,176.2 | 56,176.2 | 0.0 | 0.0 | -56,176.2 | 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 |
| 2016-17 Approved Budget | 0.0 | 56,176.2 | 56,176.2 | 0.0 | 0.0 | -56,176.2 | 0.0 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 55

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,794.5 | 125.8 | 2,920.3 | -522.0 | -153.0 | 0.0 | 2,245.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 44.7 | 0.0 | 44.7 | 0.0 | 0.0 | 0.0 | 44.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 23.2 | -7.2 | 16.0 | 0.0 | 0.0 | 0.0 | 16.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 67.9 | -7.2 | 60.7 | 0.0 | 0.0 | 0.0 | 60.7 |
| 2015-16 Revised Base | 2,862.4 | 118.6 | 2,981.0 | -522.0 | -153.0 | 0.0 | 2,306.0 |
| 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 | -97.5 | -52.5 | 0.0 | -150.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | -97.5 | -52.5 | 0.0 | -150.0 |
| 2016-17 Approved Budget | 2,862.4 | 118.6 | 2,981.0 | -619.5 | -205.5 | 0.0 | 2,156.0 |

A to Z Variation Statement
Children's Services - Education and Personal - Individual Learner Support (including
Minority Communities Achievement Service and Parent Partnership Service)

Section 5 - A to Z Service Analysis Row: 56

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 6,625.7 | 519.1 | 7,144.8 | -295.1 | -260.1 | -6,196.2 | 393.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 6.3 | 0.0 | 6.3 | 80.0 | 0.0 | 0.0 | 86.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -4,946.5 | 5,096.5 | 150.0 | 0.0 | 0.0 | -150.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -4,940.2 | 5,096.5 | 156.3 | 80.0 | 0.0 | -150.0 | 86.3 |
| 2015-16 Revised Base | 1,685.5 | 5,615.6 | 7,301.1 | -215.1 | -260.1 | -6,346.2 | 479.7 |
| 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 |
| 2016-17 Approved Budget | 1,685.5 | 5,615.6 | 7,301.1 | -215.1 | -260.1 | -6,346.2 | 479.7 |

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect a change in treatment of the Specialist Teaching and Learning Service, as the service is now fully devolved and the staff have transferred to special schools. As a result, the cost of the service is now reflected as a payment to schools (within non staffing) rather than direct staff costs.

A to Z Variation Statement

Children's Services - Education and Personal - Statemented Pupils

Section 5 - A to Z Service Analysis Row: 57

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,309.8 | 4,309.8 | 0.0 | 0.0 | -4,309.8 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 300.0 | 300.0 | 0.0 | 0.0 | -300.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 28.0 | 1,259.2 | 1,287.2 | 0.0 | -387.2 | -900.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 28.0 | 1,559.2 | 1,587.2 | 0.0 | -387.2 | -1,200.0 | 0.0 |
| 2015-16 Revised Base | 28.0 | 5,869.0 | 5,897.0 | 0.0 | -387.2 | -5,509.8 | 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 |
| 2016-17 Approved Budget | 28.0 | 5,869.0 | 5,897.0 | 0.0 | -387.2 | -5,509.8 | 0.0 |

A to Z Variation Statement

Children's Services - Education and Personal - Youth Service

Section 5 - A to Z Service Analysis Row: 58

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,117.1 | 1,843.5 | 2,960.6 | -676.4 | -804.8 | -245.0 | 1,234.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 1.6 | 0.0 | 1.6 | 0.0 | 0.0 | 0.0 | 1.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1.6 | 0.0 | 1.6 | 0.0 | 0.0 | 0.0 | 1.6 |
| 2015-16 Revised Base | 1,118.7 | 1,843.5 | 2,962.2 | -676.4 | -804.8 | -245.0 | 1,236.0 |
| 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 |
| 2016-17 Approved Budget | 1,118.7 | 1,843.5 | 2,962.2 | -676.4 | -804.8 | -245.0 | 1,236.0 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 59

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,394.2 | 977.9 | 2,372.1 | -389.4 | -1,552.1 | 0.0 | 430.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -289.6 | -18.8 | -308.4 | 65.8 | 243.6 | 0.0 | 1.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 388.3 | -3.0 | 385.3 | 0.0 | 997.4 | -1,230.8 | 151.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 98.7 | -21.8 | 76.9 | 65.8 | 1,241.0 | -1,230.8 | 152.9 |
| 2015-16 Revised Base | 1,492.9 | 956.1 | 2,449.0 | -323.6 | -311.1 | -1,230.8 | 583.5 |
| 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> | | | | | | | |
| Early Help & Prevention | 0.0 | -91.0 | -91.0 | 0.0 | 0.0 | 0.0 | -91.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -91.0 | -91.0 | 0.0 | 0.0 | 0.0 | -91.0 |
| 2016-17 Approved Budget | 1,492.9 | 865.1 | 2,358.0 | -323.6 | -311.1 | -1,230.8 | 492.5 |

The 2016-17 internal adjustments with effect from 1 April 2016 reflect a change in treatment of income from the Youth Justice Board (part of the Ministry of Justice). Previously this was treated as external income but it has now been reclassified as grant income.

A to Z Variation Statement
Children's Services - Other Children's Services
- Adoption and other permanent care arrangements for children
Section 5 - A to Z Service Analysis Row: 60

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,030.6 | 11,239.7 | 13,270.3 | 0.0 | -104.0 | 0.0 | 13,166.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 21.1 | -384.2 | -363.1 | 0.0 | 0.0 | 0.0 | -363.1 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -326.6 | -326.6 | 0.0 | 0.0 | 0.0 | -326.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 21.1 | -710.8 | -689.7 | 0.0 | 0.0 | 0.0 | -689.7 |
| 2015-16 Revised Base | 2,051.7 | 10,528.9 | 12,580.6 | 0.0 | -104.0 | 0.0 | 12,476.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 185.4 | 185.4 | 0.0 | 0.0 | 0.0 | 185.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 185.4 | 185.4 | 0.0 | 0.0 | 0.0 | 185.4 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services removal of one-off funding | 0.0 | -504.7 | -504.7 | 0.0 | 0.0 | 0.0 | -504.7 |
| Specialist Children's Services efficiencies | -100.0 | 0.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Efficiency Savings</i> | -100.0 | -504.7 | -604.7 | 0.0 | 0.0 | 0.0 | -604.7 |
| <u>Financing Savings</u> | | | | | | | |
| Drawdown reserves & provisions | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Savings & Income</i> | -100.0 | -1,004.7 | -1,104.7 | 0.0 | 0.0 | 0.0 | -1,104.7 |
| 2016-17 Approved Budget | 1,951.7 | 9,709.6 | 11,661.3 | 0.0 | -104.0 | 0.0 | 11,557.3 |

A to Z Variation Statement

Children's Services - Other Children's Services - Asylum Seekers

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,400.0 | 17,317.0 | 19,717.0 | 0.0 | 0.0 | -19,437.0 | 280.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Children's Services - Other Children's Services - Asylum Seekers - Aged under 16 A-Z budget line | 0.0 | -1,218.2 | -1,218.2 | 0.0 | 0.0 | 1,218.2 | 0.0 |
| Transfer to new Children's Services - Other Children's Services - Asylum Seekers - Aged 16 & 17 A-Z budget line | -2,400.0 | -13,769.6 | -16,169.6 | 0.0 | 0.0 | 16,169.6 | 0.0 |
| Transfer to new Children's Services - Other Children's Services - Asylum Seekers - Aged 18 and over (care leavers) A-Z budget line | 0.0 | -2,329.2 | -2,329.2 | 0.0 | 0.0 | 2,049.2 | -280.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>-2,400.0</i> | <i>-17,317.0</i> | <i>-19,717.0</i> | <i>0.0</i> | <i>0.0</i> | <i>19,437.0</i> | <i>-280.0</i> |
| 2015-16 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> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 proposed budget, as the budget has moved to alternative A-Z budget lines. As a result, this budget line no longer features in Section 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 61

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 998.8 | 998.8 | 0.0 | 0.0 | -998.8 | 0.0 |
| Transfer from old Children's Services - Other Children's Services - Asylum Seekers A-Z budget line | 0.0 | 1,218.2 | 1,218.2 | 0.0 | 0.0 | -1,218.2 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 10,833.0 | 10,833.0 | 0.0 | 0.0 | -10,833.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 0.0 |

The 2015-16 in year base budget adjustments reflect a realignment to match the higher anticipated grant and spend figures arising from increasing numbers of unaccompanied asylum seeking children (UASC) throughout 2015-16.

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect the full-year effect of the increasing numbers of unaccompanied asylum seeking children (UASC) in 2015-16 being felt in 2016-17. These internal adjustments also reflect a realignment of budget between the new age-based A-Z budget lines based on the latest age profiles.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 62

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -2,030.5 | -6,646.5 | -8,677.0 | 0.0 | 0.0 | 8,677.0 | 0.0 |
| Transfer from Children's Services - Other Children's Services - Asylum Seekers A-Z budget line | 2,400.0 | 13,769.6 | 16,169.6 | 0.0 | 0.0 | -16,169.6 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 332.9 | 17,149.5 | 17,482.4 | 0.0 | 0.0 | -17,482.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 0.0 |
| 2015-16 Revised Base | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 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 |
| 2016-17 Approved Budget | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 0.0 |

The 2015-16 in year base budget adjustments reflect a realignment to match the higher anticipated grant and spend figures arising from increasing numbers of unaccompanied asylum seeking children (UASC) throughout 2015-16.

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect the full-year effect of the increasing numbers of unaccompanied asylum seeking children (UASC) in 2015-16 being felt in 2016-17. These internal adjustments also reflect a realignment of budget between the new age-based A-Z budget lines based on the latest age profiles.

A to Z Variation Statement
Children's Services - Other Children's Services - Asylum Seekers
- Aged 18 and over (care leavers)

Section 5 - A to Z Service Analysis Row: 63

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 7,580.3 | 7,580.3 | 0.0 | 0.0 | -7,580.3 | 0.0 |
| Transfer from Children's Services - Other Children's Services - Asylum Seekers A-Z budget line | 0.0 | 2,329.2 | 2,329.2 | 0.0 | 0.0 | -2,049.2 | 280.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -1,984.5 | -1,984.5 | 0.0 | 0.0 | 1,984.5 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 7,925.0 | 7,925.0 | 0.0 | 0.0 | -7,645.0 | 280.0 |
| 2015-16 Revised Base | 0.0 | 7,925.0 | 7,925.0 | 0.0 | 0.0 | -7,645.0 | 280.0 |
| Additional Spending Pressures | | | | | | | |
| Net Budget Realignment | | | | | | | |
| Asylum | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 550.0 | 550.0 | 0.0 | 0.0 | 0.0 | 550.0 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -280.0 | -280.0 | 0.0 | 0.0 | 0.0 | -280.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -280.0 | -280.0 | 0.0 | 0.0 | 0.0 | -280.0 |
| 2016-17 Approved Budget | 0.0 | 8,195.0 | 8,195.0 | 0.0 | 0.0 | -7,645.0 | 550.0 |

The 2015-16 in year base budget adjustments reflect a realignment to match the higher anticipated grant and spend figures arising from increasing numbers of unaccompanied asylum seeking children (UASC) in 2015-16.

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect the full-year effect of the increasing numbers of unaccompanied asylum seeking children (UASC) in 2015-16 being felt in 2016-17, offset by the full-year effect of progress in reducing costs for those aged 18 and over and a realignment of budget between the new age-based A-Z budget lines based on the latest age profiles.

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 64

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,678.5 | 3,880.6 | 5,559.1 | 0.0 | 0.0 | -265.3 | 5,293.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -74.1 | 1,172.1 | 1,098.0 | -1,574.8 | 0.0 | -265.3 | -742.1 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 410.4 | 0.0 | 410.4 | -410.4 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 336.3 | 1,172.1 | 1,508.4 | -1,985.2 | 0.0 | -265.3 | -742.1 |
| 2015-16 Revised Base | 2,014.8 | 5,052.7 | 7,067.5 | -1,985.2 | 0.0 | -530.6 | 4,551.7 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Children's Social Care | 0.0 | 46.5 | 46.5 | 0.0 | 0.0 | 0.0 | 46.5 |
| Demography | | | | | | | |
| Children's Services | 0.0 | 300.0 | 300.0 | 0.0 | 0.0 | 0.0 | 300.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 346.5 | 346.5 | 0.0 | 0.0 | 0.0 | 346.5 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Specialist Children's Services | 0.0 | -152.3 | -152.3 | 0.0 | 0.0 | 0.0 | -152.3 |
| <i>Sub-total Savings & Income</i> | 0.0 | -152.3 | -152.3 | 0.0 | 0.0 | 0.0 | -152.3 |
| 2016-17 Approved Budget | 2,014.8 | 5,246.9 | 7,261.7 | -1,985.2 | 0.0 | -530.6 | 4,745.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 65

Directorate: Education & Young People and Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 4,998.7 | 451.4 | 5,450.1 | -238.0 | -305.6 | 0.0 | 4,906.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 391.3 | 0.0 | 391.3 | -364.8 | 0.0 | 0.0 | 26.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 1,526.9 | 472.1 | 1,999.0 | -1,577.1 | -422.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1,918.2 | 472.1 | 2,390.3 | -1,941.9 | -422.0 | 0.0 | 26.4 |
| 2015-16 Revised Base | 6,916.9 | 923.5 | 7,840.4 | -2,179.9 | -727.6 | 0.0 | 4,932.9 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 6,916.9 | 923.5 | 7,840.4 | -2,179.9 | -727.6 | 0.0 | 4,932.9 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 66

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 381.8 | 1,600.0 | 1,981.8 | 0.0 | 0.0 | 0.0 | 1,981.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 5.0 | 0.0 | 5.0 | 0.0 | 0.0 | 0.0 | 5.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 5.0 | 0.0 | 5.0 | 0.0 | 0.0 | 0.0 | 5.0 |
| 2015-16 Revised Base | 386.8 | 1,600.0 | 1,986.8 | 0.0 | 0.0 | 0.0 | 1,986.8 |
| Additional Spending Pressures | | | | | | | |
| Net Budget Realignment | | | | | | | |
| Other | 0.0 | 110.0 | 110.0 | 0.0 | 0.0 | 0.0 | 110.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 110.0 | 110.0 | 0.0 | 0.0 | 0.0 | 110.0 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Economic Development | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| Policy Savings | | | | | | | |
| Other | 0.0 | -50.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| 2016-17 Approved Budget | 386.8 | 1,610.0 | 1,996.8 | 0.0 | 0.0 | 0.0 | 1,996.8 |

A to Z Variation Statement

Community Services - Community Learning & Skills (CLS)

Section 5 - A to Z Service Analysis Row: 67

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 9,468.1 | 3,665.8 | 13,133.9 | 0.0 | -3,204.9 | -11,468.7 | -1,539.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 202.0 | 490.5 | 692.5 | 0.0 | -853.9 | 161.4 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -731.4 | -151.2 | -882.6 | 0.0 | 534.2 | 547.9 | 199.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -529.4 | 339.3 | -190.1 | 0.0 | -319.7 | 709.3 | 199.5 |
| 2015-16 Revised Base | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 |

A to Z Variation Statement

Community Services - Contact Centre & Citizens Advice Help Line

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,158.3 | 215.3 | 2,373.6 | -295.3 | -3.0 | -89.0 | 1,986.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Community Services - Contact Centre & Digital Web Services A-Z budget line | -2,158.3 | -215.3 | -2,373.6 | 295.3 | 3.0 | 89.0 | -1,986.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -2,158.3 | -215.3 | -2,373.6 | 295.3 | 3.0 | 89.0 | -1,986.3 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Community Services - Contact Centre & Digital Web Services

Section 5 - A to Z Service Analysis Row: 68

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 51.7 | 0.0 | 51.7 | 0.0 | 0.0 | 0.0 | 51.7 |
| Transfer from old Community Services - Contact Centre & Citizens Advice Help Line A-Z budget line | 2,158.3 | 215.3 | 2,373.6 | -295.3 | -3.0 | -89.0 | 1,986.3 |
| Transfer from Management, Support Services and Overheads - Support to Frontline Services - Communications & Consultation A-Z budget line | 510.0 | 43.0 | 553.0 | 0.0 | 0.0 | 0.0 | 553.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -2,720.0 | 2,481.9 | -238.1 | 295.3 | -273.9 | 0.0 | -216.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,740.2 | 2,740.2 | 0.0 | -276.9 | -89.0 | 2,374.3 |
| 2015-16 Revised Base | 0.0 | 2,740.2 | 2,740.2 | 0.0 | -276.9 | -89.0 | 2,374.3 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Contact Centre and Digital Web Platform | 0.0 | 1,877.5 | 1,877.5 | 0.0 | 0.0 | 0.0 | 1,877.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,877.5 | 1,877.5 | 0.0 | 0.0 | 0.0 | 1,877.5 |
| Savings & Income | | | | | | | |
| <u>Income</u> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -28.1 | 0.0 | -28.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -28.1 | 0.0 | -28.1 |
| 2016-17 Approved Budget | 0.0 | 4,617.7 | 4,617.7 | 0.0 | -305.0 | -89.0 | 4,223.7 |

A to Z Variation Statement

Community Services - Gateways

Section 5 - A to Z Service Analysis Row: 69

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 606.0 | 692.2 | 1,298.2 | 0.0 | -35.0 | 0.0 | 1,263.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 13.0 | 0.0 | 13.0 | 0.0 | 0.0 | 0.0 | 13.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -262.5 | -84.4 | -346.9 | 0.0 | 10.0 | 0.0 | -336.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -249.5 | -84.4 | -333.9 | 0.0 | 10.0 | 0.0 | -323.9 |
| 2015-16 Revised Base | 356.5 | 607.8 | 964.3 | 0.0 | -25.0 | 0.0 | 939.3 |
| 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 | -13.1 | 0.0 | -13.1 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -26.0 | -26.0 | 0.0 | 0.0 | 0.0 | -26.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -26.0 | -26.0 | 0.0 | -13.1 | 0.0 | -39.1 |
| 2016-17 Approved Budget | 356.5 | 581.8 | 938.3 | 0.0 | -38.1 | 0.0 | 900.2 |

A to Z Variation Statement
Community Services - Gypsies and Travellers

Section 5 - A to Z Service Analysis Row: 70

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 266.2 | 294.1 | 560.3 | 0.0 | -424.4 | 0.0 | 135.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 1.9 | 0.0 | 1.9 | 0.0 | 0.0 | 0.0 | 1.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 13.1 | 13.1 | 0.0 | -13.1 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1.9 | 13.1 | 15.0 | 0.0 | -13.1 | 0.0 | 1.9 |
| 2015-16 Revised Base | 268.1 | 307.2 | 575.3 | 0.0 | -437.5 | 0.0 | 137.8 |
| 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>Other:</i> | | | | | | | |
| Other | -1.9 | -135.9 | -137.8 | 0.0 | 0.0 | 0.0 | -137.8 |
| <i>Sub-total Savings & Income</i> | -1.9 | -135.9 | -137.8 | 0.0 | 0.0 | 0.0 | -137.8 |
| 2016-17 Approved Budget | 266.2 | 171.3 | 437.5 | 0.0 | -437.5 | 0.0 | 0.0 |

A to Z Variation Statement

Community Services - Libraries, Registration and Archives Services

Section 5 - A to Z Service Analysis Row: 71

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 12,579.1 | 5,127.7 | 17,706.8 | -408.1 | -5,141.6 | 0.0 | 12,157.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -93.3 | -28.1 | -121.4 | 48.1 | 1.3 | 0.0 | -72.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -221.4 | 266.9 | 45.5 | -54.5 | 9.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>-314.7</i> | <i>238.8</i> | <i>-75.9</i> | <i>-6.4</i> | <i>10.3</i> | <i>0.0</i> | <i>-72.0</i> |
| 2015-16 Revised Base | 12,264.4 | 5,366.5 | 17,630.9 | -414.5 | -5,131.3 | 0.0 | 12,085.1 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Non specific price provision | 0.0 | 7.0 | 7.0 | 0.0 | 0.0 | 0.0 | 7.0 |
| Net Budget Realignment | | | | | | | |
| Other | -25.0 | -60.0 | -85.0 | 0.0 | 0.0 | 0.0 | -85.0 |
| <i>Sub-total Additional Spending Pressures</i> | <i>-25.0</i> | <i>-53.0</i> | <i>-78.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-78.0</i> |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -335.0 | 0.0 | -335.0 |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -445.0 | -55.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Libraries | 0.0 | -250.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| <i>Other:</i> | | | | | | | |
| Libraries | -250.0 | 0.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| Other | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | 0.0 | -50.0 |
| <i>Sub-total Other:</i> | <i>-250.0</i> | <i>0.0</i> | <i>-250.0</i> | <i>-50.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-300.0</i> |
| <i>Sub-total Efficiency Savings</i> | <i>-695.0</i> | <i>-305.0</i> | <i>-1,000.0</i> | <i>-50.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-1,050.0</i> |
| <i>Sub-total Savings & Income</i> | <i>-695.0</i> | <i>-305.0</i> | <i>-1,000.0</i> | <i>-50.0</i> | <i>-335.0</i> | <i>0.0</i> | <i>-1,385.0</i> |
| 2016-17 Approved Budget | 11,544.4 | 5,008.5 | 16,552.9 | -464.5 | -5,466.3 | 0.0 | 10,622.1 |

A to Z Variation Statement

Community Services - Local Healthwatch & NHS Complaints Advocacy

Section 5 - A to Z Service Analysis Row: 72

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 71.8 | 1,066.6 | 1,138.4 | 0.0 | 0.0 | -705.9 | 432.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -246.9 | -246.9 | 0.0 | 0.0 | 246.9 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -246.9 | -246.9 | 0.0 | 0.0 | 246.9 | 0.0 |
| 2015-16 Revised Base | 71.8 | 819.7 | 891.5 | 0.0 | 0.0 | -459.0 | 432.5 |
| 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>Staffing:</i> | | | | | | | |
| Staff Restructures | -71.8 | 6.8 | -65.0 | 0.0 | 0.0 | 0.0 | -65.0 |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -77.0 | -77.0 | 0.0 | 0.0 | 0.0 | -77.0 |
| <i>Sub-total Efficiency Savings</i> | -71.8 | -70.2 | -142.0 | 0.0 | 0.0 | 0.0 | -142.0 |
| <i>Sub-total Savings & Income</i> | -71.8 | -70.2 | -142.0 | 0.0 | 0.0 | 0.0 | -142.0 |
| 2016-17 Approved Budget | 0.0 | 749.5 | 749.5 | 0.0 | 0.0 | -459.0 | 290.5 |

A to Z Variation Statement

Community Services - Sports & Physical Activity Development

Section 5 - A to Z Service Analysis Row: 73

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 708.9 | 1,004.6 | 1,713.5 | -83.0 | -1,011.0 | 0.0 | 619.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 3.1 | 0.0 | 3.1 | 0.0 | 0.0 | 0.0 | 3.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 3.1 | 0.0 | 3.1 | 0.0 | 0.0 | 0.0 | 3.1 |
| 2015-16 Revised Base | 712.0 | 1,004.6 | 1,716.6 | -83.0 | -1,011.0 | 0.0 | 622.6 |
| 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> | | | | | | | |
| Staff Restructures | -33.2 | -86.8 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| <u>Policy Savings</u> | | | | | | | |
| Other | 0.0 | -70.0 | -70.0 | 0.0 | 0.0 | 0.0 | -70.0 |
| <i>Sub-total Savings & Income</i> | -33.2 | -156.8 | -190.0 | 0.0 | 0.0 | 0.0 | -190.0 |
| 2016-17 Approved Budget | 678.8 | 847.8 | 1,526.6 | -83.0 | -1,011.0 | 0.0 | 432.6 |

A to Z Variation Statement
Community Services - Supporting Employment

Section 5 - A to Z Service Analysis Row: 74

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 664.3 | 116.5 | 780.8 | -305.0 | -30.0 | 0.0 | 445.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 5.3 | 0.0 | 5.3 | 0.0 | 0.0 | 0.0 | 5.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 66.4 | -66.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 71.7 | -66.4 | 5.3 | 0.0 | 0.0 | 0.0 | 5.3 |
| 2015-16 Revised Base | 736.0 | 50.1 | 786.1 | -305.0 | -30.0 | 0.0 | 451.1 |
| 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 |
| 2016-17 Approved Budget | 736.0 | 50.1 | 786.1 | -305.0 | -30.0 | 0.0 | 451.1 |

A to Z Variation Statement
Community Services - Troubled Families Programme

Section 5 - A to Z Service Analysis Row: 75

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 511.1 | 1,376.0 | 1,887.1 | -100.0 | -150.0 | -1,637.1 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 107.0 | 232.0 | 339.0 | 0.0 | -339.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 107.0 | 232.0 | 339.0 | 0.0 | -339.0 | 0.0 | 0.0 |
| 2015-16 Revised Base | 618.1 | 1,608.0 | 2,226.1 | -100.0 | -489.0 | -1,637.1 | 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 | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Early Help & Prevention | -280.9 | -219.1 | -500.0 | 0.0 | 0.0 | 500.0 | 0.0 |
| <i>Sub-total Savings & Income</i> | -280.9 | -219.1 | -500.0 | 0.0 | 0.0 | 500.0 | 0.0 |
| 2016-17 Approved Budget | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 |

A to Z Variation Statement

Environment - Country Parks & Countryside Access

Section 5 - A to Z Service Analysis Row: 76

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,522.0 | 880.2 | 2,402.2 | -70.5 | -1,647.1 | -84.0 | 600.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 3.9 | 0.0 | 3.9 | -2.0 | 0.0 | 2.0 | 3.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 32.4 | -9.8 | 22.6 | -2.5 | -22.3 | 2.2 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 36.3 | -9.8 | 26.5 | -4.5 | -22.3 | 4.2 | 3.9 |
| 2015-16 Revised Base | 1,558.3 | 870.4 | 2,428.7 | -75.0 | -1,669.4 | -79.8 | 604.5 |
| 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> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | -50.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | -50.0 |
| 2016-17 Approved Budget | 1,558.3 | 870.4 | 2,428.7 | -75.0 | -1,719.4 | -79.8 | 554.5 |

A to Z Variation Statement

Environment - Environmental Management (incl. Coastal Protection)

Section 5 - A to Z Service Analysis Row: 77

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,639.5 | 1,507.7 | 3,147.2 | -64.5 | -1,053.7 | -607.6 | 1,421.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -169.9 | 314.6 | 144.7 | 30.0 | 259.3 | -418.8 | 15.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 3.0 | 3.0 | 0.0 | -3.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -169.9 | 317.6 | 147.7 | 30.0 | 256.3 | -418.8 | 15.2 |
| 2015-16 Revised Base | 1,469.6 | 1,825.3 | 3,294.9 | -34.5 | -797.4 | -1,026.4 | 1,436.6 |
| 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> | | | | | | | |
| Staff Restructures | 0.0 | -5.0 | -5.0 | 0.0 | 0.0 | 0.0 | -5.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -5.0 | -5.0 | 0.0 | 0.0 | 0.0 | -5.0 |
| 2016-17 Approved Budget | 1,469.6 | 1,820.3 | 3,289.9 | -34.5 | -797.4 | -1,026.4 | 1,431.6 |

A to Z Variation Statement

Environment - Public Rights of Way

Section 5 - A to Z Service Analysis Row: 78

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,254.7 | 450.6 | 1,705.3 | 0.0 | -89.0 | 0.0 | 1,616.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 16.7 | 0.0 | 16.7 | 0.0 | 0.0 | 0.0 | 16.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 1.9 | -1.9 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 18.6 | -1.9 | 16.7 | 0.0 | 0.0 | 0.0 | 16.7 |
| 2015-16 Revised Base | 1,273.3 | 448.7 | 1,722.0 | 0.0 | -89.0 | 0.0 | 1,633.0 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 4.6 | 4.6 | 0.0 | 0.0 | 0.0 | 4.6 |
| Service Strategies & Improvements | | | | | | | |
| Other | 0.0 | 8.3 | 8.3 | 0.0 | 0.0 | 0.0 | 8.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 12.9 | 12.9 | 0.0 | 0.0 | 0.0 | 12.9 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 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 |
| 2016-17 Approved Budget | 1,273.3 | 411.6 | 1,684.9 | 0.0 | -89.0 | 0.0 | 1,595.9 |

A to Z Variation Statement

Highways - Highways Maintenance - Adverse Weather

Section 5 - A to Z Service Analysis Row: 79

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,230.8 | 3,230.8 | 0.0 | 0.0 | 0.0 | 3,230.8 |
| 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 |
| 2015-16 Revised Base | 0.0 | 3,230.8 | 3,230.8 | 0.0 | 0.0 | 0.0 | 3,230.8 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 30.5 | 30.5 | 0.0 | 0.0 | 0.0 | 30.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 30.5 | 30.5 | 0.0 | 0.0 | 0.0 | 30.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 3,261.3 | 3,261.3 | 0.0 | 0.0 | 0.0 | 3,261.3 |

A to Z Variation Statement

Highways - Highways Maintenance - Bridges & Other Structures

Section 5 - A to Z Service Analysis Row: 80

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 737.1 | 1,509.9 | 2,247.0 | 0.0 | -221.9 | 0.0 | 2,025.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -62.6 | 0.0 | -62.6 | 0.0 | 0.0 | 0.0 | -62.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -62.6 | -0.1 | -62.7 | 0.0 | 0.0 | 0.0 | -62.7 |
| 2015-16 Revised Base | 674.5 | 1,509.8 | 2,184.3 | 0.0 | -221.9 | 0.0 | 1,962.4 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 10.9 | 10.9 | 0.0 | 0.0 | 0.0 | 10.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 10.9 | 10.9 | 0.0 | 0.0 | 0.0 | 10.9 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 71.9 | 0.0 | 71.9 | 0.0 | 0.0 | 0.0 | 71.9 |
| <i>Sub-total Savings & Income</i> | 71.9 | 0.0 | 71.9 | 0.0 | 0.0 | 0.0 | 71.9 |
| 2016-17 Approved Budget | 746.4 | 1,520.7 | 2,267.1 | 0.0 | -221.9 | 0.0 | 2,045.2 |

A to Z Variation Statement

Highways - Highways Maintenance - General Maintenance & Emergency Response

Section 5 - A to Z Service Analysis Row: 81

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,524.0 | 6,498.6 | 10,022.6 | 0.0 | -475.8 | 0.0 | 9,546.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 173.3 | -427.5 | -254.2 | 0.0 | 0.0 | 0.0 | -254.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 450.0 | 450.0 | 0.0 | 0.0 | 0.0 | 450.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 173.3 | 22.5 | 195.8 | 0.0 | 0.0 | 0.0 | 195.8 |
| 2015-16 Revised Base | 3,697.3 | 6,521.1 | 10,218.4 | 0.0 | -475.8 | 0.0 | 9,742.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 67.4 | 67.4 | 0.0 | 0.0 | 0.0 | 67.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 67.4 | 67.4 | 0.0 | 0.0 | 0.0 | 67.4 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -2.8 | 0.0 | -2.8 | 0.0 | 0.0 | 0.0 | -2.8 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Highways | 0.0 | -150.0 | -150.0 | 0.0 | 0.0 | 0.0 | -150.0 |
| <i>Other:</i> | | | | | | | |
| Highways | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Efficiency Savings</i> | -2.8 | -250.0 | -252.8 | 0.0 | 0.0 | 0.0 | -252.8 |
| <u>Policy Savings</u> | | | | | | | |
| Highways | 0.0 | -2,250.0 | -2,250.0 | 0.0 | 0.0 | 0.0 | -2,250.0 |
| <i>Sub-total Savings & Income</i> | -2.8 | -2,500.0 | -2,502.8 | 0.0 | 0.0 | 0.0 | -2,502.8 |
| 2016-17 Approved Budget | 3,694.5 | 4,088.5 | 7,783.0 | 0.0 | -475.8 | 0.0 | 7,307.2 |

A to Z Variation Statement

Highways - Highways Maintenance - Highway Drainage

Section 5 - A to Z Service Analysis Row: 82

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 320.9 | 2,657.0 | 2,977.9 | 0.0 | 0.0 | 0.0 | 2,977.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 3.9 | 0.0 | 3.9 | 0.0 | 0.0 | 0.0 | 3.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 3.9 | -500.0 | -496.1 | 0.0 | 0.0 | 0.0 | -496.1 |
| 2015-16 Revised Base | 324.8 | 2,157.0 | 2,481.8 | 0.0 | 0.0 | 0.0 | 2,481.8 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 28.8 | 28.8 | 0.0 | 0.0 | 0.0 | 28.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 28.8 | 28.8 | 0.0 | 0.0 | 0.0 | 28.8 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 75.7 | 0.0 | 75.7 | 0.0 | 0.0 | 0.0 | 75.7 |
| <i>Sub-total Savings & Income</i> | 75.7 | 0.0 | 75.7 | 0.0 | 0.0 | 0.0 | 75.7 |
| 2016-17 Approved Budget | 400.5 | 2,185.8 | 2,586.3 | 0.0 | 0.0 | 0.0 | 2,586.3 |

A to Z Variation Statement

Highways - Highways Maintenance - Streetlight Maintenance

Section 5 - A to Z Service Analysis Row: 83

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 413.5 | 2,775.7 | 3,189.2 | 0.0 | -154.0 | 0.0 | 3,035.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 71.0 | 0.0 | 71.0 | 0.0 | 0.0 | 0.0 | 71.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 71.0 | 0.0 | 71.0 | 0.0 | 0.0 | 0.0 | 71.0 |
| 2015-16 Revised Base | 484.5 | 2,775.7 | 3,260.2 | 0.0 | -154.0 | 0.0 | 3,106.2 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 30.5 | 30.5 | 0.0 | 0.0 | 0.0 | 30.5 |
| Service Strategies & Improvements | | | | | | | |
| Streetlighting | 0.0 | 150.0 | 150.0 | 0.0 | 0.0 | 0.0 | 150.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 180.5 | 180.5 | 0.0 | 0.0 | 0.0 | 180.5 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Streetlighting | 0.0 | -240.0 | -240.0 | 0.0 | 0.0 | 0.0 | -240.0 |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 25.0 | 0.0 | 25.0 | 0.0 | 0.0 | 0.0 | 25.0 |
| <i>Sub-total Savings & Income</i> | 25.0 | -240.0 | -215.0 | 0.0 | 0.0 | 0.0 | -215.0 |
| 2016-17 Approved Budget | 509.5 | 2,716.2 | 3,225.7 | 0.0 | -154.0 | 0.0 | 3,071.7 |

A to Z Variation Statement

Highways - Highways Management - Development Planning

Section 5 - A to Z Service Analysis Row: 84

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,806.2 | 311.3 | 2,117.5 | 0.0 | -2,135.2 | 0.0 | -17.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -227.4 | 0.0 | -227.4 | 0.0 | 0.0 | 0.0 | -227.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 13.5 | 13.5 | 0.0 | 0.0 | 0.0 | 13.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -227.4 | 13.5 | -213.9 | 0.0 | 0.0 | 0.0 | -213.9 |
| 2015-16 Revised Base | 1,578.8 | 324.8 | 1,903.6 | 0.0 | -2,135.2 | 0.0 | -231.6 |
| 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> | | | | | | | |
| Staff Restructures | 71.7 | 0.0 | 71.7 | 0.0 | 0.0 | 0.0 | 71.7 |
| <i>Sub-total Savings & Income</i> | 71.7 | 0.0 | 71.7 | 0.0 | 0.0 | 0.0 | 71.7 |
| 2016-17 Approved Budget | 1,650.5 | 324.8 | 1,975.3 | 0.0 | -2,135.2 | 0.0 | -159.9 |

A to Z Variation Statement

Highways - Highways Management - Highway Improvements

Section 5 - A to Z Service Analysis Row: 85

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,856.2 | -260.0 | 1,596.2 | 0.0 | -33.3 | 0.0 | 1,562.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 419.2 | -341.7 | 77.5 | 0.0 | 0.0 | 0.0 | 77.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -25.2 | 25.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 394.0 | -316.5 | 77.5 | 0.0 | 0.0 | 0.0 | 77.5 |
| 2015-16 Revised Base | 2,250.2 | -576.5 | 1,673.7 | 0.0 | -33.3 | 0.0 | 1,640.4 |
| 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>Staffing:</i> | | | | | | | |
| Staff Restructures | 16.1 | 0.0 | 16.1 | 0.0 | 0.0 | 0.0 | 16.1 |
| <i>Sub-total Savings & Income</i> | 16.1 | 0.0 | 16.1 | 0.0 | 0.0 | 0.0 | 16.1 |
| 2016-17 Approved Budget | 2,266.3 | -576.5 | 1,689.8 | 0.0 | -33.3 | 0.0 | 1,656.5 |

A to Z Variation Statement

Highways - Highways Management - Road Safety

Section 5 - A to Z Service Analysis Row: 86

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 876.8 | 1,926.8 | 2,803.6 | -22.0 | -1,978.2 | -140.0 | 663.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 24.4 | 5.2 | 29.6 | 15.8 | -21.0 | 0.0 | 24.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 61.8 | 61.8 | -21.8 | -69.2 | 0.0 | -29.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 24.4 | 67.0 | 91.4 | -6.0 | -90.2 | 0.0 | -4.8 |
| 2015-16 Revised Base | 901.2 | 1,993.8 | 2,895.0 | -28.0 | -2,068.4 | -140.0 | 658.6 |
| 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> | | | | | | | |
| Staff Restructures | 99.3 | 0.0 | 99.3 | 0.0 | 0.0 | 0.0 | 99.3 |
| <i>Sub-total Savings & Income</i> | 99.3 | 0.0 | 99.3 | 0.0 | 0.0 | 0.0 | 99.3 |
| 2016-17 Approved Budget | 1,000.5 | 1,993.8 | 2,994.3 | -28.0 | -2,068.4 | -140.0 | 757.9 |

A to Z Variation Statement

Highways - Highways Management - Streetlight Energy

Section 5 - A to Z Service Analysis Row: 87

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 6,007.7 | 6,007.7 | 0.0 | 0.0 | 0.0 | 6,007.7 |
| 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 |
| 2015-16 Revised Base | 0.0 | 6,007.7 | 6,007.7 | 0.0 | 0.0 | 0.0 | 6,007.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Energy | 0.0 | 257.3 | 257.3 | 0.0 | 0.0 | 0.0 | 257.3 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Climate Change Levy | 0.0 | 257.3 | 257.3 | 0.0 | 0.0 | 0.0 | 257.3 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 514.6 | 514.6 | 0.0 | 0.0 | 0.0 | 514.6 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Streetlighting | 0.0 | -1,378.0 | -1,378.0 | 0.0 | 0.0 | 0.0 | -1,378.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -410.5 | -410.5 | 0.0 | 0.0 | 0.0 | -410.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,788.5 | -1,788.5 | 0.0 | 0.0 | 0.0 | -1,788.5 |
| 2016-17 Approved Budget | 0.0 | 4,733.8 | 4,733.8 | 0.0 | 0.0 | 0.0 | 4,733.8 |

A to Z Variation Statement

Highways - Highways Management - Traffic Management

Section 5 - A to Z Service Analysis Row: 88

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,754.9 | 2,488.4 | 5,243.3 | 0.0 | -3,363.2 | 0.0 | 1,880.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -230.5 | 0.0 | -230.5 | 0.0 | 0.0 | 0.0 | -230.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -230.5 | 0.0 | -230.5 | 0.0 | 0.0 | 0.0 | -230.5 |
| 2015-16 Revised Base | 2,524.4 | 2,488.4 | 5,012.8 | 0.0 | -3,363.2 | 0.0 | 1,649.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 2.5 | 2.5 | 0.0 | 0.0 | 0.0 | 2.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 2.5 | 2.5 | 0.0 | 0.0 | 0.0 | 2.5 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -269.2 | 0.0 | -269.2 | 0.0 | 0.0 | 0.0 | -269.2 |
| <i>Sub-total Savings & Income</i> | -269.2 | 0.0 | -269.2 | 0.0 | 0.0 | 0.0 | -269.2 |
| 2016-17 Approved Budget | 2,255.2 | 2,490.9 | 4,746.1 | 0.0 | -3,363.2 | 0.0 | 1,382.9 |

A to Z Variation Statement

Highways - Highways Management - Tree Maintenance, Grass Cutting & Weed Control

Section 5 - A to Z Service Analysis Row: 89

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 646.4 | 2,595.1 | 3,241.5 | 0.0 | 0.0 | 0.0 | 3,241.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -9.1 | 0.0 | -9.1 | 0.0 | 0.0 | 0.0 | -9.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -9.1 | 0.0 | -9.1 | 0.0 | 0.0 | 0.0 | -9.1 |
| 2015-16 Revised Base | 637.3 | 2,595.1 | 3,232.4 | 0.0 | 0.0 | 0.0 | 3,232.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Highway Contracts | 0.0 | 15.0 | 15.0 | 0.0 | 0.0 | 0.0 | 15.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 15.0 | 15.0 | 0.0 | 0.0 | 0.0 | 15.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 22.7 | 0.0 | 22.7 | 0.0 | 0.0 | 0.0 | 22.7 |
| <i>Sub-total Savings & Income</i> | 22.7 | 0.0 | 22.7 | 0.0 | 0.0 | 0.0 | 22.7 |
| 2016-17 Approved Budget | 660.0 | 2,610.1 | 3,270.1 | 0.0 | 0.0 | 0.0 | 3,270.1 |

A to Z Variation Statement

Local Democracy - Community Engagement

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 353.5 | 61.8 | 415.3 | 0.0 | 0.0 | 0.0 | 415.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Communications, Consultation & Engagement A-Z budget line | -353.5 | -61.8 | -415.3 | 0.0 | 0.0 | 0.0 | -415.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -353.5 | -61.8 | -415.3 | 0.0 | 0.0 | 0.0 | -415.3 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Local Democracy - County Council Elections

Section 5 - A to Z Service Analysis Row: 90

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 570.0 | 570.0 | 0.0 | 0.0 | 0.0 | 570.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 570.0 | 570.0 | 0.0 | 0.0 | 0.0 | 570.0 |
| 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> | | | | | | | |
| Other | 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 |
| 2016-17 Approved Budget | 0.0 | 520.0 | 520.0 | 0.0 | 0.0 | 0.0 | 520.0 |

A to Z Variation Statement
Local Democracy - Local Member Grants

Section 5 - A to Z Service Analysis Row: 91

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,100.0 | 2,100.0 | 0.0 | 0.0 | 0.0 | 2,100.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 2,100.0 | 2,100.0 | 0.0 | 0.0 | 0.0 | 2,100.0 |
| 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>Policy Savings</u> | | | | | | | |
| Member Grants | 0.0 | -420.0 | -420.0 | 0.0 | 0.0 | 0.0 | -420.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -420.0 | -420.0 | 0.0 | 0.0 | 0.0 | -420.0 |
| 2016-17 Approved Budget | 0.0 | 1,680.0 | 1,680.0 | 0.0 | 0.0 | 0.0 | 1,680.0 |

A to Z Variation Statement

Local Democracy - Partnership arrangements with District Councils

Section 5 - A to Z Service Analysis Row: 92

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,163.2 | 2,163.2 | 0.0 | 0.0 | 0.0 | 2,163.2 |
| 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 |
| 2015-16 Revised Base | 0.0 | 2,163.2 | 2,163.2 | 0.0 | 0.0 | 0.0 | 2,163.2 |
| 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>Other:</i> | | | | | | | |
| Payments to Districts | 0.0 | -375.0 | -375.0 | 0.0 | 0.0 | 0.0 | -375.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -375.0 | -375.0 | 0.0 | 0.0 | 0.0 | -375.0 |
| 2016-17 Approved Budget | 0.0 | 1,788.2 | 1,788.2 | 0.0 | 0.0 | 0.0 | 1,788.2 |

A to Z Variation Statement

Planning and Transport Strategy - Planning & Transport Policy

Section 5 - A to Z Service Analysis Row: 93

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 760.3 | 490.3 | 1,250.6 | 0.0 | 0.0 | 0.0 | 1,250.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 8.4 | 0.0 | 8.4 | 0.0 | 0.0 | 0.0 | 8.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 105.6 | -105.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 114.0 | -105.6 | 8.4 | 0.0 | 0.0 | 0.0 | 8.4 |
| 2015-16 Revised Base | 874.3 | 384.7 | 1,259.0 | 0.0 | 0.0 | 0.0 | 1,259.0 |
| 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> | | | | | | | |
| Staff Restructures | 0.0 | -20.0 | -20.0 | 0.0 | 0.0 | 0.0 | -20.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -20.0 | -20.0 | 0.0 | 0.0 | 0.0 | -20.0 |
| 2016-17 Approved Budget | 874.3 | 364.7 | 1,239.0 | 0.0 | 0.0 | 0.0 | 1,239.0 |

A to Z Variation Statement

Planning and Transport Strategy - Planning Applications

Section 5 - A to Z Service Analysis Row: 94

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 899.8 | 194.6 | 1,094.4 | -354.2 | -295.8 | 0.0 | 444.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 12.0 | 0.0 | 12.0 | 0.0 | 0.0 | 0.0 | 12.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 12.0 | -0.1 | 11.9 | 0.0 | 0.0 | 0.0 | 11.9 |
| 2015-16 Revised Base | 911.8 | 194.5 | 1,106.3 | -354.2 | -295.8 | 0.0 | 456.3 |
| 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 | -20.0 | -30.0 | 0.0 | -50.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 0.0 | -10.0 | -10.0 | 0.0 | 0.0 | 0.0 | -10.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -10.0 | -10.0 | -20.0 | -30.0 | 0.0 | -60.0 |
| 2016-17 Approved Budget | 911.8 | 184.5 | 1,096.3 | -374.2 | -325.8 | 0.0 | 396.3 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 95

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 11,894.0 | 11,894.0 | 0.0 | 0.0 | -11,894.0 | 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 |
| 2015-16 Revised Base | 0.0 | 11,894.0 | 11,894.0 | 0.0 | 0.0 | -11,894.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Funded by Grants and Contributions:</i> | | | | | | | |
| 0-5 Public Health commissioning | 0.0 | 11,641.1 | 11,641.1 | 0.0 | 0.0 | 0.0 | 11,641.1 |
| <u>Removal of Grants</u> | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1,278.5 | 1,278.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 11,641.1 | 11,641.1 | 0.0 | 0.0 | 1,278.5 | 12,919.6 |
| Savings & Income | | | | | | | |
| <u>Increases in Grants and Contributions</u> | | | | | | | |
| 0-5 Public Health grant income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -11,641.1 | -11,641.1 |
| <u>Policy Savings</u> | | | | | | | |
| Public Health expenditure | 0.0 | -1,278.5 | -1,278.5 | 0.0 | 0.0 | 0.0 | -1,278.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,278.5 | -1,278.5 | 0.0 | 0.0 | -11,641.1 | -12,919.6 |
| 2016-17 Approved Budget | 0.0 | 22,256.6 | 22,256.6 | 0.0 | 0.0 | -22,256.6 | 0.0 |

A to Z Variation Statement

Public Health - Other Children's Public Health Programmes

Section 5 - A to Z Service Analysis Row: 96

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 8,780.2 | 8,780.2 | 0.0 | 0.0 | -8,780.2 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 623.4 | 623.4 | 0.0 | 0.0 | -623.4 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 623.4 | 623.4 | 0.0 | 0.0 | -623.4 | 0.0 |
| 2015-16 Revised Base | 0.0 | 9,403.6 | 9,403.6 | 0.0 | 0.0 | -9,403.6 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 555.1 | 555.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 555.1 | 555.1 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -555.1 | -555.1 | 0.0 | 0.0 | 0.0 | -555.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -555.1 | -555.1 | 0.0 | 0.0 | 0.0 | -555.1 |
| 2016-17 Approved Budget | 0.0 | 8,848.5 | 8,848.5 | 0.0 | 0.0 | -8,848.5 | 0.0 |

A to Z Variation Statement
Public Health - Drug & Alcohol Services
Section 5 - A to Z Service Analysis Row: 97

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 419.2 | 15,483.2 | 15,902.4 | 0.0 | -5,436.4 | -10,041.2 | 424.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 194.0 | 280.7 | 474.7 | 0.0 | 416.4 | -887.1 | 4.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -70.0 | -43.2 | -113.2 | 0.0 | 113.2 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 124.0 | 237.5 | 361.5 | 0.0 | 529.6 | -887.1 | 4.0 |
| 2015-16 Revised Base | 543.2 | 15,720.7 | 16,263.9 | 0.0 | -4,906.8 | -10,928.3 | 428.8 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1,100.0 | 1,100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1,100.0 | 1,100.0 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -223.0 | 0.0 | -223.0 | 0.0 | 0.0 | 0.0 | -223.0 |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -1,100.0 | -1,100.0 | 0.0 | 0.0 | 0.0 | -1,100.0 |
| <i>Sub-total Savings & Income</i> | -223.0 | -1,100.0 | -1,323.0 | 0.0 | 0.0 | 0.0 | -1,323.0 |
| 2016-17 Approved Budget | 320.2 | 14,620.7 | 14,940.9 | 0.0 | -4,906.8 | -9,828.3 | 205.8 |

A to Z Variation Statement

Public Health - Obesity and Physical Activity

Section 5 - A to Z Service Analysis Row: 98

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,577.3 | 2,577.3 | 0.0 | 0.0 | -2,577.3 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -40.6 | -40.6 | 0.0 | 0.0 | 40.6 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -40.6 | -40.6 | 0.0 | 0.0 | 40.6 | 0.0 |
| 2015-16 Revised Base | 0.0 | 2,536.7 | 2,536.7 | 0.0 | 0.0 | -2,536.7 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 206.8 | 206.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 206.8 | 206.8 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -206.8 | -206.8 | 0.0 | 0.0 | 0.0 | -206.8 |
| <i>Sub-total Savings & Income</i> | 0.0 | -206.8 | -206.8 | 0.0 | 0.0 | 0.0 | -206.8 |
| 2016-17 Approved Budget | 0.0 | 2,329.9 | 2,329.9 | 0.0 | 0.0 | -2,329.9 | 0.0 |

A to Z Variation Statement

Public Health - Mental Health Adults

Section 5 - A to Z Service Analysis Row: 99

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,374.3 | 2,374.3 | 0.0 | 0.0 | -2,374.3 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 171.9 | 171.9 | 0.0 | 0.0 | -171.9 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 234.1 | 234.1 | 0.0 | 0.0 | -234.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 406.0 | 406.0 | 0.0 | 0.0 | -406.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 2,780.3 | 2,780.3 | 0.0 | 0.0 | -2,780.3 | 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 |
| 2016-17 Approved Budget | 0.0 | 2,780.3 | 2,780.3 | 0.0 | 0.0 | -2,780.3 | 0.0 |

A to Z Variation Statement

Public Health - Public Health Staffing, Advice and Monitoring

Section 5 - A to Z Service Analysis Row: 100

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,879.6 | 1,235.7 | 5,115.3 | 0.0 | -125.0 | -4,990.3 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -294.9 | -599.1 | -894.0 | 0.0 | -228.8 | 1,122.8 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -9.0 | -258.8 | -267.8 | -50.0 | 317.8 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -303.9 | -857.9 | -1,161.8 | -50.0 | 89.0 | 1,122.8 | 0.0 |
| 2015-16 Revised Base | 3,575.7 | 377.8 | 3,953.5 | -50.0 | -36.0 | -3,867.5 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 805.1 | 805.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 805.1 | 805.1 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | -248.6 | -556.5 | -805.1 | 0.0 | 0.0 | 0.0 | -805.1 |
| <i>Sub-total Savings & Income</i> | -248.6 | -556.5 | -805.1 | 0.0 | 0.0 | 0.0 | -805.1 |
| 2016-17 Approved Budget | 3,327.1 | -178.7 | 3,148.4 | -50.0 | -36.0 | -3,062.4 | 0.0 |

A to Z Variation Statement

Public Health - Sexual Health Services

Section 5 - A to Z Service Analysis Row: 101

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 12,600.0 | 12,600.0 | 0.0 | -40.0 | -14,222.8 | -1,662.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 1,150.1 | 1,150.1 | 0.0 | -960.0 | 1,472.7 | 1,662.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,150.1 | 1,150.1 | 0.0 | -960.0 | 1,472.7 | 1,662.8 |
| 2015-16 Revised Base | 0.0 | 13,750.1 | 13,750.1 | 0.0 | -1,000.0 | -12,750.1 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1,109.1 | 1,109.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1,109.1 | 1,109.1 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -1,109.1 | -1,109.1 | 0.0 | 0.0 | 0.0 | -1,109.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,109.1 | -1,109.1 | 0.0 | 0.0 | 0.0 | -1,109.1 |
| 2016-17 Approved Budget | 0.0 | 12,641.0 | 12,641.0 | 0.0 | -1,000.0 | -11,641.0 | 0.0 |

A to Z Variation Statement

Public Health - Targeting Health Inequalities

Section 5 - A to Z Service Analysis Row: 102

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 5,274.0 | 5,274.0 | 0.0 | 0.0 | -5,274.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 1,452.6 | 1,452.6 | 0.0 | -40.0 | -1,412.6 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -276.2 | -276.2 | 0.0 | 0.0 | 276.2 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,176.4 | 1,176.4 | 0.0 | -40.0 | -1,136.4 | 0.0 |
| 2015-16 Revised Base | 0.0 | 6,450.4 | 6,450.4 | 0.0 | -40.0 | -6,410.4 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 354.4 | 354.4 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 354.4 | 354.4 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -354.4 | -354.4 | 0.0 | 0.0 | 0.0 | -354.4 |
| <i>Sub-total Savings & Income</i> | 0.0 | -354.4 | -354.4 | 0.0 | 0.0 | 0.0 | -354.4 |
| 2016-17 Approved Budget | 0.0 | 6,096.0 | 6,096.0 | 0.0 | -40.0 | -6,056.0 | 0.0 |

A to Z Variation Statement

Public Health - Tobacco Control and Stop Smoking Services

Section 5 - A to Z Service Analysis Row: 103

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,192.5 | 4,192.5 | 0.0 | 0.0 | -4,192.5 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -742.5 | -742.5 | 0.0 | 0.0 | 742.5 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -742.5 | -742.5 | 0.0 | 0.0 | 742.5 | 0.0 |
| 2015-16 Revised Base | 0.0 | 3,450.0 | 3,450.0 | 0.0 | 0.0 | -3,450.0 | 0.0 |
| Additional Spending Pressures | | | | | | | |
| Removal of Grants | | | | | | | |
| Public Health grant reduction | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 224.0 | 224.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 224.0 | 224.0 |
| Savings & Income | | | | | | | |
| Policy Savings | | | | | | | |
| Public Health expenditure | 0.0 | -224.0 | -224.0 | 0.0 | 0.0 | 0.0 | -224.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -224.0 | -224.0 | 0.0 | 0.0 | 0.0 | -224.0 |
| 2016-17 Approved Budget | 0.0 | 3,226.0 | 3,226.0 | 0.0 | 0.0 | -3,226.0 | 0.0 |

A to Z Variation Statement

Public Protection - Community Safety (incl. Community Wardens)

Section 5 - A to Z Service Analysis Row: 104

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,219.0 | 134.7 | 2,353.7 | 0.0 | -68.8 | 0.0 | 2,284.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 27.4 | 0.0 | 27.4 | 0.0 | 0.0 | 0.0 | 27.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -74.1 | 74.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -46.7 | 74.1 | 27.4 | 0.0 | 0.0 | 0.0 | 27.4 |
| 2015-16 Revised Base | 2,172.3 | 208.8 | 2,381.1 | 0.0 | -68.8 | 0.0 | 2,312.3 |
| 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> | | | | | | | |
| Community Safety & Emergency Planning | -45.0 | -5.0 | -50.0 | 0.0 | 0.0 | 0.0 | -50.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -100.0 | 0.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | -145.0 | -5.0 | -150.0 | 0.0 | 0.0 | 0.0 | -150.0 |
| 2016-17 Approved Budget | 2,027.3 | 203.8 | 2,231.1 | 0.0 | -68.8 | 0.0 | 2,162.3 |

A to Z Variation Statement

Public Protection - Coroners

Section 5 - A to Z Service Analysis Row: 105

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,487.0 | 2,065.7 | 3,552.7 | 0.0 | -892.7 | 0.0 | 2,660.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -162.0 | 107.5 | -54.5 | 0.0 | 75.5 | 0.0 | 21.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -162.0 | 107.5 | -54.5 | 0.0 | 75.5 | 0.0 | 21.0 |
| 2015-16 Revised Base | 1,325.0 | 2,173.2 | 3,498.2 | 0.0 | -817.2 | 0.0 | 2,681.0 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Non specific price provision | 0.0 | 10.5 | 10.5 | 0.0 | 0.0 | 0.0 | 10.5 |
| Government & Legislative | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Deprivation of Liberty Safeguards | 125.0 | 0.0 | 125.0 | 0.0 | 0.0 | 0.0 | 125.0 |
| Service Strategies & Improvements | | | | | | | |
| <i>Other</i> | | | | | | | |
| Other | 0.0 | 0.0 | 0.0 | 0.0 | 60.0 | 0.0 | 60.0 |
| <i>Sub-total Additional Spending Pressures</i> | 125.0 | 10.5 | 135.5 | 0.0 | 60.0 | 0.0 | 195.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | | | | | | | |
| | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 1,450.0 | 2,183.7 | 3,633.7 | 0.0 | -757.2 | 0.0 | 2,876.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 106

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 676.4 | 648.9 | 1,325.3 | 0.0 | -167.2 | 0.0 | 1,158.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 63.6 | 14.5 | 78.1 | 0.0 | -13.5 | 0.0 | 64.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 5.5 | -5.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 69.1 | 9.0 | 78.1 | 0.0 | -13.5 | 0.0 | 64.6 |
| 2015-16 Revised Base | 745.5 | 657.9 | 1,403.4 | 0.0 | -180.7 | 0.0 | 1,222.7 |
| 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>Staffing:</i> | | | | | | | |
| Staff Restructures | 0.0 | -20.0 | -20.0 | 0.0 | 0.0 | 0.0 | -20.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Environmental Management | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -120.0 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| 2016-17 Approved Budget | 745.5 | 537.9 | 1,283.4 | 0.0 | -180.7 | 0.0 | 1,102.7 |

A to Z Variation Statement

Public Protection - Trading Standards (incl. Kent Scientific Services)

Section 5 - A to Z Service Analysis Row: 107

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,867.8 | 896.9 | 3,764.7 | -50.0 | -964.8 | 0.0 | 2,749.9 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 32.6 | 0.0 | 32.6 | 0.0 | 0.0 | 0.0 | 32.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -11.8 | 11.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 20.8 | 11.8 | 32.6 | 0.0 | 0.0 | 0.0 | 32.6 |
| 2015-16 Revised Base | 2,888.6 | 908.7 | 3,797.3 | -50.0 | -964.8 | 0.0 | 2,782.5 |
| 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> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -80.0 | 0.0 | -80.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -150.0 | 0.0 | -150.0 | 0.0 | 0.0 | 0.0 | -150.0 |
| <i>Sub-total Savings & Income</i> | -150.0 | 0.0 | -150.0 | 0.0 | -80.0 | 0.0 | -230.0 |
| 2016-17 Approved Budget | 2,738.6 | 908.7 | 3,647.3 | -50.0 | -1,044.8 | 0.0 | 2,552.5 |

A to Z Variation Statement

Regeneration & Economic Development - Regeneration & Economic Development Services

Section 5 - A to Z Service Analysis Row: 108

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,471.9 | 2,387.7 | 4,859.6 | -100.0 | -1,406.5 | -259.3 | 3,093.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -155.8 | 13.0 | -142.8 | 0.0 | 196.1 | 0.0 | 53.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -6.2 | -166.3 | -172.5 | 0.0 | 162.5 | 10.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -162.0 | -153.3 | -315.3 | 0.0 | 358.6 | 10.0 | 53.3 |
| 2015-16 Revised Base | 2,309.9 | 2,234.4 | 4,544.3 | -100.0 | -1,047.9 | -249.3 | 3,147.1 |
| 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> | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -50.0 | 0.0 | -50.0 |
| Commercial Business Rate Pool | 0.0 | 0.0 | 0.0 | 0.0 | -500.0 | 0.0 | -500.0 |
| <i>Sub-total Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -550.0 | 0.0 | -550.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff 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 | -550.0 | 0.0 | -690.0 |
| 2016-17 Approved Budget | 2,169.9 | 2,234.4 | 4,404.3 | -100.0 | -1,597.9 | -249.3 | 2,457.1 |

A to Z Variation Statement

Schools and High Needs Education Budgets - Exclusion Services

Section 5 - A to Z Service Analysis Row: 109

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,768.4 | 2,768.4 | 0.0 | 0.0 | -2,768.4 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -273.0 | -273.0 | 0.0 | 0.0 | 273.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -273.0 | -273.0 | 0.0 | 0.0 | 273.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 2,495.4 | 2,495.4 | 0.0 | 0.0 | -2,495.4 | 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 |
| 2016-17 Approved Budget | 0.0 | 2,495.4 | 2,495.4 | 0.0 | 0.0 | -2,495.4 | 0.0 |

A to Z Variation Statement
Schools and High Needs Education Budgets
- High Needs Pupils in Further Education Colleges - Post 16 year olds
Section 5 - A to Z Service Analysis Row: 110

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,338.0 | 2,338.0 | 0.0 | 0.0 | -2,338.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 712.0 | 712.0 | 0.0 | 0.0 | -712.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 712.0 | 712.0 | 0.0 | 0.0 | -712.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 3,050.0 | 3,050.0 | 0.0 | 0.0 | -3,050.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 3,050.0 | 3,050.0 | 0.0 | 0.0 | -3,050.0 | 0.0 |

A to Z Variation Statement
Schools and High Needs Education Budgets
- High Needs Pupils in Independent Sector Providers - Post 16 year olds
Section 5 - A to Z Service Analysis Row: 111

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,591.0 | 4,591.0 | 0.0 | 0.0 | -4,591.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -470.0 | -470.0 | 0.0 | 0.0 | 470.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -470.0 | -470.0 | 0.0 | 0.0 | 470.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 4,121.0 | 4,121.0 | 0.0 | 0.0 | -4,121.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 4,121.0 | 4,121.0 | 0.0 | 0.0 | -4,121.0 | 0.0 |

A to Z Variation Statement
Schools and High Needs Education Budgets
- High Needs Pupils in Independent Special School Placements
Section 5 - A to Z Service Analysis Row: 112

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 19,650.4 | 19,650.4 | -274.6 | -422.8 | -18,953.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 2,625.0 | 2,625.0 | 0.0 | 0.0 | -2,625.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,625.0 | 2,625.0 | 0.0 | 0.0 | -2,625.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 22,275.4 | 22,275.4 | -274.6 | -422.8 | -21,578.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 22,275.4 | 22,275.4 | -274.6 | -422.8 | -21,578.0 | 0.0 |

A to Z Variation Statement

Schools' Services - High Needs Pupils - Recoupment

Section 5 - A to Z Service Analysis Row: 113

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 1,500.0 | 1,500.0 | 0.0 | -2,515.7 | 1,015.7 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 301.0 | 301.0 | 0.0 | -541.3 | 240.3 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 301.0 | 301.0 | 0.0 | -541.3 | 240.3 | 0.0 |
| 2015-16 Revised Base | 0.0 | 1,801.0 | 1,801.0 | 0.0 | -3,057.0 | 1,256.0 | 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 |
| 2016-17 Approved Budget | 0.0 | 1,801.0 | 1,801.0 | 0.0 | -3,057.0 | 1,256.0 | 0.0 |

A to Z Variation Statement

Schools and High Needs Education Budgets - PFI Schools Schemes

Section 5 - A to Z Service Analysis Row: 114

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 23,810.0 | 23,810.0 | 0.0 | -9,012.0 | -14,798.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 3,253.4 | 3,253.4 | -10,642.1 | 7,388.7 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,253.4 | 3,253.4 | -10,642.1 | 7,388.7 | 0.0 | 0.0 |
| 2015-16 Revised Base | 0.0 | 27,063.4 | 27,063.4 | -10,642.1 | -1,623.3 | -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 |
| 2016-17 Approved Budget | 0.0 | 27,063.4 | 27,063.4 | -10,642.1 | -1,623.3 | -14,798.0 | 0.0 |

A to Z Variation Statement
Schools and High Needs Education Budgets
- Schools and Pupil Referral Units Delegated Budgets
Section 5 - A to Z Service Analysis Row: 115

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|-------------------|--------------------|
| 2015-16 Approved Budgets | 507,163.6 | 168,367.1 | 675,530.7 | 0.0 | -48,749.3 | -626,781.4 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -83.7 | -83.7 | 0.0 | 0.0 | 83.7 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -20,484.1 | 16,819.0 | -3,665.1 | 0.0 | -1,249.0 | 4,914.1 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -20,484.1 | 16,735.3 | -3,748.8 | 0.0 | -1,249.0 | 4,997.8 | 0.0 |
| 2015-16 Revised Base | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 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 |
| 2016-17 Approved Budget | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 |

A to Z Variation Statement

Schools' Services - Schools' Staff Services

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,617.6 | 2,617.6 | -2,514.6 | 0.0 | 0.0 | 103.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to Schools' Services - Other Schools' Services A-Z budget line | 0.0 | -2,617.6 | -2,617.6 | 2,514.6 | 0.0 | 0.0 | -103.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -2,617.6 | -2,617.6 | 2,514.6 | 0.0 | 0.0 | -103.0 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Schools' Services - Education Staff Pension Costs

Section 5 - A to Z Service Analysis Row: 116

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 8,416.3 | 8,416.3 | 0.0 | -684.0 | -2,000.0 | 5,732.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -200.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -200.0 | -200.0 | 0.0 | 0.0 | 0.0 | -200.0 |
| 2015-16 Revised Base | 0.0 | 8,216.3 | 8,216.3 | 0.0 | -684.0 | -2,000.0 | 5,532.3 |
| 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> | | | | | | | |
| Education Pension Costs | 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 |
| 2016-17 Approved Budget | 0.0 | 7,716.3 | 7,716.3 | 0.0 | -684.0 | -2,000.0 | 5,032.3 |

A to Z Variation Statement

Schools' Services - Other Schools' Services

Section 5 - A to Z Service Analysis Row: 117

Directorate: Education & Young People and Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 879.7 | 6,345.0 | 7,224.7 | -3,125.5 | -640.0 | -3,120.0 | 339.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 7.9 | 0.0 | 7.9 | 0.0 | 0.0 | 0.0 | 7.9 |
| Transfer from old Schools' Services - Schools' Staff Services A-Z budget line | 0.0 | 2,617.6 | 2,617.6 | -2,514.6 | 0.0 | 0.0 | 103.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -406.4 | -406.4 | 354.0 | 52.4 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 7.9 | 2,211.2 | 2,219.1 | -2,160.6 | 52.4 | 0.0 | 110.9 |
| 2015-16 Revised Base | 887.6 | 8,556.2 | 9,443.8 | -5,286.1 | -587.6 | -3,120.0 | 450.1 |
| 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 | -22.8 | -7.2 | 0.0 | -30.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | -22.8 | -7.2 | 0.0 | -30.0 |
| 2016-17 Approved Budget | 887.6 | 8,556.2 | 9,443.8 | -5,308.9 | -594.8 | -3,120.0 | 420.1 |

A to Z Variation Statement

Schools' Services - Redundancy Costs

Section 5 - A to Z Service Analysis Row: 118

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 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 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 1,188.7 | 1,188.7 | 0.0 | 0.0 | -1,188.7 | 0.0 |

A to Z Variation Statement

Schools' Services - School Improvement

Section 5 - A to Z Service Analysis Row: 119

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 4,958.0 | 2,732.2 | 7,690.2 | -4,061.8 | -498.7 | -268.1 | 2,861.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 76.1 | -60.0 | 16.1 | -80.0 | 0.0 | 0.0 | -63.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 2.7 | -60.9 | -58.2 | 88.1 | -30.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 78.8 | -120.9 | -42.1 | 8.1 | -30.0 | 0.0 | -64.0 |
| 2015-16 Revised Base | 5,036.8 | 2,611.3 | 7,648.1 | -4,053.7 | -528.7 | -268.1 | 2,797.6 |
| 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 | -157.2 | -153.4 | 0.0 | -310.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -108.8 | 0.0 | -108.8 | 0.0 | 0.0 | 0.0 | -108.8 |
| <i>Other:</i> | | | | | | | |
| Other | -25.8 | -190.6 | -216.4 | 0.0 | 0.0 | 170.0 | -46.4 |
| <i>Sub-total Efficiency Savings</i> | -134.6 | -190.6 | -325.2 | 0.0 | 0.0 | 170.0 | -155.2 |
| <i>Sub-total Savings & Income</i> | -134.6 | -190.6 | -325.2 | -157.2 | -153.4 | 170.0 | -465.8 |
| 2016-17 Approved Budget | 4,902.2 | 2,420.7 | 7,322.9 | -4,210.9 | -682.1 | -98.1 | 2,331.8 |

A to Z Variation Statement

Transport Services - Concessionary Fares

Section 5 - A to Z Service Analysis Row: 120

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 16,206.0 | 16,206.0 | 0.0 | -27.0 | 0.0 | 16,179.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 16,206.0 | 16,206.0 | 0.0 | -27.0 | 0.0 | 16,179.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Public Transport | 0.0 | 572.2 | 572.2 | 0.0 | 0.0 | 0.0 | 572.2 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Concessionary Fares | 0.0 | 450.0 | 450.0 | 0.0 | 0.0 | 0.0 | 450.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,022.2 | 1,022.2 | 0.0 | 0.0 | 0.0 | 1,022.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -90.0 | -90.0 | 0.0 | 0.0 | 0.0 | -90.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -90.0 | -90.0 | 0.0 | 0.0 | 0.0 | -90.0 |
| 2016-17 Approved Budget | 0.0 | 17,138.2 | 17,138.2 | 0.0 | -27.0 | 0.0 | 17,111.2 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 121

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 145.7 | 21,452.4 | 21,598.1 | 0.0 | -900.0 | 0.0 | 20,698.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 1.4 | 0.0 | 1.4 | 0.0 | 0.0 | 0.0 | 1.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 19.2 | 868.4 | 887.6 | 0.0 | 117.0 | 0.0 | 1,004.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 20.6 | 868.4 | 889.0 | 0.0 | 117.0 | 0.0 | 1,006.0 |
| 2015-16 Revised Base | 166.3 | 22,320.8 | 22,487.1 | 0.0 | -783.0 | 0.0 | 21,704.1 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Home to school transport | 0.0 | 221.2 | 221.2 | 0.0 | 0.0 | 0.0 | 221.2 |
| Demography | | | | | | | |
| SEN Transport | 0.0 | 1,017.5 | 1,017.5 | 0.0 | 0.0 | 0.0 | 1,017.5 |
| Net Budget Realignment | | | | | | | |
| SEN Transport | 0.0 | 1,500.0 | 1,500.0 | 0.0 | 0.0 | 0.0 | 1,500.0 |
| Service Strategies & Improvements | | | | | | | |
| SEN Transport | 0.0 | 200.0 | 200.0 | 0.0 | 0.0 | 0.0 | 200.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 2,938.7 | 2,938.7 | 0.0 | 0.0 | 0.0 | 2,938.7 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| SEN Transport independent travel initiatives | 0.0 | -423.6 | -423.6 | 0.0 | 0.0 | 0.0 | -423.6 |
| Efficiency Savings | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| SEN Transport Route Optimisation | 0.0 | -1,170.0 | -1,170.0 | 0.0 | 0.0 | 0.0 | -1,170.0 |
| <i>Other:</i> | | | | | | | |
| Home to School Transport | 0.0 | -75.0 | -75.0 | 0.0 | 0.0 | 0.0 | -75.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -1,245.0 | -1,245.0 | 0.0 | 0.0 | 0.0 | -1,245.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,668.6 | -1,668.6 | 0.0 | 0.0 | 0.0 | -1,668.6 |
| 2016-17 Approved Budget | 166.3 | 23,590.9 | 23,757.2 | 0.0 | -783.0 | 0.0 | 22,974.2 |

A to Z Variation Statement

Transport Services - Home to School Transport (Mainstream)

Section 5 - A to Z Service Analysis Row: 122

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 8,795.0 | 8,795.0 | 0.0 | -50.0 | 0.0 | 8,745.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -431.3 | -431.3 | 0.0 | 20.0 | 0.0 | -411.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -431.3 | -431.3 | 0.0 | 20.0 | 0.0 | -411.3 |
| 2015-16 Revised Base | 0.0 | 8,363.7 | 8,363.7 | 0.0 | -30.0 | 0.0 | 8,333.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Home to school transport | 0.0 | 144.9 | 144.9 | 0.0 | 0.0 | 0.0 | 144.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 144.9 | 144.9 | 0.0 | 0.0 | 0.0 | 144.9 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Home to School Transport | 0.0 | -1,017.0 | -1,017.0 | 0.0 | 0.0 | 0.0 | -1,017.0 |
| <u>Policy Savings</u> | | | | | | | |
| Full year effect of previous savings | 0.0 | -300.0 | -300.0 | 0.0 | 0.0 | 0.0 | -300.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,317.0 | -1,317.0 | 0.0 | 0.0 | 0.0 | -1,317.0 |
| 2016-17 Approved Budget | 0.0 | 7,191.6 | 7,191.6 | 0.0 | -30.0 | 0.0 | 7,161.6 |

A to Z Variation Statement

Transport Services - Kent 16+ Travel Card

Section 5 - A to Z Service Analysis Row: 123

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,452.4 | 3,452.4 | -606.0 | -1,969.0 | 0.0 | 877.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -287.4 | -287.4 | -72.0 | -233.9 | 0.0 | -593.3 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -287.4 | -287.4 | -72.0 | -233.9 | 0.0 | -593.3 |
| 2015-16 Revised Base | 0.0 | 3,165.0 | 3,165.0 | -678.0 | -2,202.9 | 0.0 | 284.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Home to school transport | 0.0 | 125.5 | 125.5 | 0.0 | 0.0 | 0.0 | 125.5 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 125.5 | 125.5 | 0.0 | 0.0 | 0.0 | 125.5 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 3,290.5 | 3,290.5 | -678.0 | -2,202.9 | 0.0 | 409.6 |

A to Z Variation Statement

Transport Services - Subsidised Bus Services (incl. Kent Karrier)

Section 5 - A to Z Service Analysis Row: 124

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 9,077.0 | 9,077.0 | -411.5 | -645.5 | -1,128.7 | 6,891.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 11.1 | -40.9 | -29.8 | 2.1 | -104.1 | 40.9 | -90.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -38.0 | -38.0 | 38.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 11.1 | -78.9 | -67.8 | 40.1 | -104.1 | 40.9 | -90.9 |
| 2015-16 Revised Base | 11.1 | 8,998.1 | 9,009.2 | -371.4 | -749.6 | -1,087.8 | 6,800.4 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Public Transport | 0.0 | 79.1 | 79.1 | 0.0 | 0.0 | 0.0 | 79.1 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 79.1 | 79.1 | 0.0 | 0.0 | 0.0 | 79.1 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Public Transport | 0.0 | -315.0 | -315.0 | 0.0 | 0.0 | 0.0 | -315.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -11.1 | 0.0 | -11.1 | 0.0 | 0.0 | 0.0 | -11.1 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Public Transport | 0.0 | -510.0 | -510.0 | 0.0 | 0.0 | 0.0 | -510.0 |
| <i>Sub-total Efficiency Savings</i> | -11.1 | -510.0 | -521.1 | 0.0 | 0.0 | 0.0 | -521.1 |
| <i>Sub-total Savings & Income</i> | -11.1 | -825.0 | -836.1 | 0.0 | 0.0 | 0.0 | -836.1 |
| 2016-17 Approved Budget | 0.0 | 8,252.2 | 8,252.2 | -371.4 | -749.6 | -1,087.8 | 6,043.4 |

A to Z Variation Statement

Transport Services - Transport Operations

Section 5 - A to Z Service Analysis Row: 125

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,378.6 | 107.6 | 1,486.2 | -33.5 | -181.0 | 0.0 | 1,271.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -67.6 | 8.0 | -59.6 | 1.0 | 136.0 | 0.0 | 77.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -21.6 | -15.1 | -36.7 | 0.0 | 36.7 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -89.2 | -7.1 | -96.3 | 1.0 | 172.7 | 0.0 | 77.4 |
| 2015-16 Revised Base | 1,289.4 | 100.5 | 1,389.9 | -32.5 | -8.3 | 0.0 | 1,349.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 17.1 | 0.0 | 17.1 | 0.0 | 0.0 | 0.0 | 17.1 |
| <i>Sub-total Savings & Income</i> | 17.1 | 0.0 | 17.1 | 0.0 | 0.0 | 0.0 | 17.1 |
| 2016-17 Approved Budget | 1,306.5 | 100.5 | 1,407.0 | -32.5 | -8.3 | 0.0 | 1,366.2 |

A to Z Variation Statement

Transport Services - Transport Planning

Section 5 - A to Z Service Analysis Row: 126

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 341.0 | 911.2 | 1,252.2 | 0.0 | -25.0 | -893.8 | 333.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -14.5 | 0.0 | -14.5 | 0.0 | 0.0 | 0.0 | -14.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -33.1 | -876.7 | -909.8 | 0.0 | 25.0 | 893.8 | 9.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -47.6 | -876.7 | -924.3 | 0.0 | 25.0 | 893.8 | -5.5 |
| 2015-16 Revised Base | 293.4 | 34.5 | 327.9 | 0.0 | 0.0 | 0.0 | 327.9 |
| 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> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -92.2 | 0.0 | -92.2 | 0.0 | 0.0 | 0.0 | -92.2 |
| <i>Sub-total Savings & Income</i> | -92.2 | 0.0 | -92.2 | 0.0 | 0.0 | 0.0 | -92.2 |
| 2016-17 Approved Budget | 201.2 | 34.5 | 235.7 | 0.0 | 0.0 | 0.0 | 235.7 |

A to Z Variation Statement

Transport Services - Young Person's Travel Pass

Section 5 - A to Z Service Analysis Row: 127

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 13,436.5 | 13,436.5 | 0.0 | -4,596.0 | 0.0 | 8,840.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 956.6 | 956.6 | 0.0 | -999.6 | 0.0 | -43.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 956.6 | 956.6 | 0.0 | -999.6 | 0.0 | -43.0 |
| 2015-16 Revised Base | 0.0 | 14,393.1 | 14,393.1 | 0.0 | -5,595.6 | 0.0 | 8,797.5 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Public Transport | 0.0 | 497.3 | 497.3 | 0.0 | 0.0 | 0.0 | 497.3 |
| Demography | | | | | | | |
| Young Person's Travel Pass | 0.0 | 85.0 | 85.0 | 0.0 | 0.0 | 0.0 | 85.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 582.3 | 582.3 | 0.0 | 0.0 | 0.0 | 582.3 |
| Savings & Income | | | | | | | |
| Income | | | | | | | |
| Client Charges | 0.0 | 0.0 | 0.0 | 0.0 | -497.3 | 0.0 | -497.3 |
| Efficiency Savings | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Young Person's Travel Pass | 0.0 | -540.0 | -540.0 | 0.0 | 0.0 | 0.0 | -540.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -540.0 | -540.0 | 0.0 | -497.3 | 0.0 | -1,037.3 |
| 2016-17 Approved Budget | 0.0 | 14,435.4 | 14,435.4 | 0.0 | -6,092.9 | 0.0 | 8,342.5 |

A to Z Variation Statement

Waste Management - Waste Compliance, Commissioning & Contract Management

Section 5 - A to Z Service Analysis Row: 128

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 653.8 | 252.3 | 906.1 | 0.0 | 0.0 | 0.0 | 906.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -63.5 | 0.0 | -63.5 | 0.0 | 0.0 | 0.0 | -63.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -34.4 | -34.4 | 0.0 | 0.0 | 0.0 | -34.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -63.5 | -34.4 | -97.9 | 0.0 | 0.0 | 0.0 | -97.9 |
| 2015-16 Revised Base | 590.3 | 217.9 | 808.2 | 0.0 | 0.0 | 0.0 | 808.2 |
| 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>Staffing:</i> | | | | | | | |
| Staff Restructures | -12.0 | 0.0 | -12.0 | 0.0 | 0.0 | 0.0 | -12.0 |
| <i>Sub-total Savings & Income</i> | -12.0 | 0.0 | -12.0 | 0.0 | 0.0 | 0.0 | -12.0 |
| 2016-17 Approved Budget | 578.3 | 217.9 | 796.2 | 0.0 | 0.0 | 0.0 | 796.2 |

A to Z Variation Statement

Waste Management - Partnerships & Development

Section 5 - A to Z Service Analysis Row: 129

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 375.1 | 396.6 | 771.7 | 0.0 | -168.0 | 0.0 | 603.7 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -88.1 | 43.3 | -44.8 | 0.0 | 53.8 | 0.0 | 9.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 1.4 | -101.0 | -99.6 | 0.0 | 103.5 | 0.0 | 3.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -86.7 | -57.7 | -144.4 | 0.0 | 157.3 | 0.0 | 12.9 |
| 2015-16 Revised Base | 288.4 | 338.9 | 627.3 | 0.0 | -10.7 | 0.0 | 616.6 |
| 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> | | | | | | | |
| Staff Restructures | -11.3 | 0.0 | -11.3 | 0.0 | 10.7 | 0.0 | -0.6 |
| <i>Sub-total Savings & Income</i> | -11.3 | 0.0 | -11.3 | 0.0 | 10.7 | 0.0 | -0.6 |
| 2016-17 Approved Budget | 277.1 | 338.9 | 616.0 | 0.0 | 0.0 | 0.0 | 616.0 |

A to Z Variation Statement

Waste Management - Closed Landfill Sites

Section 5 - A to Z Service Analysis Row: 130

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 104.0 | 653.0 | 757.0 | 0.0 | -16.0 | 0.0 | 741.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 14.9 | 0.0 | 14.9 | 0.0 | 0.0 | 0.0 | 14.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 14.9 | 0.0 | 14.9 | 0.0 | 0.0 | 0.0 | 14.9 |
| 2015-16 Revised Base | 118.9 | 653.0 | 771.9 | 0.0 | -16.0 | 0.0 | 755.9 |
| 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> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -14.0 | 0.0 | -14.0 | 0.0 | 0.0 | 0.0 | -14.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Procurement | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| <i>Sub-total Savings & Income</i> | -14.0 | -100.0 | -114.0 | 0.0 | 0.0 | 0.0 | -114.0 |
| 2016-17 Approved Budget | 104.9 | 553.0 | 657.9 | 0.0 | -16.0 | 0.0 | 641.9 |

A to Z Variation Statement

Waste Management - Waste Processing - Landfill Tax

Section 5 - A to Z Service Analysis Row: 131

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,755.2 | 4,755.2 | 0.0 | 0.0 | 0.0 | 4,755.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -9.9 | -9.9 | 0.0 | 0.0 | 0.0 | -9.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.7 | -0.7 | 0.0 | 0.0 | 0.0 | -0.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -10.6 | -10.6 | 0.0 | 0.0 | 0.0 | -10.6 |
| 2015-16 Revised Base | 0.0 | 4,744.6 | 4,744.6 | 0.0 | 0.0 | 0.0 | 4,744.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Non specific price provision | 0.0 | 107.5 | 107.5 | 0.0 | 0.0 | 0.0 | 107.5 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | -2,143.0 | -2,143.0 | 0.0 | 0.0 | 0.0 | -2,143.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -2,035.5 | -2,035.5 | 0.0 | 0.0 | 0.0 | -2,035.5 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Procurement | 0.0 | -826.0 | -826.0 | 0.0 | 0.0 | 0.0 | -826.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -826.0 | -826.0 | 0.0 | 0.0 | 0.0 | -826.0 |
| 2016-17 Approved Budget | 0.0 | 1,883.1 | 1,883.1 | 0.0 | 0.0 | 0.0 | 1,883.1 |

A to Z Variation Statement

Waste Management - Waste Processing - Operation of Waste Facilities

Section 5 - A to Z Service Analysis Row: 132

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 65.0 | 15,541.5 | 15,606.5 | 0.0 | -1,560.4 | 0.0 | 14,046.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -65.0 | 1,352.2 | 1,287.2 | 0.0 | 0.0 | 0.0 | 1,287.2 |
| Transfer to Waste Management - Waste Processing - Recycling Contracts and Composting A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | 1,457.2 | 0.0 | 1,457.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -169.9 | -169.9 | 0.0 | -29.5 | 0.0 | -199.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -65.0 | 1,182.3 | 1,117.3 | 0.0 | 1,427.7 | 0.0 | 2,545.0 |
| 2015-16 Revised Base | 0.0 | 16,723.8 | 16,723.8 | 0.0 | -132.7 | 0.0 | 16,591.1 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Waste contracts | 0.0 | 420.9 | 420.9 | 0.0 | 0.0 | 0.0 | 420.9 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | -755.0 | -755.0 | 0.0 | 0.0 | 0.0 | -755.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | -334.1 | -334.1 | 0.0 | 0.0 | 0.0 | -334.1 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Site Maintenance | 0.0 | -120.0 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| Household Waste Recycling Centres | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| Waste Procurement | 0.0 | -470.5 | -470.5 | 0.0 | -20.0 | 0.0 | -490.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,090.5 | -1,090.5 | 0.0 | -20.0 | 0.0 | -1,110.5 |
| 2016-17 Approved Budget | 0.0 | 15,299.2 | 15,299.2 | 0.0 | -152.7 | 0.0 | 15,146.5 |

A to Z Variation Statement
Waste Management - Waste Processing
- Payments to Waste Collection Authorities (District Councils)
Section 5 - A to Z Service Analysis Row: 133

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 6,280.9 | 6,280.9 | 0.0 | -102.0 | 0.0 | 6,178.9 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -102.0 | -102.0 | 0.0 | 102.0 | 0.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 5.6 | 5.6 | 0.0 | 0.0 | 0.0 | 5.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -96.4 | -96.4 | 0.0 | 102.0 | 0.0 | 5.6 |
| 2015-16 Revised Base | 0.0 | 6,184.5 | 6,184.5 | 0.0 | 0.0 | 0.0 | 6,184.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Non specific price provision | 0.0 | 36.4 | 36.4 | 0.0 | 0.0 | 0.0 | 36.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | 499.8 | 499.8 | 0.0 | 0.0 | 0.0 | 499.8 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 536.2 | 536.2 | 0.0 | 0.0 | 0.0 | 536.2 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Procurement | 0.0 | -651.0 | -651.0 | 0.0 | 0.0 | 0.0 | -651.0 |
| <i>Other:</i> | | | | | | | |
| Waste Payments to Districts | 0.0 | -105.0 | -105.0 | 0.0 | 0.0 | 0.0 | -105.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -756.0 | -756.0 | 0.0 | 0.0 | 0.0 | -756.0 |
| 2016-17 Approved Budget | 0.0 | 5,964.7 | 5,964.7 | 0.0 | 0.0 | 0.0 | 5,964.7 |

A to Z Variation Statement

Waste Management - Waste Processing - Recycling Contracts and Composting

Section 5 - A to Z Service Analysis Row: 134

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 7,556.4 | 7,556.4 | 0.0 | -1,149.9 | 0.0 | 6,406.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -344.8 | -344.8 | 0.0 | 814.0 | 0.0 | 469.2 |
| Transfer from Waste Management - Waste Processing - Operation of Waste Facilities A-Z budget line | 0.0 | 0.0 | 0.0 | 0.0 | -1,457.2 | 0.0 | -1,457.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 79.9 | 79.9 | 0.0 | 145.1 | 0.0 | 225.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -264.9 | -264.9 | 0.0 | -498.1 | 0.0 | -763.0 |
| 2015-16 Revised Base | 0.0 | 7,291.5 | 7,291.5 | 0.0 | -1,648.0 | 0.0 | 5,643.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Waste contracts | 0.0 | 157.0 | 157.0 | 0.0 | 0.0 | 0.0 | 157.0 |
| <u>Demography</u> | | | | | | | |
| Waste Tonnage | 0.0 | 140.4 | 140.4 | 0.0 | 0.0 | 0.0 | 140.4 |
| <u>Net Budget Realignment</u> | | | | | | | |
| Waste | 0.0 | -596.2 | -596.2 | 0.0 | 76.8 | 0.0 | -519.4 |
| Waste income | 0.0 | 920.5 | 920.5 | 0.0 | 322.5 | 0.0 | 1,243.0 |
| <i>Sub-total Net Budget Realignment</i> | 0.0 | 324.3 | 324.3 | 0.0 | 399.3 | 0.0 | 723.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 621.7 | 621.7 | 0.0 | 399.3 | 0.0 | 1,021.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Procurement | 0.0 | 593.0 | 593.0 | 0.0 | 0.0 | 0.0 | 593.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 593.0 | 593.0 | 0.0 | 0.0 | 0.0 | 593.0 |
| 2016-17 Approved Budget | 0.0 | 8,506.2 | 8,506.2 | 0.0 | -1,248.7 | 0.0 | 7,257.5 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 135

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 32,459.8 | 32,459.8 | -156.0 | -324.2 | 0.0 | 31,979.6 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -1,746.5 | -1,746.5 | 0.0 | 0.0 | 0.0 | -1,746.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -480.2 | -480.2 | 156.0 | 324.2 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -2,226.7 | -2,226.7 | 156.0 | 324.2 | 0.0 | -1,746.5 |
| 2015-16 Revised Base | 0.0 | 30,233.1 | 30,233.1 | 0.0 | 0.0 | 0.0 | 30,233.1 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Waste contracts | 0.0 | 615.5 | 615.5 | 0.0 | 0.0 | 0.0 | 615.5 |
| Demography | | | | | | | |
| Waste Tonnage | 0.0 | 339.6 | 339.6 | 0.0 | 0.0 | 0.0 | 339.6 |
| Net Budget Realignment | | | | | | | |
| Waste | 0.0 | 3,307.6 | 3,307.6 | 0.0 | 0.0 | 0.0 | 3,307.6 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 4,262.7 | 4,262.7 | 0.0 | 0.0 | 0.0 | 4,262.7 |
| Savings & Income | | | | | | | |
| Efficiency Savings | | | | | | | |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Waste Procurement | 0.0 | -196.5 | -196.5 | 0.0 | 0.0 | 0.0 | -196.5 |
| <i>Sub-total Savings & Income</i> | 0.0 | -196.5 | -196.5 | 0.0 | 0.0 | 0.0 | -196.5 |
| 2016-17 Approved Budget | 0.0 | 34,299.3 | 34,299.3 | 0.0 | 0.0 | 0.0 | 34,299.3 |

A to Z Variation Statement

Financing Items - Audit Fees

Section 5 - A to Z Service Analysis Row: 137

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 314.0 | 314.0 | 0.0 | 0.0 | 0.0 | 314.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 314.0 | 314.0 | 0.0 | 0.0 | 0.0 | 314.0 |
| 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> | | | | | | | |
| External Audit Fee | 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 |
| 2016-17 Approved Budget | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 |

A to Z Variation Statement

Financing Items - Carbon Reduction Commitment

Section 5 - A to Z Service Analysis Row: 138

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 800.0 | 800.0 | 0.0 | 0.0 | 0.0 | 800.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 800.0 | 800.0 | 0.0 | 0.0 | 0.0 | 800.0 |
| 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 | | | | | | | |
| Transformation Savings | | | | | | | |
| Streetlighting | 0.0 | -96.0 | -96.0 | 0.0 | 0.0 | 0.0 | -96.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -96.0 | -96.0 | 0.0 | 0.0 | 0.0 | -96.0 |
| 2016-17 Approved Budget | 0.0 | 704.0 | 704.0 | 0.0 | 0.0 | 0.0 | 704.0 |

A to Z Variation Statement

Financing Items - Commercial Services (Net Contribution)

Section 5 - A to Z Service Analysis Row: 139

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | -6,700.0 | 0.0 | -6,700.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 0.0 | 0.0 | 0.0 | -6,700.0 | 0.0 | -6,700.0 |
| 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> | | | | | | | |
| Commercial Services | 0.0 | 0.0 | 0.0 | 0.0 | -2,000.0 | 0.0 | -2,000.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -2,000.0 | 0.0 | -2,000.0 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | -8,700.0 | 0.0 | -8,700.0 |

A to Z Variation Statement

Financing Items - Contribution to IT Asset Maintenance Reserve

Section 5 - A to Z Service Analysis Row: 140

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,352.0 | 2,352.0 | 0.0 | 0.0 | 0.0 | 2,352.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 2,352.0 | 2,352.0 | 0.0 | 0.0 | 0.0 | 2,352.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Contribution to asset maintenance reserve | 0.0 | 1,000.0 | 1,000.0 | 0.0 | 0.0 | 0.0 | 1,000.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 1,000.0 | 1,000.0 | 0.0 | 0.0 | 0.0 | 1,000.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 3,352.0 | 3,352.0 | 0.0 | 0.0 | 0.0 | 3,352.0 |

A to Z Variation Statement

Financing Items - Contribution to/from reserves

Section 5 - A to Z Service Analysis Row: 141

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 2,187.4 | 2,187.4 | 0.0 | 0.0 | 0.0 | 2,187.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer from old Financing Items - Underspend rolled forward from previous year A-Z budget line | 0.0 | -4,000.0 | -4,000.0 | 0.0 | 0.0 | 0.0 | -4,000.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -121.9 | -121.9 | 0.0 | 0.0 | 0.0 | -121.9 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | -4,121.9 | -4,121.9 | 0.0 | 0.0 | 0.0 | -4,121.9 |
| 2015-16 Revised Base | 0.0 | -1,934.5 | -1,934.5 | 0.0 | 0.0 | 0.0 | -1,934.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Transformation | 0.0 | 2,500.0 | 2,500.0 | 0.0 | 0.0 | 0.0 | 2,500.0 |
| Replace Use of One-Offs | 0.0 | 11,700.0 | 11,700.0 | 0.0 | 0.0 | 0.0 | 11,700.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 14,200.0 | 14,200.0 | 0.0 | 0.0 | 0.0 | 14,200.0 |
| Savings & Income | | | | | | | |
| <u>Financing Savings</u> | | | | | | | |
| Drawdown reserves & provisions | 0.0 | -3,988.8 | -3,988.8 | 0.0 | 0.0 | 0.0 | -3,988.8 |
| Use of prior year's underspend | 0.0 | -4,100.0 | -4,100.0 | 0.0 | 0.0 | 0.0 | -4,100.0 |
| Reductions in contributions to reserves | 0.0 | -9,462.2 | -9,462.2 | 0.0 | 0.0 | 0.0 | -9,462.2 |
| Kings Hill distribution | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| Kings Hill reserve | 0.0 | -500.0 | -500.0 | 0.0 | 0.0 | 0.0 | -500.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -18,551.0 | -18,551.0 | 0.0 | 0.0 | 0.0 | -18,551.0 |
| 2016-17 Approved Budget | 0.0 | -6,285.5 | -6,285.5 | 0.0 | 0.0 | 0.0 | -6,285.5 |

A to Z Variation Statement

Financing Items - Insurance Fund

Section 5 - A to Z Service Analysis Row: 142

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 4,999.0 | 4,999.0 | 0.0 | 0.0 | 0.0 | 4,999.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 4,999.0 | 4,999.0 | 0.0 | 0.0 | 0.0 | 4,999.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Insurance | 0.0 | 900.0 | 900.0 | 0.0 | 0.0 | 0.0 | 900.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 900.0 | 900.0 | 0.0 | 0.0 | 0.0 | 900.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 5,899.0 | 5,899.0 | 0.0 | 0.0 | 0.0 | 5,899.0 |

A to Z Variation Statement

Financing Items - Modernisation of the Council

Section 5 - A to Z Service Analysis Row: 143

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 3,000.0 | 3,000.0 | 0.0 | 0.0 | 0.0 | 3,000.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 3,000.0 | 3,000.0 | 0.0 | 0.0 | 0.0 | 3,000.0 |
| 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> | | | | | | | |
| Modernising the Council | 0.0 | -1,000.0 | -1,000.0 | 0.0 | 0.0 | 0.0 | -1,000.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,000.0 | -1,000.0 | 0.0 | 0.0 | 0.0 | -1,000.0 |
| 2016-17 Approved Budget | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 |

A to Z Variation Statement

Financing Items - Net Debt Costs (incl. Investment Income)

Section 5 - A to Z Service Analysis Row: 144

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 130,105.4 | 130,105.4 | 0.0 | -8,178.0 | 0.0 | 121,927.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -385.7 | -385.7 | 0.0 | 0.0 | 0.0 | -385.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | 833.4 | 833.4 | 0.0 | 4.3 | 0.0 | 837.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 447.7 | 447.7 | 0.0 | 4.3 | 0.0 | 452.0 |
| 2015-16 Revised Base | 0.0 | 130,553.1 | 130,553.1 | 0.0 | -8,173.7 | 0.0 | 122,379.4 |
| 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> | | | | | | | |
| Investment Income | 0.0 | 0.0 | 0.0 | 0.0 | -500.0 | 0.0 | -500.0 |
| <u>Financing Savings</u> | | | | | | | |
| Revisions to Minimum Revenue Provision (MRP) | 0.0 | -800.0 | -800.0 | 0.0 | 0.0 | 0.0 | -800.0 |
| <u>Policy Savings</u> | | | | | | | |
| Capital Financing | 0.0 | -3,697.1 | -3,697.1 | 0.0 | 221.0 | 0.0 | -3,476.1 |
| <i>Sub-total Savings & Income</i> | 0.0 | -4,497.1 | -4,497.1 | 0.0 | -279.0 | 0.0 | -4,776.1 |
| 2016-17 Approved Budget | 0.0 | 126,056.0 | 126,056.0 | 0.0 | -8,452.7 | 0.0 | 117,603.3 |

A to Z Variation Statement

Financing Items - Other

Section 5 - A to Z Service Analysis Row: 145

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non- Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|-----------------------------|-------------------------------------|----------------------------------|------------------------------|------------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 939.0 | 939.0 | 0.0 | 0.0 | -36.0 | 903.0 |
| 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 |
| 2015-16 Revised Base | 0.0 | 939.0 | 939.0 | 0.0 | 0.0 | -36.0 | 903.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Flood & Coastal Erosion Risk Levy | 0.0 | 20.0 | 20.0 | 0.0 | 0.0 | 0.0 | 20.0 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 20.0 | 20.0 | 0.0 | 0.0 | 0.0 | 20.0 |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 959.0 | 959.0 | 0.0 | 0.0 | -36.0 | 923.0 |

A to Z Variation Statement
Financing Items - Unallocated

Section 5 - A to Z Service Analysis Row: 146

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 4,000.0 | 0.0 | 4,000.0 | 0.0 | 0.0 | 0.0 | 4,000.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -3,318.2 | -2,071.0 | -5,389.2 | 0.0 | 0.0 | 0.0 | -5,389.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -681.8 | 0.0 | -681.8 | 0.0 | 0.0 | 0.0 | -681.8 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -4,000.0 | -2,071.0 | -6,071.0 | 0.0 | 0.0 | 0.0 | -6,071.0 |
| 2015-16 Revised Base | 0.0 | -2,071.0 | -2,071.0 | 0.0 | 0.0 | 0.0 | -2,071.0 |
| Additional Spending Pressures | | | | | | | |
| <u>Pay & Prices</u> | | | | | | | |
| Pay & Reward | 3,200.0 | 0.0 | 3,200.0 | 0.0 | 0.0 | 0.0 | 3,200.0 |
| National Insurance | 4,600.0 | 0.0 | 4,600.0 | 0.0 | 0.0 | 0.0 | 4,600.0 |
| <i>Sub-total Pay & Prices</i> | 7,800.0 | 0.0 | 7,800.0 | 0.0 | 0.0 | 0.0 | 7,800.0 |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| New Burdens | 0.0 | 56.6 | 56.6 | 0.0 | 0.0 | 0.0 | 56.6 |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Financing | 0.0 | 3,816.9 | 3,816.9 | 0.0 | 0.0 | 0.0 | 3,816.9 |
| <i>Sub-total Additional Spending Pressures</i> | 7,800.0 | 3,873.5 | 11,673.5 | 0.0 | 0.0 | 0.0 | 11,673.5 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Publicity | 0.0 | -700.0 | -700.0 | 0.0 | 0.0 | 0.0 | -700.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -700.0 | -700.0 | 0.0 | 0.0 | 0.0 | -700.0 |
| 2016-17 Approved Budget | 7,800.0 | 1,102.5 | 8,902.5 | 0.0 | 0.0 | 0.0 | 8,902.5 |

A to Z Variation Statement

Financing Items - Underspend rolled forward from previous year

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Financing Items

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | -4,000.0 | -4,000.0 | 0.0 | 0.0 | 0.0 | -4,000.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to Financing Items - Contribution to/from reserves A-Z budget line | 0.0 | 4,000.0 | 4,000.0 | 0.0 | 0.0 | 0.0 | 4,000.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 4,000.0 | 4,000.0 | 0.0 | 0.0 | 0.0 | 4,000.0 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement

Assessment Services - Adult's Social Care Staffing

Section 5 - A to Z Service Analysis Row: 148

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 34,782.2 | 9,032.2 | 43,814.4 | -37.2 | -5,650.8 | -4,805.0 | 33,321.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 746.0 | -1,027.9 | -281.9 | 0.0 | 105.4 | 0.0 | -176.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 802.4 | -4,832.9 | -4,030.5 | 0.0 | -12.0 | 4,682.5 | 640.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 1,548.4 | -5,860.8 | -4,312.4 | 0.0 | 93.4 | 4,682.5 | 463.5 |
| 2015-16 Revised Base | 36,330.6 | 3,171.4 | 39,502.0 | -37.2 | -5,557.4 | -122.5 | 33,784.9 |
| Additional Spending Pressures | | | | | | | |
| Government & Legislative | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Reduction in Care Act Grant income | 215.9 | 0.0 | 215.9 | 0.0 | 0.0 | 0.0 | 215.9 |
| <i>Sub-total Additional Spending Pressures</i> | 215.9 | 0.0 | 215.9 | 0.0 | 0.0 | 0.0 | 215.9 |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| OPPD Commissioned Services | 100.0 | -54.8 | 45.2 | 0.0 | 0.0 | 0.0 | 45.2 |
| Efficiency Savings | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -20.6 | -20.6 | 0.0 | 0.0 | 0.0 | -20.6 |
| <i>Sub-total Savings & Income</i> | 100.0 | -75.4 | 24.6 | 0.0 | 0.0 | 0.0 | 24.6 |
| 2016-17 Approved Budget | 36,646.5 | 3,096.0 | 39,742.5 | -37.2 | -5,557.4 | -122.5 | 34,025.4 |

A to Z Variation Statement
Assessment Services
- Assessment and Support of Children with Special Educational Needs
Section 5 - A to Z Service Analysis Row: 149

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,696.0 | 5,378.3 | 9,074.3 | 0.0 | -103.0 | -7,812.5 | 1,158.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 7.4 | -379.5 | -372.1 | 0.0 | 0.0 | 379.5 | 7.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 416.2 | -146.2 | 270.0 | 0.0 | -150.0 | -136.0 | -16.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 423.6 | -525.7 | -102.1 | 0.0 | -150.0 | 243.5 | -8.6 |
| 2015-16 Revised Base | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 |
| 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 | | | | | | | |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 |

A to Z Variation Statement

Assessment Services - Children's Social Care Staffing

Section 5 - A to Z Service Analysis Row: 150

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 39,243.2 | 3,228.3 | 42,471.5 | -881.5 | -595.8 | 0.0 | 40,994.2 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 3,527.6 | 206.6 | 3,734.2 | -2,255.5 | 0.0 | 0.0 | 1,478.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 6,124.1 | -134.7 | 5,989.4 | -6,263.4 | 274.7 | 0.0 | 0.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 9,651.7 | 71.9 | 9,723.6 | -8,518.9 | 274.7 | 0.0 | 1,479.4 |
| 2015-16 Revised Base | 48,894.9 | 3,300.2 | 52,195.1 | -9,400.4 | -321.1 | 0.0 | 42,473.6 |
| 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>Transformation Savings</u> | | | | | | | |
| Specialist Children's Services | -1,656.4 | 0.0 | -1,656.4 | 0.0 | 0.0 | 0.0 | -1,656.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -120.0 | 0.0 | -120.0 | 0.0 | 0.0 | 0.0 | -120.0 |
| <i>Sub-total Savings & Income</i> | -1,776.4 | 0.0 | -1,776.4 | 0.0 | 0.0 | 0.0 | -1,776.4 |
| 2016-17 Approved Budget | 47,118.5 | 3,300.2 | 50,418.7 | -9,400.4 | -321.1 | 0.0 | 40,697.2 |

The internal base budget adjustments include additional staffing costs resulting from the increasing numbers of unaccompanied asylum seeking children (UASC) experienced throughout 2015-16. These costs are recharged to the Asylum service where they are covered by grant income, reflecting as staffing, matched by internal income within this A-Z budget line and as a non-staffing recharge cost within the Asylum A-Z budget lines (A-Z rows 61 - 63).

A to Z Variation Statement
Management, Support Services and Overheads - Directorate Management & Support
- Education & Young People (E&YP)

Section 5 - A to Z Service Analysis Row: 152

Directorate: Education & Young People

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 5,391.2 | 4,196.0 | 9,587.2 | -108.5 | -2,431.0 | -6,141.7 | 906.0 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 129.9 | 405.0 | 534.9 | 0.0 | 0.0 | -400.0 | 134.9 |
| Transfer to Support to frontline services - Finance & Procurement (excl services commissioned from BSC) A-Z budget line | 0.0 | -15.0 | -15.0 | 0.0 | 0.0 | 15.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 280.9 | 67.1 | 348.0 | 2.6 | -4.0 | -59.0 | 287.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 410.8 | 457.1 | 867.9 | 2.6 | -4.0 | -444.0 | 422.5 |
| 2015-16 Revised Base | 5,802.0 | 4,653.1 | 10,455.1 | -105.9 | -2,435.0 | -6,585.7 | 1,328.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Early Help & Prevention | 100.2 | 149.8 | 250.0 | 0.0 | 0.0 | 0.0 | 250.0 |
| <i>Sub-total Additional Spending Pressures</i> | 100.2 | 149.8 | 250.0 | 0.0 | 0.0 | 0.0 | 250.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Other | 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 |
| 2016-17 Approved Budget | 5,902.2 | 4,752.9 | 10,655.1 | -105.9 | -2,435.0 | -6,585.7 | 1,528.5 |

A to Z Variation Statement
Management, Support Services and Overheads - Directorate Management & Support
- Growth, Environment & Transport (GE&T)
Section 5 - A to Z Service Analysis Row: 153

Directorate: Growth, Environment & Transport

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,217.3 | 2,029.3 | 4,246.6 | 0.0 | -93.6 | 0.0 | 4,153.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 403.2 | -14.0 | 389.2 | 0.0 | 0.0 | 0.0 | 389.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 1.4 | 55.0 | 56.4 | 0.0 | 0.0 | 0.0 | 56.4 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 404.6 | 41.0 | 445.6 | 0.0 | 0.0 | 0.0 | 445.6 |
| 2015-16 Revised Base | 2,621.9 | 2,070.3 | 4,692.2 | 0.0 | -93.6 | 0.0 | 4,598.6 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Economic Development | 100.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| <i>Sub-total Additional Spending Pressures</i> | 100.0 | 0.0 | 100.0 | 0.0 | 0.0 | 0.0 | 100.0 |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -330.6 | -172.0 | -502.6 | 0.0 | 0.0 | 0.0 | -502.6 |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -140.0 | -140.0 | 0.0 | 0.0 | 0.0 | -140.0 |
| <i>Sub-total Savings & Income</i> | -330.6 | -312.0 | -642.6 | 0.0 | 0.0 | 0.0 | -642.6 |
| 2016-17 Approved Budget | 2,391.3 | 1,758.3 | 4,149.6 | 0.0 | -93.6 | 0.0 | 4,056.0 |

A to Z Variation Statement
Management, Support Services and Overheads - Directorate Management & Support
- Social Care, Health & Wellbeing (SCH&W)
Section 5 - A to Z Service Analysis Row: 154

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 8,064.0 | 5,167.2 | 13,231.2 | 0.0 | -663.5 | -1,026.4 | 11,541.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 520.6 | 63.0 | 583.6 | -257.9 | 209.0 | -108.6 | 426.1 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Commissioning A-Z budget line | -1,442.8 | -33.2 | -1,476.0 | 0.0 | 181.5 | 0.0 | -1,294.5 |
| Transfer to new Adults and Older People - Other Services for Adults and Older People - Legal Charges A-Z budget line | 0.0 | -550.0 | -550.0 | 0.0 | 0.0 | 0.0 | -550.0 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Children's Social Care Commissioning A-Z budget line | -1,939.6 | -44.3 | -1,983.9 | 0.0 | 0.0 | 0.0 | -1,983.9 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Children's Social Care Performance Monitoring A-Z budget line | -678.1 | -33.6 | -711.7 | 0.0 | 0.0 | 0.0 | -711.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 233.0 | 10.7 | 243.7 | -89.0 | 113.0 | -42.1 | 225.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -3,306.9 | -587.4 | -3,894.3 | -346.9 | 503.5 | -150.7 | -3,888.4 |
| 2015-16 Revised Base | 4,757.1 | 4,579.8 | 9,336.9 | -346.9 | -160.0 | -1,177.1 | 7,652.9 |
| 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> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Specialist Children's Services removal of one-off funding | 0.0 | -350.0 | -350.0 | 0.0 | 0.0 | 0.0 | -350.0 |
| Adult Operational Support Unit | -37.0 | -213.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| <i>Sub-total Savings & Income</i> | -37.0 | -563.0 | -600.0 | 0.0 | 0.0 | 0.0 | -600.0 |
| 2016-17 Approved Budget | 4,720.1 | 4,016.8 | 8,736.9 | -346.9 | -160.0 | -1,177.1 | 7,052.9 |

A to Z Variation Statement
Management, Support Services and Overheads - Directorate Management & Support
- Strategic & Corporate Services (S&CS)
Section 5 - A to Z Service Analysis Row: 155

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 536.3 | 2,437.4 | 2,973.7 | -648.2 | -132.0 | -4,388.0 | -2,194.5 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 83.6 | 0.0 | 83.6 | 0.0 | 0.0 | 0.0 | 83.6 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -82.7 | -150.0 | -232.7 | -34.0 | 0.0 | 0.0 | -266.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.9 | -150.0 | -149.1 | -34.0 | 0.0 | 0.0 | -183.1 |
| 2015-16 Revised Base | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -132.0 | -4,388.0 | -2,377.6 |
| 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> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -2.7 | 0.0 | -2.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -2.7 | 0.0 | -2.7 |
| 2016-17 Approved Budget | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -134.7 | -4,388.0 | -2,380.3 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Adult's Social Care Commissioning & Performance Monitoring
Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,660.3 | 144.1 | 3,804.4 | -40.0 | -441.0 | 0.0 | 3,323.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Commissioning A-Z budget line | -2,740.3 | -101.9 | -2,842.2 | 40.0 | 441.0 | 0.0 | -2,361.2 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Performance Monitoring A-Z budget line | -920.0 | -42.2 | -962.2 | 0.0 | 0.0 | 0.0 | -962.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -3,660.3 | -144.1 | -3,804.4 | 40.0 | 441.0 | 0.0 | -3,323.4 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 proposed budget, as the budget has moved to alternative A-Z budget lines. As a result, this budget line no longer features in Section 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Adult's Social Care Commissioning

Section 5 - A to Z Service Analysis Row: 156

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 66.3 | 0.0 | 66.3 | 0.0 | 0.0 | 0.0 | 66.3 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Commissioning & Performance Monitoring A-Z budget line | 2,740.3 | 101.9 | 2,842.2 | -40.0 | -441.0 | 0.0 | 2,361.2 |
| Transfer from Management, Support Services and Overheads - Directorate Management & Support - Social Care, Health & Wellbeing (SCH&W) A-Z budget line | 1,442.8 | 33.2 | 1,476.0 | 0.0 | -181.5 | 0.0 | 1,294.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -279.1 | 13.6 | -265.5 | 0.0 | 378.0 | 0.0 | 112.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>3,970.3</i> | <i>148.7</i> | <i>4,119.0</i> | <i>-40.0</i> | <i>-244.5</i> | <i>0.0</i> | <i>3,834.5</i> |
| 2015-16 Revised Base | 3,970.3 | 148.7 | 4,119.0 | -40.0 | -244.5 | 0.0 | 3,834.5 |
| Additional Spending Pressures | | | | | | | |
| <u>Government & Legislative</u> | | | | | | | |
| <i>Other:</i> | | | | | | | |
| Reduction in Care Act Grant income | 250.0 | 0.0 | 250.0 | 0.0 | 0.0 | 0.0 | 250.0 |
| <i>Sub-total Additional Spending Pressures</i> | <i>250.0</i> | <i>0.0</i> | <i>250.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>250.0</i> |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -27.6 | 9.4 | -18.2 | 0.0 | -45.0 | 0.0 | -63.2 |
| <i>Sub-total Savings & Income</i> | <i>-27.6</i> | <i>9.4</i> | <i>-18.2</i> | <i>0.0</i> | <i>-45.0</i> | <i>0.0</i> | <i>-63.2</i> |
| 2016-17 Approved Budget | 4,192.7 | 158.1 | 4,350.8 | -40.0 | -289.5 | 0.0 | 4,021.3 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Adult's Social Care Performance Monitoring
Section 5 - A to Z Service Analysis Row: 157

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 11.8 | 0.0 | 11.8 | 0.0 | 0.0 | 0.0 | 11.8 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Adult's Social Care Commissioning & Performance Monitoring A-Z budget line | 920.0 | 42.2 | 962.2 | 0.0 | 0.0 | 0.0 | 962.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -92.5 | 92.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 839.3 | 134.7 | 974.0 | 0.0 | 0.0 | 0.0 | 974.0 |
| 2015-16 Revised Base | 839.3 | 134.7 | 974.0 | 0.0 | 0.0 | 0.0 | 974.0 |
| 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> | | | | | | | |
| Staff Restructures | 123.2 | 0.2 | 123.4 | 0.0 | 0.0 | 0.0 | 123.4 |
| <i>Sub-total Savings & Income</i> | 123.2 | 0.2 | 123.4 | 0.0 | 0.0 | 0.0 | 123.4 |
| 2016-17 Approved Budget | 962.5 | 134.9 | 1,097.4 | 0.0 | 0.0 | 0.0 | 1,097.4 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Business Services Centre (BSC)

Section 5 - A to Z Service Analysis Row: 158

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 24,238.2 | 17,529.5 | 41,767.7 | -36,826.3 | -4,941.4 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 79.3 | -920.8 | -841.5 | 1,046.3 | -204.8 | 0.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -1,382.9 | -10,372.3 | -11,755.2 | 11,960.2 | -205.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -1,303.6 | -11,293.1 | -12,596.7 | 13,006.5 | -409.8 | 0.0 | 0.0 |
| 2015-16 Revised Base | 22,934.6 | 6,236.4 | 29,171.0 | -23,819.8 | -5,351.2 | 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 | | | | | | | |
| <u>Income</u> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 221.9 | -221.9 | 0.0 | 0.0 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -681.0 | 0.0 | -681.0 | 751.0 | -70.0 | 0.0 | 0.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Infrastructure | 0.0 | -400.0 | -400.0 | 400.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Efficiency Savings</i> | -681.0 | -400.0 | -1,081.0 | 1,151.0 | -70.0 | 0.0 | 0.0 |
| <i>Sub-total Savings & Income</i> | -681.0 | -400.0 | -1,081.0 | 1,372.9 | -291.9 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 22,253.6 | 5,836.4 | 28,090.0 | -22,446.9 | -5,643.1 | 0.0 | 0.0 |

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect a significant reduction in non staffing costs predominantly relating to the budget for third party ICT contracts. These contracts are no longer commissioned via the Business Services Centre, hence there is also a similar reduction in internal income from the ICT client.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Business Strategy

Section 5 - A to Z Service Analysis Row: 159

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 3,026.1 | -47.0 | 2,979.1 | -40.0 | -42.0 | 0.0 | 2,897.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 35.8 | 155.5 | 191.3 | 0.0 | 0.0 | 0.0 | 191.3 |
| Transfer to new Support to Frontline Services - Transformation A-Z budget line | -395.5 | 395.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 194.7 | 38.0 | 232.7 | 0.0 | 0.0 | 0.0 | 232.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -165.0 | 589.0 | 424.0 | 0.0 | 0.0 | 0.0 | 424.0 |
| 2015-16 Revised Base | 2,861.1 | 542.0 | 3,403.1 | -40.0 | -42.0 | 0.0 | 3,321.1 |
| 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> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -51.6 | 0.0 | -51.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -59.0 | 0.0 | -59.0 | 0.0 | 0.0 | 0.0 | -59.0 |
| <i>Sub-total Savings & Income</i> | -59.0 | 0.0 | -59.0 | 0.0 | -51.6 | 0.0 | -110.6 |
| 2016-17 Approved Budget | 2,802.1 | 542.0 | 3,344.1 | -40.0 | -93.6 | 0.0 | 3,210.5 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Children's Social Care Commissioning
Section 5 - A to Z Service Analysis Row: 160

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 112.8 | 0.0 | 112.8 | 0.0 | 0.0 | 0.0 | 112.8 |
| Transfer from Management, Support Services and Overheads - Directorate Management & Support - Social Care, Health & Wellbeing (SCH&W) A-Z budget line | 1,939.6 | 44.3 | 1,983.9 | 0.0 | 0.0 | 0.0 | 1,983.9 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -13.5 | 13.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>2,038.9</i> | <i>57.8</i> | <i>2,096.7</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>2,096.7</i> |
| 2015-16 Revised Base | 2,038.9 | 57.8 | 2,096.7 | 0.0 | 0.0 | 0.0 | 2,096.7 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| Savings & Income | | | | | | | |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -271.2 | -81.3 | -352.5 | 0.0 | 0.0 | 0.0 | -352.5 |
| <i>Sub-total Savings & Income</i> | <i>-271.2</i> | <i>-81.3</i> | <i>-352.5</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-352.5</i> |
| 2016-17 Approved Budget | 1,767.7 | -23.5 | 1,744.2 | 0.0 | 0.0 | 0.0 | 1,744.2 |

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

Section 5 - A to Z Service Analysis Row: 161

Directorate: Social Care, Health & Wellbeing

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 51.4 | 0.0 | 51.4 | 0.0 | 0.0 | 0.0 | 51.4 |
| Transfer from Management, Support Services and Overheads - Directorate Management & Support - Social Care, Health & Wellbeing (SCH&W) A-Z budget line | 678.1 | 33.6 | 711.7 | 0.0 | 0.0 | 0.0 | 711.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>729.5</i> | <i>33.6</i> | <i>763.1</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>763.1</i> |
| 2015-16 Revised Base | 729.5 | 33.6 | 763.1 | 0.0 | 0.0 | 0.0 | 763.1 |
| Additional Spending Pressures | | | | | | | |
| <i>Sub-total Additional Spending Pressures</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| Savings & Income | | | | | | | |
| <i>Sub-total Savings & Income</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> |
| 2016-17 Approved Budget | 729.5 | 33.6 | 763.1 | 0.0 | 0.0 | 0.0 | 763.1 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Communications & Consultation

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 2,238.0 | 758.0 | 2,996.0 | -531.0 | 0.0 | 0.0 | 2,465.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Communications, Consultation & Engagement A-Z budget line | -1,728.0 | -715.0 | -2,443.0 | 531.0 | 0.0 | 0.0 | -1,912.0 |
| Transfer to new Community Services - Contact Centre & Digital Web Services A-Z budget line | -510.0 | -43.0 | -553.0 | 0.0 | 0.0 | 0.0 | -553.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -2,238.0 | -758.0 | -2,996.0 | 531.0 | 0.0 | 0.0 | -2,465.0 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 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 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Communications, Consultation & Engagement
Section 5 - A to Z Service Analysis Row: 162

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -41.3 | 0.0 | -41.3 | 0.0 | 0.0 | 0.0 | -41.3 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Communications & Consultation A-Z budget line | 1,728.0 | 715.0 | 2,443.0 | -531.0 | 0.0 | 0.0 | 1,912.0 |
| Transfer from old Local Democracy - Community Engagement A-Z budget line | 353.5 | 61.8 | 415.3 | 0.0 | 0.0 | 0.0 | 415.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 175.3 | -250.9 | -75.6 | 157.3 | 0.0 | 0.0 | 81.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 2,215.5 | 525.9 | 2,741.4 | -373.7 | 0.0 | 0.0 | 2,367.7 |
| 2015-16 Revised Base | 2,215.5 | 525.9 | 2,741.4 | -373.7 | 0.0 | 0.0 | 2,367.7 |
| 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> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -9.4 | 0.0 | -9.4 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | -250.0 | 0.0 | -250.0 | 0.0 | 0.0 | 0.0 | -250.0 |
| <i>Sub-total Savings & Income</i> | -250.0 | 0.0 | -250.0 | 0.0 | -9.4 | 0.0 | -259.4 |
| 2016-17 Approved Budget | 1,965.5 | 525.9 | 2,491.4 | -373.7 | -9.4 | 0.0 | 2,108.3 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Democratic and Members

Section 5 - A to Z Service Analysis Row: 163

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,402.6 | 2,398.5 | 3,801.1 | 0.0 | -107.0 | -71.7 | 3,622.4 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 22.5 | -36.7 | -14.2 | 0.0 | 0.0 | 36.7 | 22.5 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 22.5 | -36.8 | -14.3 | 0.0 | 0.0 | 36.7 | 22.4 |
| 2015-16 Revised Base | 1,425.1 | 2,361.7 | 3,786.8 | 0.0 | -107.0 | -35.0 | 3,644.8 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Other | 50.0 | 0.0 | 50.0 | 0.0 | 0.0 | 0.0 | 50.0 |
| <i>Sub-total Additional Spending Pressures</i> | 50.0 | 0.0 | 50.0 | 0.0 | 0.0 | 0.0 | 50.0 |
| Savings & Income | | | | | | | |
| <u>Policy Savings</u> | | | | | | | |
| Other | 0.0 | -35.0 | -35.0 | 0.0 | 0.0 | 0.0 | -35.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -35.0 | -35.0 | 0.0 | 0.0 | 0.0 | -35.0 |
| 2016-17 Approved Budget | 1,475.1 | 2,326.7 | 3,801.8 | 0.0 | -107.0 | -35.0 | 3,659.8 |

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

Section 5 - A to Z Service Analysis Row: 164

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 13,528.6 | 2,155.8 | 15,684.4 | -1,959.5 | -3,446.1 | -2,222.5 | 8,056.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 85.6 | 2,166.2 | 2,251.8 | 0.0 | 0.0 | 0.0 | 2,251.8 |
| Transfer from Directorate Management & Support for Education & Young People A-Z budget line | 0.0 | 15.0 | 15.0 | 0.0 | 0.0 | -15.0 | 0.0 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Finance and Procurement (services commissioned from the Business Services Centre) A-Z budget line | 0.0 | -3,077.1 | -3,077.1 | 0.0 | 0.0 | 0.0 | -3,077.1 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 120.8 | -4.9 | 115.9 | 31.7 | -86.5 | -61.3 | -0.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 206.4 | -900.8 | -694.4 | 31.7 | -86.5 | -76.3 | -825.5 |
| 2015-16 Revised Base | 13,735.0 | 1,255.0 | 14,990.0 | -1,927.8 | -3,532.6 | -2,298.8 | 7,230.8 |
| 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 | | | | | | | |
| Income | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -39.5 | 0.0 | -39.5 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staff Restructures | -212.0 | 150.0 | -62.0 | 0.0 | 0.0 | 0.0 | -62.0 |
| Other: | | | | | | | |
| Other | -43.0 | 0.0 | -43.0 | 0.0 | 0.0 | 0.0 | -43.0 |
| <i>Sub-total Efficiency Savings</i> | -255.0 | 150.0 | -105.0 | 0.0 | 0.0 | 0.0 | -105.0 |
| <i>Sub-total Savings & Income</i> | -255.0 | 150.0 | -105.0 | 0.0 | -39.5 | 0.0 | -144.5 |
| 2016-17 Approved Budget | 13,480.0 | 1,405.0 | 14,885.0 | -1,927.8 | -3,572.1 | -2,298.8 | 7,086.3 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 165

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 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 | 0.0 | 3,077.1 | 3,077.1 | 0.0 | 0.0 | 0.0 | 3,077.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 3,077.1 | 3,077.1 | 0.0 | 0.0 | 0.0 | 3,077.1 |
| 2015-16 Revised Base | 0.0 | 3,077.1 | 3,077.1 | 0.0 | 0.0 | 0.0 | 3,077.1 |
| 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> | | | | | | | |
| Corporate Support Services | 0.0 | -31.1 | -31.1 | 0.0 | 0.0 | 0.0 | -31.1 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 0.0 | -239.0 | -239.0 | 0.0 | 0.0 | 0.0 | -239.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -270.1 | -270.1 | 0.0 | 0.0 | 0.0 | -270.1 |
| 2016-17 Approved Budget | 0.0 | 2,807.0 | 2,807.0 | 0.0 | 0.0 | 0.0 | 2,807.0 |

A to Z Variation Statement

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

Section 5 - A to Z Service Analysis Row: 166

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 4,048.7 | 4,750.5 | 8,799.2 | -790.6 | -511.3 | 0.0 | 7,497.3 |
| <u>Base Budget Adjustments - Internal</u> | | | | | | | |
| 2015-16 in year adjustments | 309.3 | -96.6 | 212.7 | 0.0 | 0.0 | 0.0 | 212.7 |
| Transfer to new Support to Frontline Services - Human Resources - Services Commissioned from Business Services Centre A-Z budget line | 0.0 | -1,929.2 | -1,929.2 | 0.0 | 0.0 | 0.0 | -1,929.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 504.1 | -21.6 | 482.5 | -11.0 | 0.0 | 0.0 | 471.5 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 813.4 | -2,047.4 | -1,234.0 | -11.0 | 0.0 | 0.0 | -1,245.0 |
| 2015-16 Revised Base | 4,862.1 | 2,703.1 | 7,565.2 | -801.6 | -511.3 | 0.0 | 6,252.3 |
| <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>Income</u> | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -58.3 | 0.0 | -58.3 |
| <u>Efficiency Savings</u> | | | | | | | |
| <u>Staffing:</u> | | | | | | | |
| Staff Restructures | -383.0 | 0.0 | -383.0 | 0.0 | 0.0 | 0.0 | -383.0 |
| <i>Sub-total Savings & Income</i> | -383.0 | 0.0 | -383.0 | 0.0 | -58.3 | 0.0 | -441.3 |
| 2016-17 Approved Budget | 4,479.1 | 2,703.1 | 7,182.2 | -801.6 | -569.6 | 0.0 | 5,811.0 |

A to Z Variation Statement
S&CS - Management, Support Services and Overheads - Support to Frontline Services
- Human Resources - services commissioned from the Business Services Centre
Section 5 - A to Z Service Analysis Row: 167

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | -1.0 | -1.0 | 0.0 | 0.0 | 0.0 | -1.0 |
| Transfer from Management, Support Services and Overheads - Support to Frontline Services - Human Resources (excluding services commissioned from Business Services Centre) A-Z budget line | 0.0 | 1,929.2 | 1,929.2 | 0.0 | 0.0 | 0.0 | 1,929.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 1,928.2 | 1,928.2 | 0.0 | 0.0 | 0.0 | 1,928.2 |
| 2015-16 Revised Base | 0.0 | 1,928.2 | 1,928.2 | 0.0 | 0.0 | 0.0 | 1,928.2 |
| 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> | | | | | | | |
| Trading | 0.0 | -100.0 | -100.0 | 0.0 | 0.0 | 0.0 | -100.0 |
| Corporate Support Services | 0.0 | -25.6 | -25.6 | 0.0 | 0.0 | 0.0 | -25.6 |
| <i>Sub-total Income</i> | 0.0 | -125.6 | -125.6 | 0.0 | 0.0 | 0.0 | -125.6 |
| <u>Efficiency Savings</u> | | | | | | | |
| <i>Staffing:</i> | | | | | | | |
| Staff Restructures | 0.0 | -205.0 | -205.0 | 0.0 | 0.0 | 0.0 | -205.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -330.6 | -330.6 | 0.0 | 0.0 | 0.0 | -330.6 |
| 2016-17 Approved Budget | 0.0 | 1,597.6 | 1,597.6 | 0.0 | 0.0 | 0.0 | 1,597.6 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Property and Infrastructure Support

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 6,563.5 | 23,601.8 | 30,165.3 | -3,694.4 | -3,018.8 | -187.0 | 23,265.1 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Infrastructure (Property & ICT) (excluding services commissioned from Business Services Centre & LATCo) A-Z budget line | -1,762.5 | -25,527.9 | -27,290.4 | 3,404.4 | 2,670.6 | 187.0 | -21,028.4 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Infrastructure (Property services commissioned from Property LATCo) A-Z budget line | -4,801.0 | 1,926.1 | -2,874.9 | 290.0 | 348.2 | 0.0 | -2,236.7 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -6,563.5 | -23,601.8 | -30,165.3 | 3,694.4 | 3,018.8 | 187.0 | -23,265.1 |
| 2015-16 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 | | | | | | | |
| Total Adjustments | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 proposed budget, as the budget has moved to alternative A-Z budget lines. As a result, this budget line no longer features in Section 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Information, Communications and Technology (ICT)

Section 5 - A to Z Service Analysis Row: Not Applicable (see note below)

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 1,412.6 | 14,933.8 | 16,346.4 | -10.6 | -1,288.8 | -144.2 | 14,902.8 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Infrastructure (Property & ICT) (excluding services commissioned from Business Services Centre & LATCo) A-Z budget line | -1,412.6 | -2,396.1 | -3,808.7 | 10.6 | 1,288.8 | 1.7 | -2,507.6 |
| Transfer to new Management, Support Services and Overheads - Support to Frontline Services - Infrastructure - ICT services commissioned from the Business Services Centre A-Z budget line | 0.0 | -12,537.7 | -12,537.7 | 0.0 | 0.0 | 142.5 | -12,395.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | -1,412.6 | -14,933.8 | -16,346.4 | 10.6 | 1,288.8 | 144.2 | -14,902.8 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

The 2015-16 revised base budget, following realignment, is now zero, as is the 2016-17 proposed budget, as the budget has moved to alternative A-Z budget lines. As a result, this budget line no longer features in Section 5 - A to Z Service Analysis. However, this A to Z variation statement is included to provide the complete audit trail from the 2015-16 published budget.

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

Section 5 - A to Z Service Analysis Row: 168

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | -288.0 | 2,755.2 | 2,467.2 | -261.3 | -1,917.5 | 0.0 | 288.4 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Information, Communications and Technology (ICT) A-Z budget line | 1,412.6 | 2,396.1 | 3,808.7 | -10.6 | -1,288.8 | -1.7 | 2,507.6 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Property and Infrastructure Support A-Z budget line | 1,762.5 | 25,527.9 | 27,290.4 | -3,404.4 | -2,670.6 | -187.0 | 21,028.4 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -274.3 | 6,682.9 | 6,408.6 | 1,085.3 | 104.3 | 0.0 | 7,598.2 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | <i>2,612.8</i> | <i>37,362.1</i> | <i>39,974.9</i> | <i>-2,591.0</i> | <i>-5,772.6</i> | <i>-188.7</i> | <i>31,422.6</i> |
| 2015-16 Revised Base | 2,612.8 | 37,362.1 | 39,974.9 | -2,591.0 | -5,772.6 | -188.7 | 31,422.6 |
| Additional Spending Pressures | | | | | | | |
| Pay & Prices | | | | | | | |
| <i>Specific Price Increases</i> | | | | | | | |
| Energy | 0.0 | 162.4 | 162.4 | 0.0 | 0.0 | 0.0 | 162.4 |
| Non specific price provision | 0.0 | 91.2 | 91.2 | 0.0 | 0.0 | 0.0 | 91.2 |
| <i>Sub-total Pay & Prices</i> | <i>0.0</i> | <i>253.6</i> | <i>253.6</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>253.6</i> |
| Net Budget Realignment | | | | | | | |
| Other | 0.0 | 570.0 | 570.0 | 0.0 | 0.0 | 0.0 | 570.0 |
| <i>Sub-total Additional Spending Pressures</i> | <i>0.0</i> | <i>823.6</i> | <i>823.6</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>823.6</i> |
| Savings & Income | | | | | | | |
| Transformation Savings | | | | | | | |
| Property LATCo | -131.9 | 0.0 | -131.9 | 0.0 | 0.0 | 0.0 | -131.9 |
| Income | | | | | | | |
| Corporate Support Services | 0.0 | 0.0 | 0.0 | 0.0 | -236.3 | 0.0 | -236.3 |
| Efficiency Savings | | | | | | | |
| <i>Property:</i> | | | | | | | |
| Established Programmes | 0.0 | -1,444.0 | -1,444.0 | 0.0 | 0.0 | 0.0 | -1,444.0 |
| <i>Contracts & Procurement:</i> | | | | | | | |
| Infrastructure | 0.0 | -260.0 | -260.0 | 0.0 | 0.0 | 0.0 | -260.0 |
| <i>Other:</i> | | | | | | | |
| Other | 0.0 | -202.4 | -202.4 | 0.0 | 0.0 | 0.0 | -202.4 |
| <i>Sub-total Efficiency Savings</i> | <i>0.0</i> | <i>-1,906.4</i> | <i>-1,906.4</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>-1,906.4</i> |
| <i>Sub-total Savings & Income</i> | <i>-131.9</i> | <i>-1,906.4</i> | <i>-2,038.3</i> | <i>0.0</i> | <i>-236.3</i> | <i>0.0</i> | <i>-2,274.6</i> |
| 2016-17 Approved Budget | 2,480.9 | 36,279.3 | 38,760.2 | -2,591.0 | -6,008.9 | -188.7 | 29,971.6 |

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect the transfer of third party ICT contracts from ICT services commissioned from the Business Services Centre.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Infrastructure - ICT services commissioned from Business Services Centre
Section 5 - A to Z Service Analysis Row: 169

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|---|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 0.0 | 718.0 | 718.0 | 0.0 | 0.0 | 0.0 | 718.0 |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Information, Communications and Technology (ICT) A-Z budget line | 0.0 | 12,537.7 | 12,537.7 | 0.0 | 0.0 | -142.5 | 12,395.2 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -7,593.6 | -7,593.6 | 0.0 | 0.0 | 0.0 | -7,593.6 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 5,662.1 | 5,662.1 | 0.0 | 0.0 | -142.5 | 5,519.6 |
| 2015-16 Revised Base | 0.0 | 5,662.1 | 5,662.1 | 0.0 | 0.0 | -142.5 | 5,519.6 |
| 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 | | | | | | | |
| Income | | | | | | | |
| Corporate Support Services | 0.0 | -165.2 | -165.2 | 0.0 | 0.0 | 0.0 | -165.2 |
| Efficiency Savings | | | | | | | |
| Staffing: | | | | | | | |
| Staff Restructures | 0.0 | -417.0 | -417.0 | 0.0 | 0.0 | 0.0 | -417.0 |
| Contracts & Procurement: | | | | | | | |
| Infrastructure | 0.0 | -1,150.0 | -1,150.0 | 0.0 | 0.0 | 0.0 | -1,150.0 |
| <i>Sub-total Efficiency Savings</i> | 0.0 | -1,567.0 | -1,567.0 | 0.0 | 0.0 | 0.0 | -1,567.0 |
| <i>Sub-total Savings & Income</i> | 0.0 | -1,732.2 | -1,732.2 | 0.0 | 0.0 | 0.0 | -1,732.2 |
| 2016-17 Approved Budget | 0.0 | 3,929.9 | 3,929.9 | 0.0 | 0.0 | -142.5 | 3,787.4 |

The 2016-17 internal base budget adjustments with effect from 1 April 2016 reflect a reduction in services commissioned from the Business Services Centre relating to third party ICT contracts, together with a reduced drawdown from reserves, as the budget for third party ICT contracts (net of reserves drawdown) is now held within the new Infrastructure (Property & ICT) (excluding services commissioned from Business Services Centre & LATCo) A-Z budget line.

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Infrastructure - Property services commissioned from Property LATCo

Section 5 - A to Z Service Analysis Row: 170

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer from old Management, Support Services and Overheads - Support to Frontline Services - Property and Infrastructure Support A-Z budget line | 4,801.0 | -1,926.1 | 2,874.9 | -290.0 | -348.2 | 0.0 | 2,236.7 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -4,801.0 | 4,377.6 | -423.4 | 75.2 | 348.2 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 2,451.5 | 2,451.5 | -214.8 | 0.0 | 0.0 | 2,236.7 |
| 2015-16 Revised Base | 0.0 | 2,451.5 | 2,451.5 | -214.8 | 0.0 | 0.0 | 2,236.7 |
| Additional Spending Pressures | | | | | | | |
| <u>Service Strategies & Improvements</u> | | | | | | | |
| Property LATCo | 0.0 | 660.9 | 660.9 | 0.0 | 0.0 | 0.0 | 660.9 |
| <i>Sub-total Additional Spending Pressures</i> | 0.0 | 660.9 | 660.9 | 0.0 | 0.0 | 0.0 | 660.9 |
| Savings & Income | | | | | | | |
| <u>Transformation Savings</u> | | | | | | | |
| Property LATCo | 0.0 | 0.0 | 0.0 | 0.0 | -541.7 | 0.0 | -541.7 |
| <i>Sub-total Savings & Income</i> | 0.0 | 0.0 | 0.0 | 0.0 | -541.7 | 0.0 | -541.7 |
| 2016-17 Approved Budget | 0.0 | 3,112.4 | 3,112.4 | -214.8 | -541.7 | 0.0 | 2,355.9 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Legal Services & Information Governance
Section 5 - A to Z Service Analysis Row: 171

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 6,665.7 | 2,908.6 | 9,574.3 | -11,006.3 | -755.5 | -77.8 | -2,265.3 |
| Base Budget Adjustments - Internal | | | | | | | |
| 2015-16 in year adjustments | 67.3 | -967.4 | -900.1 | 967.4 | 0.0 | 0.0 | 67.3 |
| 2016-17 internal adjustments with effect from 1st April 2016 | 0.0 | -0.1 | -0.1 | 0.0 | 0.0 | 0.0 | -0.1 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 67.3 | -967.5 | -900.2 | 967.4 | 0.0 | 0.0 | 67.2 |
| 2015-16 Revised Base | 6,733.0 | 1,941.1 | 8,674.1 | -10,038.9 | -755.5 | -77.8 | -2,198.1 |
| 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 |
| 2016-17 Approved Budget | 6,733.0 | 1,941.1 | 8,674.1 | -10,038.9 | -755.5 | -77.8 | -2,198.1 |

A to Z Variation Statement
Management, Support Services and Overheads - Support to Frontline Services
- Transformation

Section 5 - A to Z Service Analysis Row: 172

Directorate: Strategic & Corporate Services

| | Gross Staffing £000's | Gross Non-Staffing £000's | Total Gross Exp. £000's | Internal Income £000's | External Income £000's | Grants £000's | Net Cost £000's |
|--|--------------------------|------------------------------|----------------------------|---------------------------|---------------------------|------------------|--------------------|
| 2015-16 Approved Budgets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Base Budget Adjustments - Internal | | | | | | | |
| Transfer from Management, Support Services and Overheads - Support to Frontline Services - Business Strategy A-Z budget line | 395.5 | -395.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2016-17 internal adjustments with effect from 1st April 2016 | -395.5 | 395.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Sub-total Base Budget Adjustments - Internal</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| 2015-16 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 |
| 2016-17 Approved Budget | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

KCC Budget Book

SECTION 7

**Revenue Budget
Summaries**

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

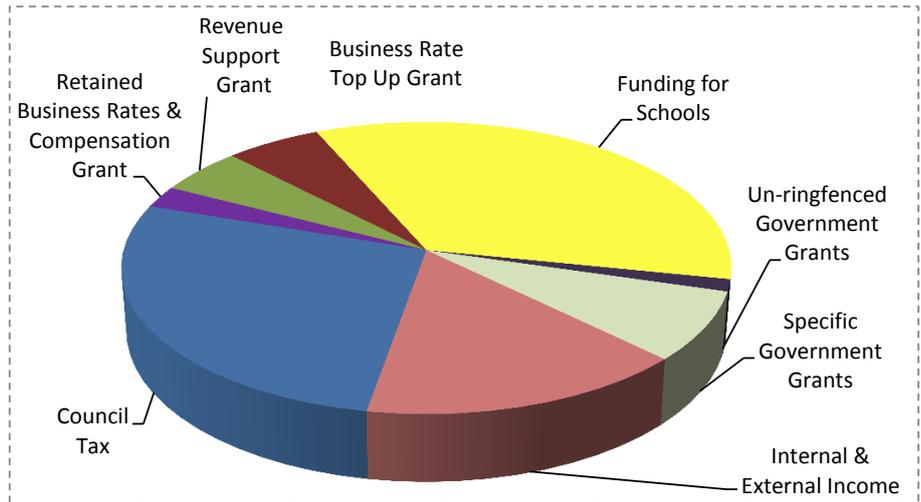
Section 7 - 2016-17 Revenue Budget Summary

HOW FINANCED, DISTRIBUTED AND SPENT

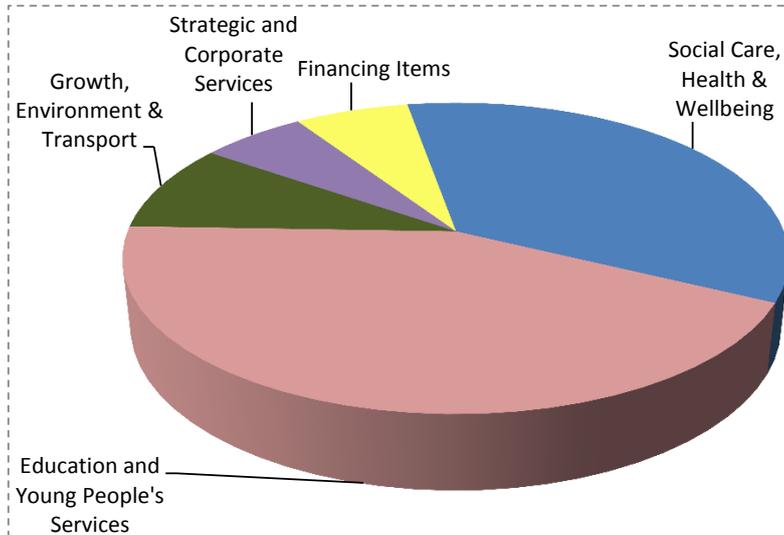
The gross revenue expenditure budget for 2016-17 is £2,173m and how this expenditure is financed, distributed by Directorate and what services it is spent on is summarised below.

Financed by

| | £m |
|--|----------------|
| Council Tax | 594.4 |
| Retained Business Rates & Compensation Grant | 52.6 |
| Revenue Support Grant | 111.4 |
| Business Rate Top Up Grant | 124.0 |
| Funding for Schools | 755.8 |
| Un-ringfenced Government Grants | 28.7 |
| Specific Grants | 167.6 |
| Internal & External Income | 338.5 |
| Total | 2,173.0 |



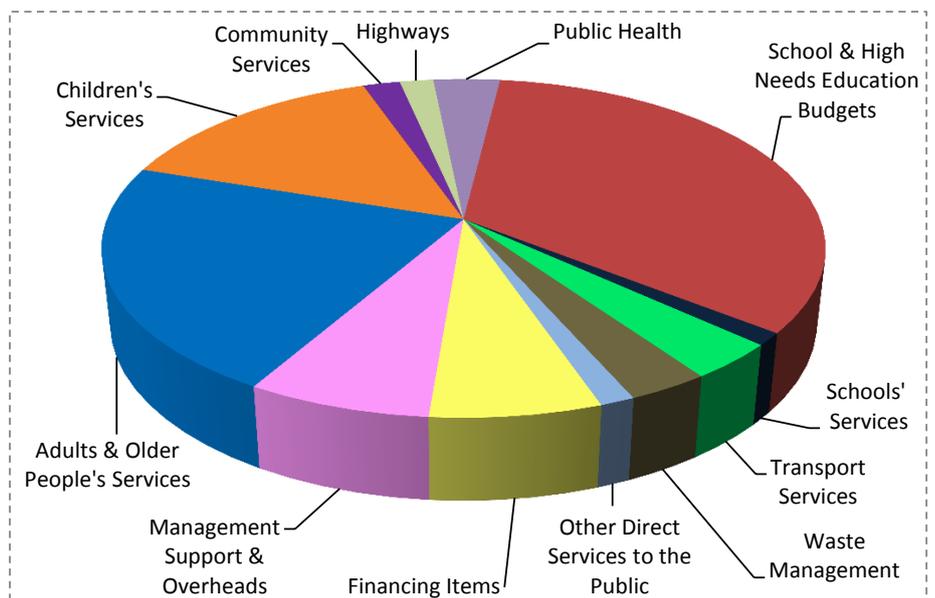
Spent by



| | £m |
|---------------------------------------|----------------|
| Social Care, Health & Wellbeing | 760.4 |
| Education and Young People's Services | 941.5 |
| Growth, Environment & Transport | 198.1 |
| Strategic and Corporate Services | 131.1 |
| Financing Items | 141.9 |
| Total | 2,173.0 |

Spent on - key services

| | £m |
|---------------------------------------|----------------|
| Adults & Older People's Services | 473.8 |
| Children's Services | 316.3 |
| Community Services | 42.3 |
| Highways | 38.5 |
| Public Health | 76.3 |
| School & High Needs Education Budgets | 732.6 |
| Schools' Services | 25.7 |
| Transport Services | 75.7 |
| Waste Management | 68.0 |
| Other Direct Services to the Public | 28.9 |
| Financing Items | 141.9 |
| Management Support & Overheads | 153.0 |
| Total | 2,173.0 |



Section 7 - 2016-17 Revenue Budget Summary

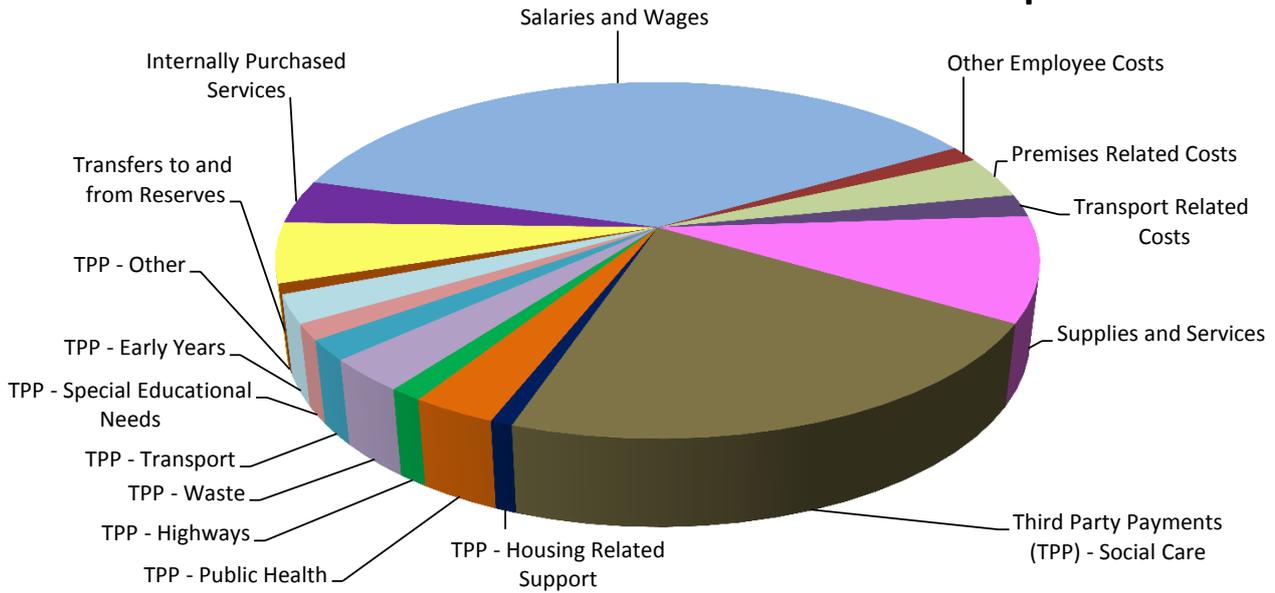
HOW FINANCED, DISTRIBUTED AND SPENT

Spent on - subjective analysis

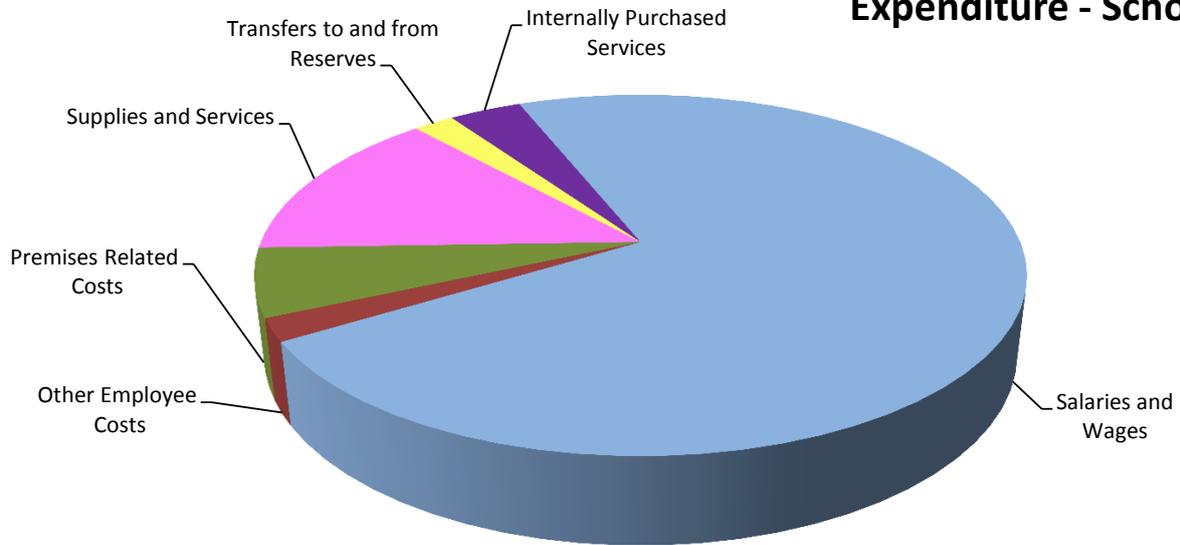
| | 2016-17 approved budget | | |
|--|-------------------------|----------------|-----------------|
| | Schools | KCC | Total |
| <u>Expenditure</u> | £m | £m | £m |
| Salaries and Wages | 486.7 | 321.0 | 807.7 |
| Other Employee Costs | 13.7 | 18.4 | 32.1 |
| Premises Related Costs | 41.1 | 41.4 | 82.5 |
| Transport Related Costs | - | 44.8 | 44.8 |
| Supplies and Services | 92.4 | 114.6 | 207.0 |
| Third Party Payments (TPP) - Social Care | - | 471.7 | 471.7 |
| TPP - Housing Related Support | - | 17.4 | 17.4 |
| TPP - Public Health | - | 66.1 | 66.1 |
| TPP - Highways | - | 25.7 | 25.7 |
| TPP - Waste | - | 65.4 | 65.4 |
| TPP - Transport | - | 39.8 | 39.8 |
| TPP - Special Educational Needs | - | 31.8 | 31.8 |
| TPP - Early Years | - | 55.8 | 55.8 |
| TPP - Other | - | 20.2 | 20.2 |
| Transfers to and from Reserves | 13.7 | 104.7 | 118.4 |
| Internally Purchased Services | 24.2 | 62.4 | 86.6 |
| Gross Expenditure | 671.8 | 1,501.2 | 2,173.0 |
| | | | |
| <u>Income</u> | | | |
| Grants | -621.8 | -301.6 | -923.4 |
| Contributions | -12.1 | -71.7 | -83.8 |
| Sales | -3.8 | -5.4 | -9.2 |
| Fees and Charges | -16.2 | -100.0 | -116.2 |
| Other Income | -17.9 | -24.8 | -42.7 |
| Income from Internal Clients & Recharges | - | -86.6 | -86.6 |
| Total Income | -671.8 | -590.1 | -1,261.9 |
| | | | |
| Net Expenditure | 0.0 | 911.1 | 911.1 |

Section 7 - 2016-17 Revenue Budget Summary

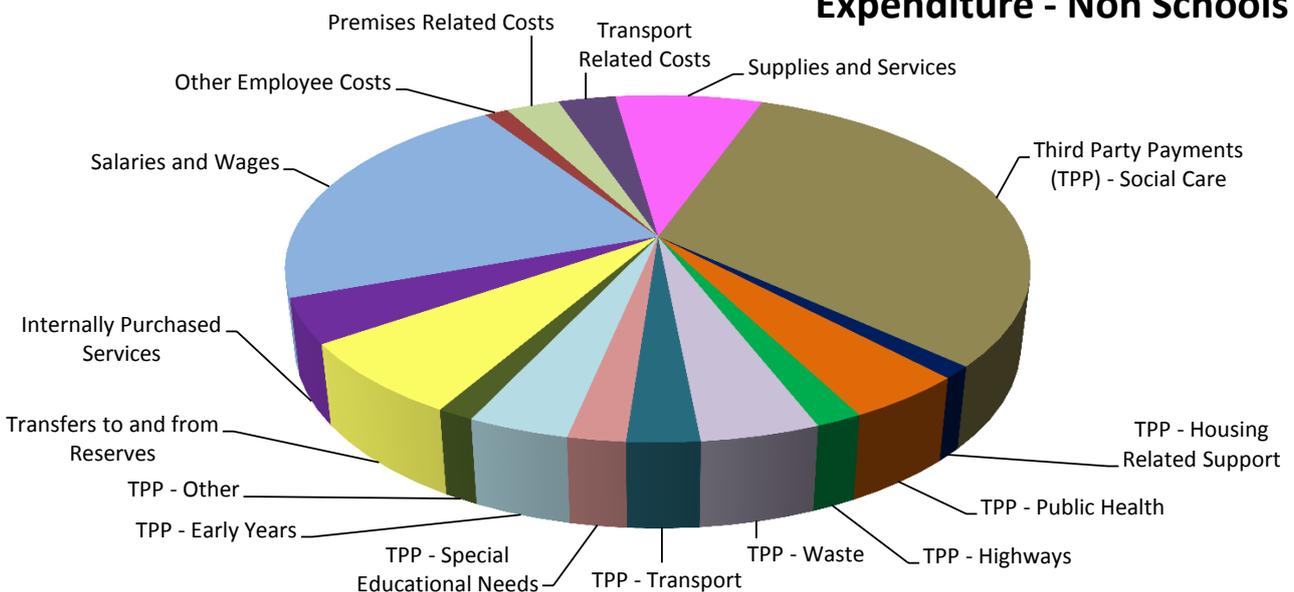
Expenditure - KCC



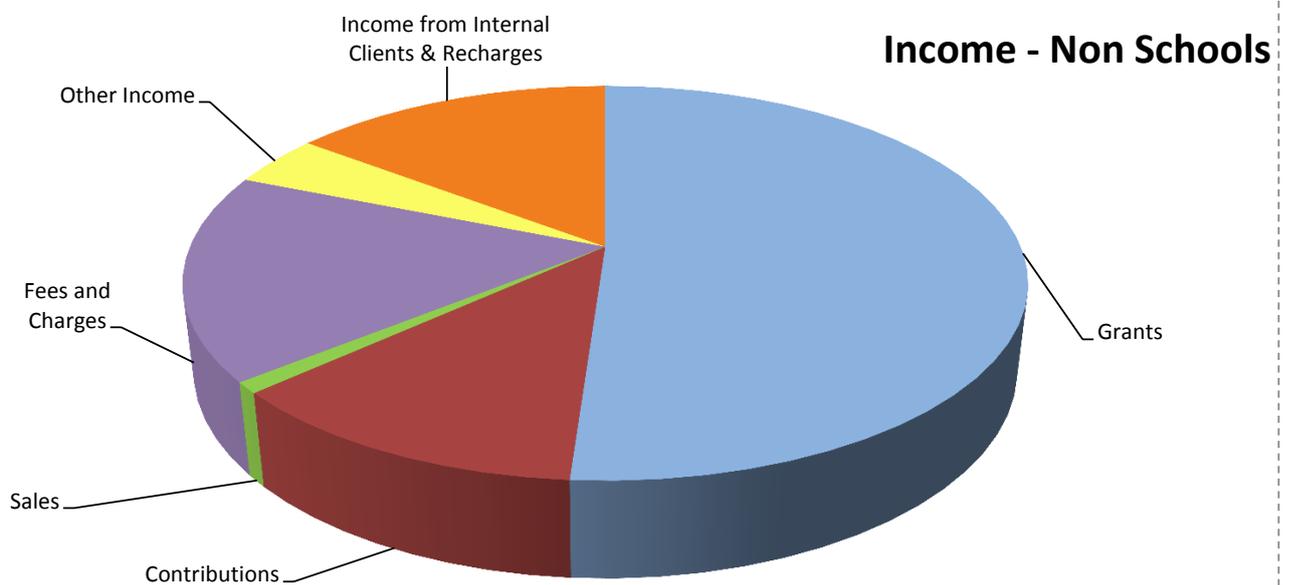
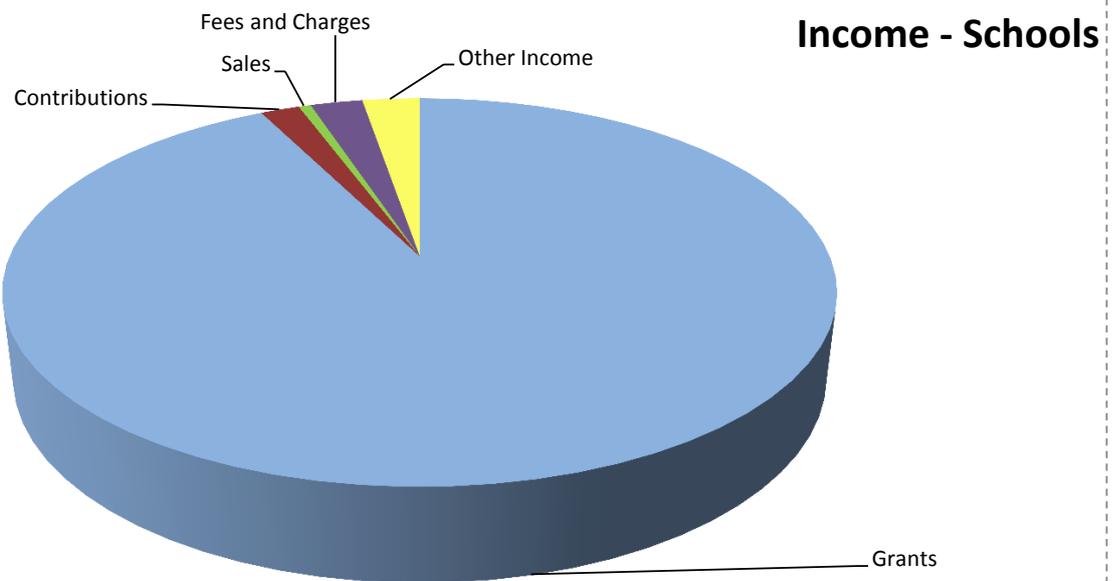
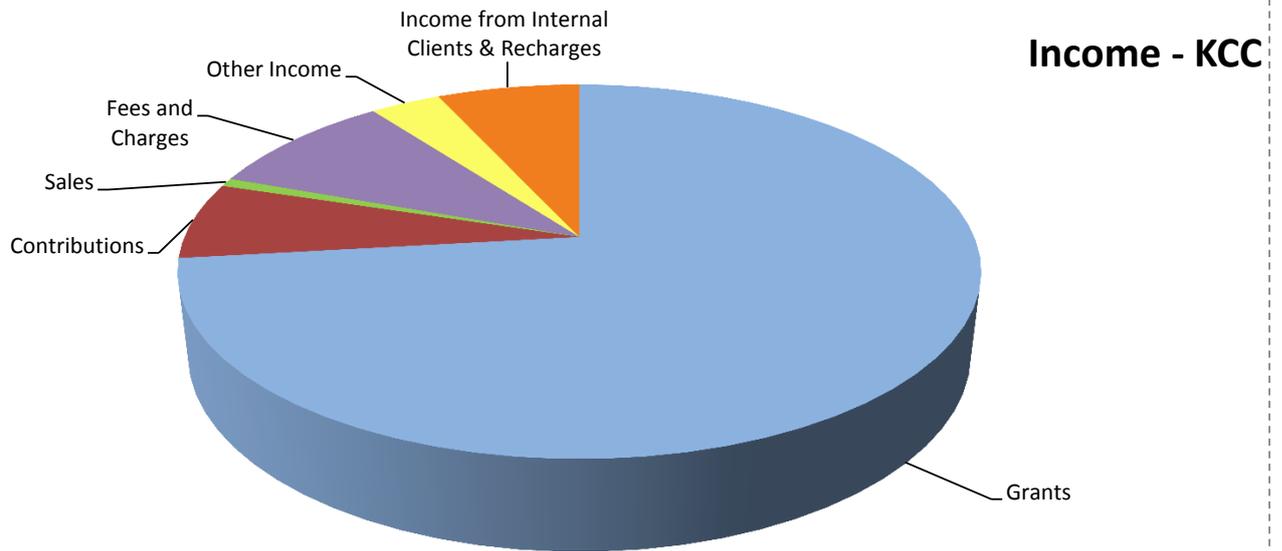
Expenditure - Schools



Expenditure - Non Schools



Section 7 - 2016-17 Revenue Budget Summary



KCC Budget Book

SECTION 8

**Manager Analysis -
Budget by Directorate**

**(including delegations to
managers)**

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | |
|---|------------------------|--|---|---|---------------------|----------------|-------------------------|------------------|-------------------|------------------|------------------|-------------------|-----------------|
| Directorate: | | Education & Young People Services | | | | | | | | | | | |
| Corporate Director: | | Patrick Leeson | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 Approved Budget | | | | | | |
| | | | | | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost |
| | | | | | | | £000s | £000s | £000s | £000s | £000s | £000s | |
| 1 | 6,183.8 | | Strategic Management & Directorate Budgets | | Patrick Leeson | | 650.0 | 8,016.8 | 8,666.8 | 0.0 | -684.0 | -2,299.0 | 5,683.8 |
| | | | <i>Education Planning & Access - Director: Keith Abbott</i> | | | | | | | | | | |
| 2 | -106.2 | | | Area Education Officers | Marisa White | | 498.3 | 2,981.0 | 3,479.3 | -3,020.7 | -594.8 | 0.0 | -136.2 |
| 3 | 1,571.0 | | | Special Educational Needs | Julie Ely | | 5,119.6 | 47,518.3 | 52,637.9 | -274.7 | -4,330.1 | -46,462.1 | 1,571.0 |
| 4 | 30,384.3 | | | Fair Access | Scott Bagshaw | | 2,119.5 | 34,982.0 | 37,101.5 | -688.0 | -3,047.9 | -2,757.8 | 30,607.8 |
| 5 | 2,306.0 | | | Education Psychology | Andy Heather | | 2,862.4 | 118.6 | 2,981.0 | -619.5 | -205.5 | 0.0 | 2,156.0 |
| 6 | -1,738.1 | | | School Resources | Keith Abbott | | 152.3 | 93,220.6 | 93,372.9 | -13,016.2 | -4,041.3 | -78,103.5 | -1,788.1 |
| 7 | 197.6 | | | Divisional Budget | Keith Abbott | | 710.0 | 23.6 | 733.6 | 0.0 | 0.0 | -536.0 | 197.6 |
| 8 | 32,614.6 | | Total - Education, Planning & Access | | | | 11,462.1 | 178,844.1 | 190,306.2 | -17,619.1 | -12,219.6 | -127,859.4 | 32,608.1 |
| | | | <i>Early Help & Preventative Services - Director: Florence Kroll</i> | | | | | | | | | | |
| 9 | 1,744.7 | | | Information & Intelligence | Katherine Atkinson | | 2,757.9 | 396.5 | 3,154.4 | -20.0 | -5.0 | -1,134.7 | 1,994.7 |
| 10 | 3,326.3 | | | Integrated Preventative Services - North Kent | Stuart Collins | | 4,142.7 | 337.3 | 4,480.0 | -528.1 | -4.2 | -907.7 | 3,040.0 |
| 11 | 3,952.7 | | | Integrated Preventative Services - South Kent | Louise Fisher | | 4,748.4 | 1,095.5 | 5,843.9 | -554.8 | -9.9 | -1,613.0 | 3,666.2 |
| 12 | 5,449.2 | | | Integrated Preventative Services - East Kent | Nigel Baker | | 6,434.1 | 2,379.3 | 8,813.4 | -1,254.0 | -808.9 | -1,587.6 | 5,162.9 |
| 13 | 3,288.5 | | | Integrated Preventative Services - West Kent | Nick Fenton | | 4,145.9 | 301.2 | 4,447.1 | -527.3 | -9.9 | -907.3 | 3,002.6 |
| 14 | 138.6 | | | Pupil Referral Units and Inclusion | Ming Zhang | | 1,646.2 | 2,660.2 | 4,306.4 | 0.0 | -255.0 | -3,912.8 | 138.6 |
| 15 | 0.0 | | | Troubled Families | David Weiss | | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 |
| 16 | 583.5 | | | Youth Offending Service | Nick Wilkinson | | 1,492.9 | 865.1 | 2,358.0 | -323.6 | -311.1 | -1,230.8 | 492.5 |
| 17 | 6,003.1 | | | Commissioned Service - Other Early Help & Preventative Services | Florence Kroll | | 0.0 | 4,644.6 | 4,644.6 | -179.4 | 0.0 | -262.1 | 4,203.1 |
| 18 | 562.0 | | | Divisional Budget | Florence Kroll | | 442.0 | 120.0 | 562.0 | 0.0 | 0.0 | 0.0 | 562.0 |
| 19 | 25,048.6 | | Total - Early Help & Preventative Services | | | | 26,147.3 | 14,188.6 | 40,335.9 | -3,487.2 | -1,893.0 | -12,693.1 | 22,262.6 |
| | | | <i>Education Quality & Service Standards - Director: Gillian Cawley</i> | | | | | | | | | | |
| 20 | -1,340.2 | | | Community Learning & Skills (CLS) | Terry Burgess | | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 |
| 21 | 1,425.9 | | | Early Years & Childcare | Alex Gamby | | 4,365.9 | 1,847.7 | 6,213.6 | -510.6 | -766.9 | -3,655.2 | 1,280.9 |
| 22 | 361.4 | | | Education Safeguarding | Kel Arthur | | 491.3 | 98.2 | 589.5 | -105.0 | -123.1 | 0.0 | 361.4 |
| 23 | 1,521.0 | | | Skills & Employability | Sue Dunn | | 1,998.1 | 733.9 | 2,732.0 | -305.0 | -100.0 | -906.0 | 1,421.0 |
| 24 | 2,794.1 | | | Standards & School Improvement | Anton Francic | | 5,334.2 | 2,448.7 | 7,782.9 | -4,425.9 | -732.1 | -296.6 | 2,328.3 |
| 25 | 178.9 | | | Divisional Budget | Gillian Cawley | | 168.5 | 10.4 | 178.9 | 0.0 | 0.0 | 0.0 | 178.9 |
| 26 | 4,941.1 | | Total - Education Quality & Service Standards | | | | 21,296.7 | 9,144.0 | 30,440.7 | -5,346.5 | -5,246.7 | -15,617.2 | 4,230.3 |
| 27 | 0.0 | | Schools' Delegated Budgets | | Patrick Leeson | | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 |
| 28 | 68,788.1 | 1,569.3 | Sub Total - Education & Young People Services | | | 1,529.3 | 546,235.6 | 395,295.9 | 941,531.5 | -26,452.8 | -70,041.6 | -780,252.3 | 64,784.8 |

The FTE numbers reflect actual numbers in post as at end of February 2015 (for 2015-16) and end of February 2016 (for 2016-17) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | |
|---|------------------------|--|--|--|------------------------|----------------|-------------------------|------------------|-------------------|-----------------|------------------|-----------------|------------------|
| Directorate: | | Growth, Environment & Transport | | | | | | | | | | | |
| Corporate Director: | | Barbara Cooper | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 Approved Budget | | | | | | |
| | | | | | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost |
| | | | | | | | £000s | £000s | £000s | £000s | £000s | £000s | |
| 29 | 1,416.2 | | Strategic Management & Directorate Budgets | | Barbara Cooper | | 416.7 | 1,017.5 | 1,434.2 | 0.0 | -68.0 | 0.0 | 1,366.2 |
| | | | <u>Economic Development - Director: David Smith</u> | | | | | | | | | | |
| 30 | 3,362.8 | | | Economic Strategy & Partnerships | Ross Gill | | 2,378.3 | 2,168.7 | 4,547.0 | 0.0 | -1,584.9 | -249.3 | 2,712.8 |
| 31 | 2,039.4 | | | Business Engagement & Economic Development | David Hughes | | 450.8 | 1,613.0 | 2,063.8 | 0.0 | -17.4 | 0.0 | 2,046.4 |
| 32 | 50.0 | | | International Policy | David Hughes | | 46.5 | 66.5 | 113.0 | -100.0 | -13.0 | 0.0 | 0.0 |
| 33 | 5,452.2 | | | Total - Economic Development | | | 2,875.6 | 3,848.2 | 6,723.8 | -100.0 | -1,615.3 | -249.3 | 4,759.2 |
| | | | <u>Highways, Transportation & Waste - Director: Roger Wilkin</u> | | | | | | | | | | |
| 34 | 17,666.3 | | | Highway Operations | Andrew Loosemore | | 6,434.9 | 12,254.2 | 18,689.1 | 0.0 | -3,327.1 | 0.0 | 15,362.0 |
| 35 | 1,481.5 | | | Commercial Management | David Beaver | | 1,257.1 | 2,374.8 | 3,631.9 | 0.0 | -2,621.8 | 0.0 | 1,010.1 |
| 36 | 11,799.5 | | | Programmed Work | Behdad Haratbar | | 2,104.7 | 8,874.6 | 10,979.3 | 0.0 | -375.9 | 0.0 | 10,603.4 |
| 37 | 33,201.7 | | | Public Transport | Philip Lightowler | | 1,381.6 | 39,926.9 | 41,308.5 | -403.9 | -6,877.8 | -1,087.8 | 32,939.0 |
| 38 | 5,829.6 | | | Highway Transportation | Tim Read | | 4,779.8 | 3,276.3 | 8,056.1 | -28.0 | -2,135.0 | -140.0 | 5,753.1 |
| 39 | 384.1 | | | Strategic Projects | Mary Gillett (Interim) | | 457.4 | -55.1 | 402.3 | 0.0 | -17.6 | 0.0 | 384.7 |
| 40 | 65,577.5 | | | Waste Services | David Beaver (Interim) | | 960.3 | 67,062.3 | 68,022.6 | 0.0 | -1,417.4 | 0.0 | 66,605.2 |
| 41 | 135,940.2 | | | Total - Highways, Transportation & Waste | | | 17,375.8 | 133,714.0 | 151,089.8 | -431.9 | -16,772.6 | -1,227.8 | 132,657.5 |
| | | | <u>Environment, Planning & Enforcement - Director: Katie Stewart</u> | | | | | | | | | | |
| 42 | 1,247.7 | | | Countryside, Leisure & Sport | Stephanie Holt | | 2,257.7 | 1,718.2 | 3,975.9 | -158.0 | -2,730.4 | -79.8 | 1,007.7 |
| 43 | 23.4 | | | Kent Downs AONB | Nick Johannsen | | 375.9 | 184.3 | 560.2 | 0.0 | -427.5 | -109.3 | 23.4 |
| 44 | 607.5 | | | Planning Applications | Sharon Thompson | | 1,166.2 | 81.3 | 1,247.5 | -374.2 | -325.8 | 0.0 | 547.5 |
| 45 | 9,854.5 | | | Public Protection | Mike Overbeke | | 8,085.4 | 4,004.2 | 12,089.6 | -50.0 | -2,564.5 | 0.0 | 9,475.1 |
| 46 | 578.4 | | | Sustainable Business & Communities | Carolyn McKenzie | | 518.4 | 969.0 | 1,487.4 | 0.0 | -163.0 | -801.0 | 523.4 |
| 47 | 2,424.8 | | | Strategic Planning & Policy | Tom Marchant | | 1,671.4 | 1,004.4 | 2,675.8 | -34.5 | -220.4 | -116.1 | 2,304.8 |
| 48 | 354.1 | | | Divisional Budget | Katie Stewart | | 303.3 | 5.8 | 309.1 | 0.0 | 0.0 | 0.0 | 309.1 |
| 49 | 15,090.4 | | | Total - Environment, Planning & Enforcement | | | 14,378.3 | 7,967.2 | 22,345.5 | -616.7 | -6,431.6 | -1,106.2 | 14,191.0 |
| 50 | 12,085.1 | | | Libraries, Registration & Archives | Andrew Stephens | | 11,544.4 | 5,008.5 | 16,552.9 | -464.5 | -5,466.3 | 0.0 | 10,622.1 |
| 51 | 169,984.1 | 1,315.6 | Sub Total - Growth, Environment & Transport | | | 1,288.9 | 46,590.8 | 151,555.4 | 198,146.2 | -1,613.1 | -30,353.8 | -2,583.3 | 163,596.0 |

The FTE numbers reflect actual numbers in post as at end of February 2015 (for 2015-16) and end of February 2016 (for 2016-17) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | |
|---|------------------------|--|----------|---|---------------------|-----|-------------------------|------------------|-------------------|-----------------|------------------|-----------------|------------------|
| Directorate: | | Social Care, Health & Wellbeing | | | | | | | | | | | |
| Corporate Director: | | Andrew Ireland | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 Approved Budget | | | | | | |
| | | | | | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost |
| | | | | | | | £000s | £000s | £000s | £000s | £000s | £000s | |
| 52 | 3,262.7 | | | Strategic Management & Directorate Budgets | Andrew Ireland | | 1,191.5 | 13,647.3 | 14,838.8 | 0.0 | -160.0 | -272.9 | 14,405.9 |
| | | | | <i>Commissioning - Director: Mark Lobban</i> | | | | | | | | | |
| 53 | 1,057.3 | | | Commissioned Services - Accommodation Solutions | Christy Holden | | 1,109.0 | 37.0 | 1,146.0 | -40.0 | 0.0 | 0.0 | 1,106.0 |
| 54 | 4,408.2 | | | Commissioned Services - Community Support | Emma Hanson | | 1,322.8 | 7,469.5 | 8,792.3 | -1,919.3 | -1,953.8 | -705.9 | 4,213.3 |
| 55 | 974.0 | | | Performance & Information Management | Steph Smith | | 962.5 | 134.9 | 1,097.4 | 0.0 | 0.0 | 0.0 | 1,097.4 |
| 56 | 2,096.7 | | | Children's Commissioning | Thom Wilson | | 1,767.7 | -23.5 | 1,744.2 | 0.0 | 0.0 | 0.0 | 1,744.2 |
| 57 | 1,439.0 | | | Safeguarding Adults | Nick Sherlock | | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 |
| 58 | 428.8 | | | Commissioned Services - KDAAT LASAR | Nick Sherlock | | 200.2 | 5.6 | 205.8 | 0.0 | 0.0 | 0.0 | 205.8 |
| 59 | 21,875.7 | | | Commissioned Services - Supporting People & KSAS | Emma Hanson | | 601.4 | 19,285.7 | 19,887.1 | -193.2 | 0.0 | -1,250.0 | 18,443.9 |
| 60 | 169.6 | | | Divisional Budget | Mark Lobban | | 103.9 | 6.7 | 110.6 | 0.0 | 0.0 | 0.0 | 110.6 |
| 61 | 32,449.3 | | | Total - Commissioning | | | 7,400.7 | 27,257.3 | 34,658.0 | -2,152.5 | -2,064.9 | -2,080.4 | 28,360.2 |
| 62 | 20,340.1 | | | Children's Disability Services - <i>Director: Penny Southern</i> | Mark Walker | | 7,142.4 | 15,510.6 | 22,653.0 | -946.1 | -1,981.0 | 0.0 | 19,725.9 |
| | | | | <i>Learning Disability & Mental Health - Director: Penny Southern</i> | | | | | | | | | |
| 63 | 139,127.0 | | | Learning Disabilities - Operations & Provisions | Christine Beaney | | 7,746.1 | 145,564.9 | 153,311.0 | 0.0 | -10,371.3 | -988.0 | 141,951.7 |
| 64 | 9,075.0 | | | Learning Disabilities - Day Care & Respite Services | Mark Walker | | 7,922.2 | 973.5 | 8,895.7 | 0.0 | -70.7 | 0.0 | 8,825.0 |
| 65 | 10,740.3 | | | Mental Health - East Kent | Penny Southern | | 3,656.0 | 8,160.6 | 11,816.6 | 0.0 | -1,084.1 | 0.0 | 10,732.5 |
| 66 | 7,002.9 | | | Mental Health - West Kent | Penny Southern | | 3,431.5 | 3,911.7 | 7,343.2 | 0.0 | -343.1 | 0.0 | 7,000.1 |
| 67 | 979.5 | | | Mental Health - Social Work | Cheryl Fenton | | 1,211.0 | 21.8 | 1,232.8 | 0.0 | -94.0 | 0.0 | 1,138.8 |
| 68 | 5,434.6 | | | Operational Support | David Oxlade | | 4,065.1 | 1,625.8 | 5,690.9 | 0.0 | -256.3 | 0.0 | 5,434.6 |
| 69 | 2,884.9 | | | Divisional Budget | Penny Southern | | 2,149.2 | 2,782.1 | 4,931.3 | 0.0 | -710.0 | -1,070.4 | 3,150.9 |
| 70 | 175,244.2 | | | Total - Learning Disability & Mental Health | | | 30,181.1 | 163,040.4 | 193,221.5 | 0.0 | -12,929.5 | -2,058.4 | 178,233.6 |
| | | | | <i>Older People & Physical Disability - Director: Anne Tidmarsh</i> | | | | | | | | | |
| 71 | 27,659.7 | | | OPPD - Ashford & Canterbury Coastal | Mike Powe | | 6,327.6 | 36,720.8 | 43,048.4 | -37.2 | -15,127.4 | -233.5 | 27,650.3 |
| 72 | 35,254.0 | | | OPPD - Dartford, Gravesham, Swanley & Swale | Jane Barnes | | 10,673.7 | 38,319.4 | 48,993.1 | 0.0 | -14,355.4 | -334.0 | 34,303.7 |
| 73 | 34,099.0 | | | OPPD - West Kent | Mary Silverton | | 13,182.6 | 45,992.3 | 59,174.9 | -51.0 | -24,662.8 | -391.7 | 34,069.4 |
| 74 | 36,629.8 | | | OPPD - Thanet & South Kent Coast | Janice Duff | | 10,136.3 | 51,401.2 | 61,537.5 | 0.0 | -22,686.3 | -2,247.1 | 36,604.1 |
| 75 | 1,870.3 | | | OPPD - Adaptive & Assistive Technology | Jane Miller | | 0.0 | 6,775.4 | 6,775.4 | 0.0 | -5,183.2 | 0.0 | 1,592.2 |
| 76 | 5,853.9 | | | Divisional Budget | Anne Tidmarsh | | 1,121.2 | 24,038.1 | 25,159.3 | -774.6 | -9,317.7 | -4,964.9 | 10,102.1 |
| 77 | 141,366.7 | | | Total - Older People & Physical Disability | | | 41,441.4 | 203,247.2 | 244,688.6 | -862.8 | -91,332.8 | -8,171.2 | 144,321.8 |

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | | |
|---|------------------------|--|---|---|---------------------|-----|-------------------------|------------------|-------------------|------------------|------------------|-------------------|-------------------|------------------|
| Directorate: | | Social Care, Health & Wellbeing | | | | | | | | | | | | |
| Corporate Director: | | Andrew Ireland | | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 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> | | | | | | | | | | | |
| 78 | 0.0 | | | Health Protection | Faiza Khan | | 296.7 | 12,648.0 | 12,944.7 | 0.0 | -1,000.0 | -11,944.7 | 0.0 | |
| 79 | 0.0 | | | Health Intelligence | Abraham George | | 501.3 | 114.0 | 615.3 | 0.0 | -25.0 | -590.3 | 0.0 | |
| 80 | 0.0 | | | Health Improvement | Malti Varshney | | 1,281.1 | 22,261.0 | 23,542.1 | 0.0 | -11.0 | -23,531.1 | 0.0 | |
| 81 | 0.0 | | | Health Commissioning | Karen Sharp | | 1,368.0 | 37,591.7 | 38,959.7 | -50.0 | -4,946.8 | -33,962.9 | 0.0 | |
| 82 | 0.0 | | | Divisional Budget | Andrew Scott-Clark | | 356.4 | 780.7 | 1,137.1 | 0.0 | 0.0 | -1,137.1 | 0.0 | |
| 83 | 0.0 | | Total - Public Health | | | | | 3,803.5 | 73,395.4 | 77,198.9 | -50.0 | -5,982.8 | -71,166.1 | 0.0 |
| | | | <u>Specialist Children's Services - Director: Philip Segurola</u> | | | | | | | | | | | |
| 84 | 13,658.4 | | | North Kent | Mark Thorn | | 5,592.5 | 8,363.7 | 13,956.2 | -484.1 | -69.1 | 0.0 | 13,403.0 | |
| 85 | 29,506.9 | | | South Kent | Stephen Fitzgerald | | 11,313.8 | 18,772.4 | 30,086.2 | -1,107.7 | -286.5 | 0.0 | 28,692.0 | |
| 86 | 32,239.9 | | | East Kent | Karen Graham | | 12,114.9 | 20,485.1 | 32,600.0 | -811.4 | -164.8 | 0.0 | 31,623.8 | |
| 87 | 15,743.6 | | | West Kent (including Asylum & Care Leavers) | Sarah Hammond | | 14,518.5 | 56,152.5 | 70,671.0 | -8,156.1 | -408.9 | -46,200.6 | 15,905.4 | |
| 88 | 5,742.4 | | | Corporate Parenting | Naintara Khosla | | 3,766.3 | 1,632.1 | 5,398.4 | 0.0 | -104.0 | 0.0 | 5,294.4 | |
| 89 | 10,050.4 | | | Safeguarding | Patricia Denney | | 10,301.3 | 4,104.1 | 14,405.4 | -389.3 | -607.3 | -3,358.4 | 10,050.4 | |
| 90 | 3,487.8 | | | Divisional Budget | Philip Segurola | | 1,767.0 | 4,257.0 | 6,024.0 | -4,490.5 | -472.4 | 0.0 | 1,061.1 | |
| 91 | 110,429.4 | | Total - Specialist Children's Services | | | | | 59,374.3 | 113,766.9 | 173,141.2 | -15,439.1 | -2,113.0 | -49,559.0 | 106,030.1 |
| 92 | 483,092.4 | 3,476.5 | Sub Total - Social Care, Health & Wellbeing | | | | 3,552.1 | 150,534.9 | 609,865.1 | 760,400.0 | -19,450.5 | -116,564.0 | -133,308.0 | 491,077.5 |

The FTE numbers reflect actual numbers in post as at end of February 2015 (for 2015-16) and end of February 2016 (for 2016-17) and exclude agency staff and vacancies, as these are not recorded in the HR system.

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | |
|---|------------------------|---|----------|--|------------------------|-----|-------------------------|-----------------|-------------------|------------------|-----------------|-----------------|-----------------|
| Directorate: | | Strategic & Corporate Services | | | | | | | | | | | |
| Corporate Director: | | David Cockburn | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 Approved Budget | | | | | | |
| | | | | | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost |
| | | | | | | | £000s | £000s | £000s | £000s | £000s | £000s | |
| 93 | -2,377.6 | | | Strategic Management & Directorate Budgets | David Cockburn | | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -134.7 | -4,388.0 | -2,380.3 |
| | | | | Engagement, Organisation Design & Development - Corporate Director: Amanda Beer | | | | | | | | | |
| 94 | 1,928.2 | | | Business Service Centre Client Commissioning | Amanda Beer | | 0.0 | 1,597.6 | 1,597.6 | 0.0 | 0.0 | 0.0 | 1,597.6 |
| 95 | 215.6 | | | Business Management & Client Relationship | Amanda Beer | | 123.8 | 19.3 | 143.1 | -11.0 | 0.0 | 0.0 | 132.1 |
| 96 | 2,114.4 | | | Human Resources | Paul Royel | | 1,980.0 | 129.3 | 2,109.3 | -148.4 | 0.0 | 0.0 | 1,960.9 |
| 97 | 719.1 | | | Engagement & Consultation | Diane Trollope | | 616.6 | 102.5 | 719.1 | 0.0 | 0.0 | 0.0 | 719.1 |
| 98 | 6,892.2 | | | Kent Communications & Member Grants | Vacant | | 1,620.4 | 7,302.9 | 8,923.3 | -373.7 | -352.5 | -89.0 | 8,108.1 |
| 99 | 622.5 | | | Health & Safety | Helen Bale | | 1,084.0 | 372.0 | 1,456.0 | -642.2 | -191.3 | 0.0 | 622.5 |
| 100 | 2,302.8 | | | Organisational Development | Julie Cudmore | | 437.8 | 2,128.5 | 2,566.3 | 0.0 | -320.0 | 0.0 | 2,246.3 |
| 101 | 997.0 | | | Divisional Budget | Amanda Beer | | 853.5 | 54.0 | 907.5 | 0.0 | -58.3 | 0.0 | 849.2 |
| 102 | 15,791.8 | | | Total - Engagement, Organisation Design & Development | | | 6,716.1 | 11,706.1 | 18,422.2 | -1,175.3 | -922.1 | -89.0 | 16,235.8 |
| | | | | Finance & Procurement - Corporate Director: Andy Wood | | | | | | | | | |
| 103 | 3,238.2 | | | Business Service Centre Client Commissioning | Nick Vickers | | 145.0 | 2,823.1 | 2,968.1 | 0.0 | 0.0 | 0.0 | 2,968.1 |
| 104 | -501.2 | | | EduKent & Schools Financial Services | Keith Abbott (Interim) | | 1,944.3 | -242.8 | 1,701.5 | -860.0 | -160.0 | -1,182.7 | -501.2 |
| 105 | 3,156.2 | | | Financial Management | Cath Head | | 4,411.1 | 134.5 | 4,545.6 | -192.1 | -143.2 | -1,116.1 | 3,094.2 |
| 106 | 110.8 | | | Financial Services | Nick Vickers | | 2,981.2 | 1,030.2 | 4,011.4 | -860.7 | -3,039.9 | 0.0 | 110.8 |
| 107 | 2,290.1 | | | Financial Strategy | Dave Shipton | | 113.2 | 1,801.9 | 1,915.1 | 0.0 | 0.0 | 0.0 | 1,915.1 |
| 108 | 946.3 | | | Internal Audit | Bob Patterson | | 767.4 | 189.9 | 957.3 | 0.0 | -54.0 | 0.0 | 903.3 |
| 109 | 1,694.8 | | | Procurement | Henry Swan | | 1,658.1 | 51.7 | 1,709.8 | -15.0 | 0.0 | 0.0 | 1,694.8 |
| 110 | 442.4 | | | Projects Team | Neeta Major | | 439.9 | 2.5 | 442.4 | 0.0 | 0.0 | 0.0 | 442.4 |
| 111 | 1,093.5 | | | Divisional Budget | Andy Wood | | 1,019.8 | 209.2 | 1,229.0 | 0.0 | -175.0 | 0.0 | 1,054.0 |
| 112 | 12,471.1 | | | Total - Finance & Procurement | | | 13,480.0 | 6,000.2 | 19,480.2 | -1,927.8 | -3,572.1 | -2,298.8 | 11,681.5 |
| | | | | Governance & Law - Director: Geoff Wild | | | | | | | | | |
| 113 | -792.7 | | | Commercial & Environmental | James Pigott | | 1,451.4 | 53.5 | 1,504.9 | -1,689.6 | -535.0 | -73.0 | -792.7 |
| 114 | 4,214.8 | | | Democratic Services | Peter Sass | | 1,475.1 | 2,846.7 | 4,321.8 | 0.0 | -107.0 | -35.0 | 4,179.8 |
| 115 | -2,449.6 | | | Litigation & Social Welfare | Ben Watts | | 4,384.0 | 148.4 | 4,532.4 | -6,816.7 | -160.5 | -4.8 | -2,449.6 |
| 116 | 339.8 | | | Information Resilience & Transparency | Caroline Dodge | | 362.8 | 30.0 | 392.8 | 0.0 | -53.0 | 0.0 | 339.8 |
| 117 | 704.4 | | | Divisional Budget | Geoff Wild | | 534.8 | 1,709.2 | 2,244.0 | -1,532.6 | -7.0 | 0.0 | 704.4 |
| 118 | 2,016.7 | | | Total - Governance & Law | | | 8,208.1 | 4,787.8 | 12,995.9 | -10,038.9 | -862.5 | -112.8 | 1,981.7 |

Section 8 - 2016-17 Revenue Budget by Directorate

| Section 8 - 2016-17 Revenue Budget by Directorate | | | | | | | | | | | | | | |
|---|------------------------|---|--|---|------------------------|----------------|-------------------------|------------------|--------------------|--------------------|------------------|-------------------|-------------------|------------------|
| Directorate: | | Strategic & Corporate Services | | | | | | | | | | | | |
| Corporate Director: | | David Cockburn | | | | | | | | | | | | |
| Row Ref | 2015-16 Revised Budget | 2015-16 FTE | Division | Unit | Accountable Manager | FTE | 2016-17 Approved Budget | | | | | | | |
| | | | | | | | Staffing | Non staffing | Gross Expenditure | Internal Income | External Income | Grants | Net Cost | |
| | | | | | | | £000s | £000s | £000s | £000s | £000s | £000s | | |
| | | | Infrastructure - Director: Rebecca Spore | | | | | | | | | | | |
| 119 | 0.0 | | | Commercial Business Operations | Jeremy Pilgrim | | 31.0 | 1,995.3 | 2,026.3 | -607.3 | -1,419.0 | 0.0 | 0.0 | |
| 120 | 5,519.6 | | | Business Service Centre Client Commissioning | Michael Lloyd | | 0.0 | 3,929.9 | 3,929.9 | 0.0 | 0.0 | -142.5 | 3,787.4 | |
| 121 | 8,805.5 | | | Technology, Commissioning & Strategy | Michael Lloyd | | 917.9 | 7,657.9 | 8,575.8 | -28.6 | -14.8 | -1.7 | 8,530.7 | |
| 122 | 124.4 | | | Strategic Infrastructure Partnership | Carol Patrick | | 285.6 | 1,166.8 | 1,452.4 | 0.0 | -1,328.0 | 0.0 | 124.4 | |
| 123 | 20,809.7 | | | Property Operations (incl Corporate Landlord) | Jeremy Pilgrim | | 16.0 | 25,138.6 | 25,154.6 | -1,955.1 | -3,201.4 | -187.0 | 19,811.1 | |
| 124 | 263.1 | | | Property Commissioning & Strategy | Jeremy Pilgrim | | 263.1 | 0.0 | 263.1 | 0.0 | 0.0 | 0.0 | 263.1 | |
| 125 | 2,368.6 | | | Property Services Commissioned from LATCO | Jeremy Pilgrim | | 0.0 | 3,112.4 | 3,112.4 | -214.8 | -541.7 | 0.0 | 2,355.9 | |
| 126 | 572.8 | | | Infrastructure Business Relationship | Ros Adby | | 572.8 | 0.0 | 572.8 | 0.0 | 0.0 | 0.0 | 572.8 | |
| 127 | 715.2 | | | Divisional Budget | Rebecca Spore | | 394.5 | 320.7 | 715.2 | 0.0 | -45.7 | 0.0 | 669.5 | |
| 128 | 39,178.9 | | | Total - Infrastructure | | | 2,480.9 | 43,321.6 | 45,802.5 | -2,805.8 | -6,550.6 | -331.2 | 36,114.9 | |
| 129 | 0.0 | | Business Services Centre - Director: Rebecca Spore | | Jackie Turner-Robinson | | 22,253.6 | 5,836.4 | 28,090.0 | -22,446.9 | -5,643.1 | 0.0 | -0.0 | |
| 130 | 1,358.4 | | Strategic Business Development & Intelligence | | Emma Mitchell | | 1,139.0 | 160.4 | 1,299.4 | 0.0 | 0.0 | 0.0 | 1,299.4 | |
| 131 | 2,132.7 | | Strategy, Policy, Relationships & Corporate Assurance | | David Whittle | | 1,748.1 | 381.6 | 2,129.7 | -40.0 | -93.6 | 0.0 | 1,996.1 | |
| 132 | 0.0 | | Transformation | | Vacant | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | |
| | | | <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> | | | | | | | | | | | |
| 133 | 70,572.0 | 1,612.3 | Sub Total - Strategic & Corporate Services (excl. Financing Items) | | | 1,363.8 | 56,563.0 | 74,481.5 | 131,044.5 | -39,116.9 | -17,778.7 | -7,219.8 | 66,929.1 | |
| | | | Financing Items - Director: Andy Wood | | | | | | | | | | | |
| 134 | 60,063.0 | | | Financial Management | Cath Head | | 0.0 | 62,381.0 | 62,381.0 | 0.0 | 0.0 | -36.0 | 62,345.0 | |
| 135 | 51,756.0 | | | Financial Services | Nick Vickers | | 0.0 | 59,209.7 | 59,209.7 | 0.0 | -8,452.7 | 0.0 | 50,757.0 | |
| 136 | 12,222.9 | | | Finance & Procurement - Financing Items | Andy Wood | | 7,800.0 | 12,460.3 | 20,260.3 | 0.0 | -8,700.0 | 0.0 | 11,560.3 | |
| 137 | 124,041.9 | | | Total - Financing Items | | | 7,800.0 | 134,051.0 | 141,851.0 | 0.0 | -17,152.7 | -36.0 | 124,662.3 | |
| 138 | 194,613.9 | 1,612.3 | Sub Total - Strategic & Corporate Services | | | 1,363.8 | 64,363.0 | 208,532.5 | 272,895.5 | -39,116.9 | -34,931.4 | -7,255.8 | 191,591.4 | |
| 139 | 916,478.5 | 7,973.7 | KCC Total | | | | 7,734.1 | 807,724.3 | 1,365,248.9 | 2,172,973.2 | -86,633.3 | -251,890.8 | -923,399.4 | 911,049.7 |

The FTE numbers reflect actual numbers in post as at end of February 2015 (for 2015-16) and end of February 2016 (for 2016-17) 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 |
|--|---------------------|
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| Growth, Environment and Transport | 285 – 294 |
| Social Care, Health & Wellbeing | 295 – 306 |
| Strategic & Corporate Services | 307 – 310 |
| Financing Items | 311 – 312 |

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | | |
| | | Children's Services | | | | | | | | | |
| | | <i>Early Help</i> | | | | | | | | | |
| 1 | 6,262.8 | Children's Centres | 6,073.1 | 2,216.2 | 8,289.3 | -2,048.4 | -28.1 | 0.0 | 6,212.8 | Children's centres offer help and support to an average of 11,000 children per month. Approximately 65,500 children aged 0-4 are registered with a Children's Centre. | |
| 2 | 14,686.1 | Early Intervention and Prevention | 12,407.0 | 4,735.6 | 17,142.6 | -318.8 | 0.0 | -5,032.7 | 11,791.1 | 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 them 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. | |
| | | <i>Education and Personal</i> | | | | | | | | | |
| 3 | 1,069.9 | 14 to 24 year olds | 1,262.1 | 683.8 | 1,945.9 | 0.0 | -70.0 | -906.0 | 969.9 | 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 | 138.6 | Attendance & Behaviour | 2,168.7 | 377.3 | 2,546.0 | -10.0 | -275.0 | -2,122.4 | 138.6 | 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. | |
| 5 | 1,425.9 | Early Years and Childcare | 4,365.9 | 1,847.7 | 6,213.6 | -510.6 | -766.9 | -3,655.2 | 1,280.9 | Provision of advice, support, challenge and training to secure sufficient high quality early education and childcare, incorporating over 800 group providers in the private, voluntary and independent sectors and approximately 1,300 childminders. | |

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 6 | 0.0 | Early Years Education | 0.0 | 56,176.2 | 56,176.2 | 0.0 | 0.0 | -56,176.2 | 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 (equates to over 11 million hours of provision) plus up to 1.8 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 | 2,306.0 | Education Psychology Service | 2,862.4 | 118.6 | 2,981.0 | -619.5 | -205.5 | 0.0 | 2,156.0 | Statutory assessment of children with special educational needs and the delivery of core and traded psychological services. |
| 8 | 479.7 | Individual Learner Support (incl. Minority Communities Achievement and Parent Partnership Service) | 1,685.5 | 5,615.6 | 7,301.1 | -215.1 | -260.1 | -6,346.2 | 479.7 | 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 | Statemented Pupils | 28.0 | 5,869.0 | 5,897.0 | 0.0 | -387.2 | -5,509.8 | 0.0 | Support for pupils with Statements of Special Educational Needs (SEN) which has not been delegated to individual schools or SEN units. |
| 10 | 1,236.0 | Youth Service | 1,118.7 | 1,843.5 | 2,962.2 | -676.4 | -804.8 | -245.0 | 1,236.0 | 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. |
| 11 | 583.5 | Youth Offending Service | 1,492.9 | 865.1 | 2,358.0 | -323.6 | -311.1 | -1,230.8 | 492.5 | 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 1,000 children and young people who are subject of youth court orders. |

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| | | Other Children's Services | | | | | | | | |
| 12 | 361.4 | Safeguarding | 491.3 | 98.2 | 589.5 | -105.0 | -123.1 | 0.0 | 361.4 | 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 | -1,340.2 | Community Learning & Skills (CLS) | 8,938.7 | 4,005.1 | 12,943.8 | 0.0 | -3,524.6 | -10,759.4 | -1,340.2 | Approximately 21,000 adults attending Adult Education courses in the community for personal development, skills, pleasure and wellbeing. In the region of 3,500 families participating in family learning which helps parents and children from disadvantaged communities. CLS supports 600+ young people through apprenticeships with Kent employers and approximately 1,200 learning aims delivered to 16-18 year olds not in education or employment. Skills Plus centres deliver over 2,500 learning aims to 1,500 people to improve their employability skills and support Kent businesses and over 2,300 learning aims delivered to 1,000 adults for whom English is not their first language to gain qualifications. |
| 14 | 451.1 | Supporting Employment | 736.0 | 50.1 | 786.1 | -305.0 | -30.0 | 0.0 | 451.1 | 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. |
| 15 | 0.0 | Troubled Families Programme | 337.2 | 1,388.9 | 1,726.1 | -100.0 | -489.0 | -1,137.1 | 0.0 | The Kent Troubled Families Programme works closely with Partner Agency and District Councils to provide a joined up approach to improve the life chances and independence of disadvantaged families in Kent and a cohort of in excess of 8,900 families will be engaged over the coming years. |

Appendix A - Directorate Specific A to Z Service Analysis

Education & Young People

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | | | | | | | | |
| 16 | 0.0 | Exclusion Services | 0.0 | 2,495.4 | 2,495.4 | 0.0 | 0.0 | -2,495.4 | 0.0 | Payments to schools for the provision of education services to excluded pupils where there are no Pupil Referral Units. |
| 17 | 0.0 | High Needs Pupils in Further Education Colleges - Post 16 year olds | 0.0 | 3,050.0 | 3,050.0 | 0.0 | 0.0 | -3,050.0 | 0.0 | Top up payments for high needs pupils in further education college placements. |
| 18 | 0.0 | High Needs Pupils in Independent Sector Providers - Post 16 year olds | 0.0 | 4,121.0 | 4,121.0 | 0.0 | 0.0 | -4,121.0 | 0.0 | Top up payments for post 16 high needs pupils in independent sector provision. |
| 19 | 0.0 | High Needs Pupils in Independent Special School placements | 0.0 | 22,275.4 | 22,275.4 | -274.6 | -422.8 | -21,578.0 | 0.0 | Placements for approximately 560 children with severe special educational needs whose needs cannot be met within maintained schools. |
| 20 | 0.0 | High Needs Pupils - Recoupment | 0.0 | 1,801.0 | 1,801.0 | 0.0 | -3,057.0 | 1,256.0 | 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. |
| 21 | 0.0 | PFI Schools Scheme | 0.0 | 27,063.4 | 27,063.4 | -10,642.1 | -1,623.3 | -14,798.0 | 0.0 | Service charges for 11 PFI schools. |
| 22 | 0.0 | Schools and Pupil Referral Units Delegated budgets | 486,679.5 | 185,102.4 | 671,781.9 | 0.0 | -49,998.3 | -621,783.6 | 0.0 | Budgets managed directly by approximately 400 local authority maintained schools and Pupil Referral Units. |
| | | Schools' Services | | | | | | | | |
| 23 | 5,532.3 | Education Staff Pension costs | 0.0 | 7,716.3 | 7,716.3 | 0.0 | -684.0 | -2,000.0 | 5,032.3 | Cost of education staff early retirements including historic commitments. |
| 24 | -3.2 | Other Schools' Services | 498.3 | 8,492.2 | 8,990.5 | -5,308.9 | -594.8 | -3,120.0 | -33.2 | Crossing Patrols, collective licences, provision of temporary mobile classrooms, coordination of cleaning and refuse contracts, 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. |
| 25 | 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

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 26 | 2,797.6 | School Improvement | 4,902.2 | 2,420.7 | 7,322.9 | -4,210.9 | -682.1 | -98.1 | 2,331.8 | 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 4,700 school governors. |
| | | Transport Services | | | | | | | | |
| 27 | 21,704.1 | Home to School/College Transport (Special Educational Needs) | 166.3 | 23,590.9 | 23,757.2 | 0.0 | -783.0 | 0.0 | 22,974.2 | Specialist transport arrangements for 3,800 children with special educational needs aged 0-19. |
| 28 | 8,333.7 | Home to School Transport (Mainstream) | 0.0 | 7,191.6 | 7,191.6 | 0.0 | -30.0 | 0.0 | 7,161.6 | Transport to and from school for approximately 7,500 eligible children. |
| 29 | 284.1 | Kent 16+ Travel Card | 0.0 | 3,290.5 | 3,290.5 | -678.0 | -2,202.9 | 0.0 | 409.6 | Over 7,400 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. |
| 30 | 66,309.4 | Total Direct Services to the Public | 536,213.8 | 385,690.4 | 921,904.2 | -26,346.9 | -67,353.6 | -766,097.6 | 62,106.1 | |
| | | Assessment Services | | | | | | | | |
| 31 | 1,150.2 | Assessment and Support of Children with Special Education Needs | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 | Statutory assessment and review of children with Special Educational Needs. |
| 32 | 1,150.2 | Total Assessment Services | 4,119.6 | 4,852.6 | 8,972.2 | 0.0 | -253.0 | -7,569.0 | 1,150.2 | |
| | | 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. |
| 33 | 1,328.5 | Education & Young People (E&YP) | 5,902.2 | 4,752.9 | 10,655.1 | -105.9 | -2,435.0 | -6,585.7 | 1,528.5 | |
| 34 | 1,328.5 | Total Management, Support Services and Overheads | 5,902.2 | 4,752.9 | 10,655.1 | -105.9 | -2,435.0 | -6,585.7 | 1,528.5 | |
| 35 | 68,788.1 | TOTAL | 546,235.6 | 395,295.9 | 941,531.5 | -26,452.8 | -70,041.6 | -780,252.3 | 64,784.8 | |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | | |
| | | Children's Services | | | | | | | | | |
| | | <i>Education and Personal</i> | | | | | | | | | |
| 1 | 52.6 | 14 to 24 year olds | 64.0 | 3.0 | 67.0 | 0.0 | -17.4 | 0.0 | 49.6 | 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. | |
| | | Community Services | | | | | | | | | |
| 2 | 1,986.8 | Arts & Culture Development (including grant to Turner Contemporary) | 386.8 | 1,610.0 | 1,996.8 | 0.0 | 0.0 | 0.0 | 1,996.8 | 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. The service manages Kent Film Office, and oversees Turner Contemporary arrangements; as well as organising programmes and providing grants to Arts organisations and festivals. | |
| 3 | 137.8 | Gypsies and Travellers | 266.2 | 171.3 | 437.5 | 0.0 | -437.5 | 0.0 | 0.0 | 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 | 2015-16 Revised Base | Service | 2016-17 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 | 12,085.1 | Libraries, Registration and Archives Services | 11,544.4 | 5,008.5 | 16,552.9 | -464.5 | -5,466.3 | 0.0 | 10,622.1 | <p>Libraries Service: Service delivered online and from 99 fixed libraries and a fleet of mobile vans, issuing approx. 5.21 million items (mostly books); supporting 5.6 million physical visits, 948,000 virtual visits; 577,000 hours of free public PC use; 1,488 home library service customers; 1,080 blind and partially sighted Postal Loan service customers and 3,700 clients in Prison Library service.</p> <p>Archives Service: 25,500 documents produced for researchers at Kent History and Library Centre; 9,300 archive documents accessed digitally and the management of 1,432 cubic metres of manuscript collections.</p> <p>Registration Service: Over 32,000 births and deaths registered; over 6,100 ceremonies registered and conducted (mostly marriage ceremonies) and 2,200 new citizens naturalised.</p> |
| 5 | 622.6 | Sports & Physical Activity Development | 678.8 | 847.8 | 1,526.6 | -83.0 | -1,011.0 | 0.0 | 432.6 | <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 Public Health to provide a continuum of sporting opportunity, and direct the County Sports Partnership to develop and support coaches, leaders, clubs and governing bodies of sport. The service has levered in more than £7m 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 | 2015-16 Revised Base | Service | 2016-17 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 | 604.5 | Country Parks & Countryside Access | 1,558.3 | 870.4 | 2,428.7 | -75.0 | -1,719.4 | -79.8 | 554.5 | 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 Explore Kent website and 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 Management Partnership is a predominately externally funded service, 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. |
| 7 | 1,436.6 | Environmental Management (incl. Coastal Protection) | 1,469.6 | 1,820.3 | 3,289.9 | -34.5 | -797.4 | -1,026.4 | 1,431.6 | 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 1,633.0 | Public Rights of Way | 1,273.3 | 411.6 | 1,684.9 | 0.0 | -89.0 | 0.0 | 1,595.9 | 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 | | | | | | | | |
| | | <i>Highways Maintenance</i> | | | | | | | | |
| 9 | 3,230.8 | Adverse Weather | 0.0 | 3,261.3 | 3,261.3 | 0.0 | 0.0 | 0.0 | 3,261.3 | 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. |
| 10 | 1,962.4 | Bridges and other structures | 746.4 | 1,520.7 | 2,267.1 | 0.0 | -221.9 | 0.0 | 2,045.2 | Inspection and maintenance of 2,700 bridges and structures and two road tunnels. |
| 11 | 9,742.6 | General maintenance and emergency response | 3,694.5 | 4,088.5 | 7,783.0 | 0.0 | -475.8 | 0.0 | 7,307.2 | 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 | 2,481.8 | Highways drainage | 400.5 | 2,185.8 | 2,586.3 | 0.0 | 0.0 | 0.0 | 2,586.3 | Safety inspections, routine maintenance, cleansing and minor repair of 250,000 road drainage gullies and soakaways. |
| 13 | 3,106.2 | Streetlight maintenance | 509.5 | 2,716.2 | 3,225.7 | 0.0 | -154.0 | 0.0 | 3,071.7 | Safety inspections, routine maintenance and minor repair of 120,000 streetlights, lit signs and bollards. |
| | | Highways Management | | | | | | | | |
| 14 | -231.6 | Development Planning | 1,650.5 | 324.8 | 1,975.3 | 0.0 | -2,135.2 | 0.0 | -159.9 | Includes developer agreements & developer plans, local development framework, adoption of highways and development control. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 15 | 1,640.4 | Highway improvements | 2,266.3 | -576.5 | 1,689.8 | 0.0 | -33.3 | 0.0 | 1,656.5 | Technical support and design of highway resurfacing schemes and other improvement programmes to reduce congestion, improve air quality and help minimise traffic collisions. |
| 16 | 658.6 | Road safety | 1,000.5 | 1,993.8 | 2,994.3 | -28.0 | -2,068.4 | -140.0 | 757.9 | 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 | 6,007.7 | Streetlight energy | 0.0 | 4,733.8 | 4,733.8 | 0.0 | 0.0 | 0.0 | 4,733.8 | Payment for electricity to illuminate 120,000 streetlights, lit signs and bollards. |
| 18 | 1,649.6 | Traffic management | 2,255.2 | 2,490.9 | 4,746.1 | 0.0 | -3,363.2 | 0.0 | 1,382.9 | 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 | 3,232.4 | Tree maintenance, grass cutting and weed control | 660.0 | 2,610.1 | 3,270.1 | 0.0 | 0.0 | 0.0 | 3,270.1 | Safety inspections, routine maintenance and management of 10 million square metres of grass areas, 500,000 trees, shrubs and hedges. |
| Planning and Transport Strategy | | | | | | | | | | |
| 20 | 1,259.0 | Planning & Transport Policy | 874.3 | 364.7 | 1,239.0 | 0.0 | 0.0 | 0.0 | 1,239.0 | 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 21 | 456.3 | Planning Applications | 911.8 | 184.5 | 1,096.3 | -374.2 | -325.8 | 0.0 | 396.3 | Delivery of the statutory county planning application service including pre-application advice, consideration and determination of applications and submissions, monitoring and enforcement. (Approximately 650 developments per annum). |
| | | Public Protection | | | | | | | | |
| 22 | 2,312.3 | Community Safety (including Community Wardens) | 2,027.3 | 203.8 | 2,231.1 | 0.0 | -68.8 | 0.0 | 2,162.3 | 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. |
| 23 | 2,681.0 | Coroners | 1,450.0 | 2,183.7 | 3,633.7 | 0.0 | -757.2 | 0.0 | 2,876.5 | 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 | 1,222.7 | Emergency Response & Resilience (including Flood Risk Management) | 745.5 | 537.9 | 1,283.4 | 0.0 | -180.7 | 0.0 | 1,102.7 | 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 2,782.5 | Trading Standards (including Kent Scientific Services) | 2,738.6 | 908.7 | 3,647.3 | -50.0 | -1,044.8 | 0.0 | 2,552.5 | 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. |
| Regeneration & Economic Development | | | | | | | | | | |
| 26 | 3,147.1 | Regeneration & Economic Development Services | 2,169.9 | 2,234.4 | 4,404.3 | -100.0 | -1,597.9 | -249.3 | 2,457.1 | Staff and project work on regeneration initiatives including Visit Kent, Locate in Kent, Produced in Kent, International affairs and Hardelet training centre. |
| Schools' Services | | | | | | | | | | |
| 27 | 453.3 | Other Schools' Services | 389.3 | 64.0 | 453.3 | 0.0 | 0.0 | 0.0 | 453.3 | Crossing Patrols, collective licences, provision of temporary mobile classrooms, coordination of cleaning and refuse contracts, 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| | | Transport Services | | | | | | | | |
| 28 | 16,179.0 | Concessionary Fares | 0.0 | 17,138.2 | 17,138.2 | 0.0 | -27.0 | 0.0 | 17,111.2 | Delivering approximately 16.9 million free bus journeys for elderly and disabled users via the English National Concessionary Travel Scheme, as defined by government. |
| 29 | 6,800.4 | Subsidised Bus Services (including Kent Karrier) | 0.0 | 8,252.2 | 8,252.2 | -371.4 | -749.6 | -1,087.8 | 6,043.4 | Over 150 contracts 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. |
| 30 | 1,349.1 | Transport Operations | 1,306.5 | 100.5 | 1,407.0 | -32.5 | -8.3 | 0.0 | 1,366.2 | Management, planning, procurement and monitoring of subsidised local bus services, home to school transport and public transport information. |
| 31 | 327.9 | Transport Planning | 201.2 | 34.5 | 235.7 | 0.0 | 0.0 | 0.0 | 235.7 | Improve public transport and access to key services. |
| 32 | 8,797.5 | Young Person's Travel Pass | 0.0 | 14,435.4 | 14,435.4 | 0.0 | -6,092.9 | 0.0 | 8,342.5 | 24,300 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 | 808.2 | Waste Compliance, Commissioning and Contract Management | 578.3 | 217.9 | 796.2 | 0.0 | 0.0 | 0.0 | 796.2 | Responsibility for the strategic 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 | 616.6 | Partnerships & development | 277.1 | 338.9 | 616.0 | 0.0 | 0.0 | 0.0 | 616.0 | Collaborative working with the Environment Agency and other local authorities, including Kent District Councils, undertake enforcement activities and public campaigns to manage demand, reduce overall waste volumes and increase recycling. |
| 35 | 755.9 | Closed Landfill Sites | 104.9 | 553.0 | 657.9 | 0.0 | -16.0 | 0.0 | 641.9 | Pollution monitoring and control of 19 closed landfills to ensure public safety and environmental protection is maintained. |
| | | Waste Processing | | | | | | | | |
| 36 | 4,744.6 | Landfill Tax | 0.0 | 1,883.1 | 1,883.1 | 0.0 | 0.0 | 0.0 | 1,883.1 | Unavoidable tax on waste disposed of via landfill. |

Appendix A - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 16,591.1 | Operation of Waste Facilities | 0.0 | 15,299.2 | 15,299.2 | 0.0 | -152.7 | 0.0 | 15,146.5 | 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. |
| 38 | 6,184.5 | Payments to Waste Collection Authorities (District Councils) | 0.0 | 5,964.7 | 5,964.7 | 0.0 | 0.0 | 0.0 | 5,964.7 | Payments to support recycling initiatives that reduce the amount of waste (21,200 tonnes) that would otherwise have to be disposed of through more costly routes, e.g. landfill. |
| 39 | 5,643.5 | Recycling Contracts and Composting | 0.0 | 8,506.2 | 8,506.2 | 0.0 | -1,248.7 | 0.0 | 7,257.5 | Recycling and composting 342,300 tonnes (48%) of household waste. |
| 40 | 30,233.1 | Treatment and disposal of residual waste | 0.0 | 34,299.3 | 34,299.3 | 0.0 | 0.0 | 0.0 | 34,299.3 | Treatment and/or disposal of 350,200 tonnes of residual household waste produced in Kent, which is neither recyclable or compostable, either through waste to energy recovery (327,900 tonnes: 305,600 tonnes through the Allington Waste to Energy Plant and 22,300 tonnes through other waste treatment final disposal contracts) and/or landfill (22,300 tonnes). Removal and disposal of approximately 170 abandoned vehicles. |
| 41 | 165,385.5 | Total Direct Services to the Public | 44,199.5 | 149,797.1 | 193,996.6 | -1,613.1 | -30,260.2 | -2,583.3 | 159,540.0 | |
| | | 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. |
| 42 | 4,598.6 | Growth, Environment & Transport (GE&T) | 2,391.3 | 1,758.3 | 4,149.6 | 0.0 | -93.6 | 0.0 | 4,056.0 | |
| 43 | 4,598.6 | Total Management, Support Services and Overheads | 2,391.3 | 1,758.3 | 4,149.6 | 0.0 | -93.6 | 0.0 | 4,056.0 | |
| 44 | 169,984.1 | TOTAL | 46,590.8 | 151,555.4 | 198,146.2 | -1,613.1 | -30,353.8 | -2,583.3 | 163,596.0 | |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | | | | | | | | |
| | | <i>Direct Payments</i> | | | | | | | | |
| 1 | 17,616.6 | Learning Disability (aged 18+) | 0.0 | 19,024.5 | 19,024.5 | 0.0 | -69.5 | -875.5 | 18,079.5 | Approximately 1,250 clients are expected to be receiving an on-going direct payment. These people have been assessed as being eligible for social care support, but have chosen to arrange and pay for their own care and support services instead of receiving them directly from the local authority. There will also be a number of one-off direct payments made during the year for such things as items of equipment and respite care. |
| 2 | 1,018.6 | Mental Health (aged 18+) | 0.0 | 1,102.9 | 1,102.9 | 0.0 | -84.3 | 0.0 | 1,018.6 | Approximately 200 clients are expected to be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year. |
| 3 | 14,432.6 | Older People (aged 65+) | 0.0 | 12,867.5 | 12,867.5 | 0.0 | 0.0 | -186.5 | 12,681.0 | Around 1,300 clients will be receiving an on-going direct payment; there will also be a number of one-off direct payments made during the year. |
| 4 | 12,097.9 | Physical Disability (aged 18-64) | 0.0 | 13,166.6 | 13,166.6 | 0.0 | 0.0 | -982.2 | 12,184.4 | Around 1,200 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. |
| | | <i>Domiciliary Care</i> | | | | | | | | |
| 5 | 975.5 | Learning Disability (aged 18+) | 0.0 | 728.0 | 728.0 | 0.0 | 0.0 | -14.0 | 714.0 | Domiciliary care provided by the independent sector supporting approximately 100 people to live at home. |
| 6 | 1,969.8 | Older People (aged 65+) - In house service (Kent Enablement at Home service) | 7,887.1 | -1.9 | 7,885.2 | -51.0 | -5,864.4 | 0.0 | 1,969.8 | 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. |
| 7 | 5,937.6 | Older People (aged 65+) - Commissioned service | 0.0 | 25,554.2 | 25,554.2 | 0.0 | -9,871.2 | -71.0 | 15,612.0 | Domiciliary care provided by the independent sector to support approximately 3,500 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 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. |
| 9 | 2,313.5 | Physical Disability (aged 18-64) - Commissioned service | 0.0 | 4,184.0 | 4,184.0 | 0.0 | 0.0 | -28.4 | 4,155.6 | Domiciliary care provided by the independent sector supporting approximately 550 people to live at home. |
| | | Non Residential Charging Income | | | | | | | | |
| 10 | -3,191.3 | Learning Disability (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -3,954.4 | 0.0 | -3,954.4 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. |
| 11 | -7,516.3 | Older People (aged 65+) | 0.0 | 0.0 | 0.0 | 0.0 | -9,313.8 | 0.0 | -9,313.8 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. |
| 12 | -1,298.5 | Physical Disability (aged 18-64) / Mental Health (aged 18+) | 0.0 | 0.0 | 0.0 | 0.0 | -1,633.0 | 0.0 | -1,633.0 | Assessed client contributions for people receiving community based services including domiciliary care, supported accommodation, day care and direct payments. |
| | | Nursing and Residential Care | | | | | | | | |
| 13 | 73,795.7 | Learning Disability (aged 18+) | 0.0 | 74,433.9 | 74,433.9 | 0.0 | -6,130.5 | 0.0 | 68,303.4 | Around 1,200 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 | 7,407.1 | Mental Health (aged 18+) | 0.0 | 8,697.2 | 8,697.2 | 0.0 | -1,015.9 | 0.0 | 7,681.3 | Around 250 clients are provided with services through the independent sector. This service also provides permanent residential care for preserved rights clients through the independent sector. This does not include respite services which are included within the Support to Carers budget below. |
| 15 | 21,659.4 | Older People (aged 65+) - Nursing | 0.0 | 35,941.4 | 35,941.4 | 0.0 | -14,665.2 | 0.0 | 21,276.2 | Around 1,250 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 14,581.9 | Older People (aged 65+) - Residential - In house service | 9,691.2 | 9,851.2 | 19,542.4 | 0.0 | -3,546.5 | -1,922.2 | 14,073.7 | KCC residential services predominately providing long term and recuperative services through 222 residential care/respice beds and 84 nursing care beds. |
| 17 | 26,196.7 | Older People (aged 65+) - Residential - Commissioned Service | 0.0 | 50,165.1 | 50,165.1 | 0.0 | -27,808.2 | 0.0 | 22,356.9 | Approximately 2,200 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. |
| 18 | 11,759.4 | Physical Disability (aged 18-64) | 0.0 | 13,269.9 | 13,269.9 | 0.0 | -1,739.1 | 0.0 | 11,530.8 | Approximately 300 clients are provided with this service through the independent sector. |
| | | Supported Living | | | | | | | | |
| 19 | 2,626.7 | Learning Disability (aged 18+) - In house service | 2,596.9 | 1,027.2 | 3,624.1 | 0.0 | -134.5 | -912.9 | 2,576.7 | 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. |
| 20 | 3,795.5 | Learning Disability (aged 18+) - Shared Lives Scheme | 315.7 | 4,352.2 | 4,667.9 | 0.0 | 0.0 | 0.0 | 4,667.9 | The Shared Lives scheme places approximately 150 people with non-related Adult Carers. |
| 21 | 31,259.3 | Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements | 0.0 | 38,722.4 | 38,722.4 | 0.0 | -118.5 | -94.0 | 38,509.9 | Services provided through the independent sector for approximately 1,100 people in supported living. |
| 22 | 0.0 | Older People (aged 65+) - In house service | 0.0 | 4,825.0 | 4,825.0 | 0.0 | 0.0 | -4,825.0 | 0.0 | Costs associated with the Better Homes Actives Lives PFI project. |
| 23 | 395.9 | Older People (aged 65+) - Commissioned service | 0.0 | 395.9 | 395.9 | 0.0 | 0.0 | 0.0 | 395.9 | Approximately 100 clients provided with supported living / supported accommodation services through the independent sector. |
| 24 | 0.0 | Physical Disability (aged 18-64) / Mental Health (aged 18+) - In house service | 0.0 | 107.4 | 107.4 | 0.0 | 0.0 | -107.4 | 0.0 | Costs associated with the Better Homes Actives Lives PFI project. |
| 25 | 4,194.3 | Physical Disability (aged 18-64) / Mental Health (aged 18+) - Commissioned service | 0.0 | 5,327.3 | 5,327.3 | 0.0 | -84.3 | -29.5 | 5,213.5 | Approximately 500 clients provided with supported living / supported accommodation services through the independent sector. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| | | Other Services for Adults and Older People | | | | | | | | |
| 26 | 2,461.9 | Adaptive & Assistive Technology | 411.0 | 7,087.8 | 7,498.8 | 0.0 | -5,315.0 | 0.0 | 2,183.8 | 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. |
| 27 | 1,340.8 | Community Support Services for Mental Health (aged 18+) | 1,254.9 | 141.3 | 1,396.2 | 0.0 | -55.4 | 0.0 | 1,340.8 | Community outreach services provided by both KCC and independent sector supporting clients with mental health problems. |
| | | Day Care | | | | | | | | |
| 28 | 6,544.9 | Learning Disability (aged 18+) - In house service | 5,546.4 | 819.2 | 6,365.6 | 0.0 | -70.7 | 0.0 | 6,294.9 | Day care/day services provided by KCC. |
| 29 | 7,029.7 | Learning Disability (aged 18+) - Commissioned service | 0.0 | 7,732.5 | 7,732.5 | 0.0 | 0.0 | -18.5 | 7,714.0 | Day care/day services provided by the independent sector. |
| 30 | 831.2 | Older People (aged 65+) - In house service | 675.8 | 126.1 | 801.9 | 0.0 | -36.0 | 0.0 | 765.9 | Day care/day services provided by KCC. |
| 31 | 945.1 | Older People (aged 65+) - Commissioned service | 0.0 | 899.1 | 899.1 | 0.0 | 0.0 | 0.0 | 899.1 | Day care/day services provided by the independent sector. |
| 32 | 974.2 | Physical Disability (aged 18-64) | 0.0 | 974.2 | 974.2 | 0.0 | 0.0 | 0.0 | 974.2 | Day care/day services provided by the independent sector. |
| 33 | 20,394.2 | Housing Related Support for Vulnerable People (Supporting People) | 324.4 | 16,831.2 | 17,155.6 | -193.2 | 0.0 | 0.0 | 16,962.4 | Includes provision for 17,300 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. |
| 34 | 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 35 | 784.9 | Other Adult Services | 175.0 | 12,296.3 | 12,471.3 | 0.0 | -711.2 | -272.9 | 11,487.2 | <p>A range of other services including:</p> <ul style="list-style-type: none"> - approximately 80,000 home delivered hot meals, - providing one-off support to those who have no recourse to Public Funds. <p>In addition there are a number of budgets/savings held here which are to be allocated during 2016-17 once plans have been finalised:</p> <ul style="list-style-type: none"> - provision for inflation on the cost of adult social care, including increases in costs resulting from the National Living Wage, - savings yet to be allocated to other social care services within the A-Z service analysis, - savings from the review of client transport arrangements, - provision to fulfil responsibilities under the Care Act. |
| 36 | 1,439.0 | Safeguarding | 1,333.2 | 341.4 | 1,674.6 | 0.0 | -111.1 | -124.5 | 1,439.0 | A multi agency partnership/framework to ensure a coherent policy for the protection of vulnerable adults. |
| | | Social Support | | | | | | | | |
| 37 | 3,547.4 | Carers - In house service | 2,725.9 | 125.3 | 2,851.2 | 0.0 | -0.2 | 0.0 | 2,851.0 | KCC residential services predominately providing respite services to support carers. |
| 38 | 4,704.8 | Carers - Commissioned service | 0.0 | 11,708.4 | 11,708.4 | -57.5 | -5,999.5 | 0.0 | 5,651.4 | Services supporting carers, which are provided through the independent and voluntary sectors. |
| 39 | 3,553.7 | Information and Early Intervention | 0.0 | 5,344.9 | 5,344.9 | -552.8 | -1,007.1 | -246.9 | 3,538.1 | 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. |
| 40 | 6,079.0 | Social Isolation | 0.0 | 9,096.8 | 9,096.8 | -2,083.6 | -1,140.8 | 0.0 | 5,872.4 | Services providing support to prevent social isolation, provided through the independent sector and the voluntary sector, such as befriending services. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 41 | 1,481.5 | Support & Assistance Service (Social Fund) including refugee families | 277.0 | 2,454.5 | 2,731.5 | 0.0 | 0.0 | -1,250.0 | 1,481.5 | 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> | | | | | | | | | | |
| 42 | 23,675.7 | Fostering - In house service | 1,814.6 | 22,608.0 | 24,422.6 | -469.1 | 0.0 | 0.0 | 23,953.5 | Short and medium term family based care for 990 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. |
| 43 | 7,901.7 | Fostering - Commissioned from Independent Fostering Agencies | 0.0 | 6,782.6 | 6,782.6 | 0.0 | 0.0 | 0.0 | 6,782.6 | Short and medium term family based care (including longer term care for older children) for 137 Kent children. |
| 44 | 6,769.0 | Legal Charges | 0.0 | 6,738.0 | 6,738.0 | 0.0 | 0.0 | 0.0 | 6,738.0 | Costs for in-house legal support and external legal fees for care proceedings for Specialist Children's Services. |
| 45 | 2,541.0 | Residential Children's Services - In house service (Short Breaks Units) | 2,696.9 | 401.5 | 3,098.4 | -12.7 | -669.7 | 0.0 | 2,416.0 | Provision of 5 in house units for short breaks (for both looked after and non looked after children, including those with a disability). |
| 46 | 11,909.3 | Residential Children's Services - Commissioned from Independent Sector | 0.0 | 13,412.2 | 13,412.2 | -920.6 | -1,614.1 | 0.0 | 10,877.5 | Independent sector residential care for 78 children (both looked after and non looked after children, including those with a disability). |
| 47 | 1,426.9 | Virtual School Kent | 1,929.6 | 3,151.7 | 5,081.3 | -293.2 | -2.8 | -3,358.4 | 1,426.9 | Supporting approx. 2,550 looked after children (including approx. 1,100 Unaccompanied Asylum Seeking Children) focussing on their education & health needs. |
| <i>Children in Need</i> | | | | | | | | | | |
| 48 | 9,278.4 | Family Support Services | 0.0 | 10,535.5 | 10,535.5 | -882.2 | -777.8 | 0.0 | 8,875.5 | Community based family support services including day care, direct payments and payments to voluntary organisations. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| | | Other Children's Services | | | | | | | | |
| 50 | 12,476.6 | Adoption & other permanent care arrangements for children | 1,951.7 | 9,709.6 | 11,661.3 | 0.0 | -104.0 | 0.0 | 11,557.3 | Permanent care for Kent children who are unable to live with their birth families. Includes adoption payments, child arrangement orders & special guardianship orders. |
| | | Asylum Seekers: | | | | | | | | |
| 51 | 0.0 | - Aged under 16 | 0.0 | 13,050.0 | 13,050.0 | 0.0 | 0.0 | -13,050.0 | 0.0 | Supporting unaccompanied asylum seekers under the age of 16. |
| 52 | 0.0 | - Aged 16 & 17 | 702.4 | 24,272.6 | 24,975.0 | 0.0 | 0.0 | -24,975.0 | 0.0 | Supporting unaccompanied asylum seekers aged 16 or 17. |
| 53 | 280.0 | - Aged 18 and over (care leavers) | 0.0 | 8,195.0 | 8,195.0 | 0.0 | 0.0 | -7,645.0 | 550.0 | Supporting unaccompanied asylum seekers aged 18 or over (who were previously in care when aged under 18) as Care Leavers. |
| 54 | 4,551.7 | Care Leavers | 2,014.8 | 5,246.9 | 7,261.7 | -1,985.2 | 0.0 | -530.6 | 4,745.9 | A service for young people aged 18+ who have previously been in care. |
| 55 | 4,571.5 | Safeguarding | 6,425.6 | 825.3 | 7,250.9 | -2,074.9 | -604.5 | 0.0 | 4,571.5 | 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 | | | | | | | | |
| 56 | 432.5 | Local Healthwatch & NHS Complaints Advocacy | 0.0 | 749.5 | 749.5 | 0.0 | 0.0 | -459.0 | 290.5 | 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 | 2015-16 Revised Base | Service | 2016-17 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 | | | | | | | | |
| 57 | 0.0 | Children's Public Health Programmes: 0-5 year olds Health Visiting Service | 0.0 | 22,256.6 | 22,256.6 | 0.0 | 0.0 | -22,256.6 | 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. |
| 58 | 0.0 | Other Children's Public Health Programmes | 0.0 | 8,848.5 | 8,848.5 | 0.0 | 0.0 | -8,848.5 | 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. |
| 59 | 428.8 | Drug & Alcohol services | 320.2 | 14,620.7 | 14,940.9 | 0.0 | -4,906.8 | -9,828.3 | 205.8 | 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 | 2015-16 Revised Base | Service | 2016-17 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 | |
| 60 | 0.0 | Obesity and Physical Activity | 0.0 | 2,329.9 | 2,329.9 | 0.0 | 0.0 | -2,329.9 | 0.0 | Specific cross county healthy weight programmes for adults on weight management, healthy eating and exercise, with the engagement of approximately 3,000 people in specialist weight management services in the community to support overweight and obese individuals to reach and maintain a healthier body mass index (BMI). In addition, advice programmes to support people to change their behaviour to lead to a healthier lifestyle are provided at Healthy Living Centres (either at the five permanent centres or activities delivered across a variety of community settings). |
| 61 | 0.0 | Public Health - Mental Health Adults | 0.0 | 2,780.3 | 2,780.3 | 0.0 | 0.0 | -2,780.3 | 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. |
| 62 | 0.0 | Public Health Staffing, Advice and Monitoring | 3,327.1 | -178.7 | 3,148.4 | -50.0 | -36.0 | -3,062.4 | 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. |
| 63 | 0.0 | Sexual Health Services | 0.0 | 12,641.0 | 12,641.0 | 0.0 | -1,000.0 | -11,641.0 | 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. |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 64 | 0.0 | Targeting Health Inequalities | 0.0 | 6,096.0 | 6,096.0 | 0.0 | -40.0 | -6,056.0 | 0.0 | Provision of a number of programmes to reduce health inequalities in Kent. 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. Also includes Health & Social Care Integration and tackling Seasonal Deaths by reducing ill health through emergency and sustainable solutions. |
| 65 | 0.0 | Tobacco Control and Stop Smoking Services | 0.0 | 3,226.0 | 3,226.0 | 0.0 | 0.0 | -3,226.0 | 0.0 | Over 9,000 people engaged with mandated adult smoking cessation services and other programmes and pilots (target of 5,000 people to successfully quit), which will focus on prevention, awareness and de-normalisation of smoking, smoke-free environments and partnerships to tackle illicit tobacco. |
| 66 | 391,512.7 | Total Direct Services to the Public | 54,397.4 | 599,149.0 | 653,546.4 | -9,626.0 | -110,236.0 | -132,008.4 | 401,676.0 | |
| | | <u>Assessment Services</u> | | | | | | | | |
| 67 | 33,784.9 | Adult's Social Care Staffing | 36,646.5 | 3,096.0 | 39,742.5 | -37.2 | -5,557.4 | -122.5 | 34,025.4 | Social care staffing providing assessment of community care needs undertaken by Case Managers and Mental Health Social Workers. |
| 68 | 42,473.6 | Children's Social Care Staffing | 47,118.5 | 3,300.2 | 50,418.7 | -9,400.4 | -321.1 | 0.0 | 40,697.2 | Social Care staffing providing assessment of children & families needs and ongoing support to looked after children. |
| 69 | 76,258.5 | Total Assessment Services | 83,765.0 | 6,396.2 | 90,161.2 | -9,437.6 | -5,878.5 | -122.5 | 74,722.6 | |
| | | <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. |
| 70 | 7,652.9 | Social Care, Health & Wellbeing (SCH&W) | 4,720.1 | 4,016.8 | 8,736.9 | -346.9 | -160.0 | -1,177.1 | 7,052.9 | |

Appendix A - Directorate Specific A to Z Service Analysis

Social Care, Health & Wellbeing

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | | |
| | | Support to Frontline Services: | | | | | | | | | |
| 71 | 3,834.5 | Adult's Social Care Commissioning | 4,192.7 | 158.1 | 4,350.8 | -40.0 | -289.5 | 0.0 | 4,021.3 | Responsible for developing and delivering a commissioning strategy and procurement priorities for both Accommodation Solutions and Community Support for all vulnerable adults. | |
| 72 | 974.0 | Adult's Social Care Performance Monitoring | 962.5 | 134.9 | 1,097.4 | 0.0 | 0.0 | 0.0 | 1,097.4 | Responsible for performance monitoring and information services for adults social care. | |
| 73 | 2,096.7 | Children's Social Care Commissioning | 1,767.7 | -23.5 | 1,744.2 | 0.0 | 0.0 | 0.0 | 1,744.2 | Responsible for developing and delivering a commissioning strategy and procurement priorities for Specialist Children's Services | |
| 74 | 763.1 | Children's Social Care Performance Monitoring | 729.5 | 33.6 | 763.1 | 0.0 | 0.0 | 0.0 | 763.1 | Responsible for performance monitoring and information services for children's social care. | |
| 75 | 15,321.2 | Total Management, Support Services and Overheads | 12,372.5 | 4,319.9 | 16,692.4 | -386.9 | -449.5 | -1,177.1 | 14,678.9 | | |
| 76 | 483,092.4 | TOTAL | 150,534.9 | 609,865.1 | 760,400.0 | -19,450.5 | -116,564.0 | -133,308.0 | 491,077.5 | | |

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| | | Community Services | | | | | | | | |
| 1 | 2,374.3 | Contact Centre & Digital Web Services | 0.0 | 4,617.7 | 4,617.7 | 0.0 | -305.0 | -89.0 | 4,223.7 | 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. 1 million contacts are handled every year (860k telephone/150k e-mail) supporting more than 90 KCC services. It will increasingly provide better customer focussed, true multi-channel access to Kent services. |
| 2 | 939.3 | Gateways | 356.5 | 581.8 | 938.3 | 0.0 | -38.1 | 0.0 | 900.2 | 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 | 570.0 | 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 | 2,100.0 | Local Member Grants | 0.0 | 1,680.0 | 1,680.0 | 0.0 | 0.0 | 0.0 | 1,680.0 | Grants controlled by individual Members which are given to a wide range of community based groups, individuals and organisations. |
| 5 | 2,163.2 | Partnership arrangements with District Councils | 0.0 | 1,788.2 | 1,788.2 | 0.0 | 0.0 | 0.0 | 1,788.2 | 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 | 8,146.8 | Total Direct Services to the Public | 356.5 | 9,187.7 | 9,544.2 | 0.0 | -343.1 | -89.0 | 9,112.1 | |

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | -2,377.6 | Strategic & Corporate Services (S&CS) | 537.2 | 2,287.4 | 2,824.6 | -682.2 | -134.7 | -4,388.0 | -2,380.3 | |
| | | Support to Frontline Services: | | | | | | | | |
| 8 | 0.0 | Business Services Centre (BSC) | 22,253.6 | 5,836.4 | 28,090.0 | -22,446.9 | -5,643.1 | 0.0 | 0.0 | Provides transactional HR, ICT and Finance services together with traded services to external customers in these professions. |
| 9 | 3,321.1 | Business Strategy | 2,802.1 | 542.0 | 3,344.1 | -40.0 | -93.6 | 0.0 | 3,210.5 | 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 | 2,367.7 | Communications, Consultation & Engagement | 1,965.5 | 525.9 | 2,491.4 | -373.7 | -9.4 | 0.0 | 2,108.3 | 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. |
| 11 | 3,644.8 | Democratic and Members | 1,475.1 | 2,326.7 | 3,801.8 | 0.0 | -107.0 | -35.0 | 3,659.8 | The cost of supporting the 84 elected members of the County Council and the responsibility for the Council's Overview and Scrutiny function in accordance with the provisions of the Local Government Act 2000, the Health and Social Care Act 2001, as amended in 2012 for the transfer of Public Health responsibilities, and the Local Government and Public Involvement in Health Act 2007. |

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 12 | 7,230.8 | Finance and Procurement <i>(excluding services commissioned from Business Services Centre)</i> | 13,480.0 | 1,405.0 | 14,885.0 | -1,927.8 | -3,572.1 | -2,298.8 | 7,086.3 | 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 | 3,077.1 | Finance and Procurement - services commissioned from the Business Services Centre | 0.0 | 2,807.0 | 2,807.0 | 0.0 | 0.0 | 0.0 | 2,807.0 | Transactional financial services commissioned from the Business Services Centre. |
| 14 | 6,252.3 | Human Resources <i>(excluding services commissioned from Business Services Centre)</i> | 4,479.1 | 2,703.1 | 7,182.2 | -801.6 | -569.6 | 0.0 | 5,811.0 | 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. |
| 15 | 1,928.2 | Human Resources - services commissioned from the Business Services Centre | 0.0 | 1,597.6 | 1,597.6 | 0.0 | 0.0 | 0.0 | 1,597.6 | Transactional HR services commissioned from the Business Services Centre. |
| 16 | 31,422.6 | Infrastructure (Property & ICT) <i>(excluding services commissioned from Business Services Centre & LATCO)</i> | 2,480.9 | 36,279.3 | 38,760.2 | -2,591.0 | -6,008.9 | -188.7 | 29,971.6 | 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. |
| 17 | 5,519.6 | Infrastructure - ICT services commissioned from Business Services Centre | 0.0 | 3,929.9 | 3,929.9 | 0.0 | 0.0 | -142.5 | 3,787.4 | Transactional ICT services commissioned from the Business Services Centre. |

Appendix A - Directorate Specific A to Z Service Analysis

Strategic & Corporate Services

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | |
| 18 | 2,236.7 | Infrastructure - Property services commissioned from Property LATCo | 0.0 | 3,112.4 | 3,112.4 | -214.8 | -541.7 | 0.0 | 2,355.9 | 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. Intelligent client function to manage the service delivery of ICT services through contract arrangements with appropriate delivery vehicles. The Kent Public Services Network and other partnership arrangements are also included here. Transactional services are commissioned from the Business Services Centre. |
| 19 | -2,198.1 | Legal Services and Information Governance | 6,733.0 | 1,941.1 | 8,674.1 | -10,038.9 | -755.5 | -77.8 | -2,198.1 | Provides legal advice and services to KCC, public bodies and other local authorities. |
| 20 | 0.0 | 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. |
| 21 | 62,425.2 | Total Management, Support Services and Overheads | 56,206.5 | 65,293.8 | 121,500.3 | -39,116.9 | -17,435.6 | -7,130.8 | 57,817.0 | |
| 22 | 70,572.0 | TOTAL | 56,563.0 | 74,481.5 | 131,044.5 | -39,116.9 | -17,778.7 | -7,219.8 | 66,929.1 | |

Appendix A - Directorate Specific A to Z Service Analysis

Financing Items

| Row Ref | 2015-16 Revised Base | Service | 2016-17 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 | 314.0 | Audit Fees | 0.0 | 264.0 | 264.0 | 0.0 | 0.0 | 0.0 | 264.0 | |
| 2 | 800.0 | Carbon Reduction Commitment | 0.0 | 704.0 | 704.0 | 0.0 | 0.0 | 0.0 | 704.0 | |
| 3 | -6,700.0 | Commercial Services (net contribution) | 0.0 | 0.0 | 0.0 | 0.0 | -8,700.0 | 0.0 | -8,700.0 | Contribution from Commercial Services towards KCC overheads. |
| 4 | 2,352.0 | Contribution to IT Asset Maintenance Reserve | 0.0 | 3,352.0 | 3,352.0 | 0.0 | 0.0 | 0.0 | 3,352.0 | Annual contribution towards ICT infrastructure replacement. |
| 5 | -1,934.5 | Contribution to/from reserves | 0.0 | -6,285.5 | -6,285.5 | 0.0 | 0.0 | 0.0 | -6,285.5 | |
| 6 | 4,999.0 | Insurance Fund | 0.0 | 5,899.0 | 5,899.0 | 0.0 | 0.0 | 0.0 | 5,899.0 | Contribution to self insurance fund. |
| 7 | 3,000.0 | Modernisation of the Council | 0.0 | 2,000.0 | 2,000.0 | 0.0 | 0.0 | 0.0 | 2,000.0 | One-off costs associated with restructure of the council including redundancy provision. |
| 8 | 122,379.4 | Net Debt costs (incl. Investment Income) | 0.0 | 126,056.0 | 126,056.0 | 0.0 | -8,452.7 | 0.0 | 117,603.3 | |
| 9 | 903.0 | Other | 0.0 | 959.0 | 959.0 | 0.0 | 0.0 | -36.0 | 923.0 | |
| 10 | -2,071.0 | Unallocated | 7,800.0 | 1,102.5 | 8,902.5 | 0.0 | 0.0 | 0.0 | 8,902.5 | |
| 11 | 124,041.9 | Total Financing Items | 7,800.0 | 134,051.0 | 141,851.0 | 0.0 | -17,152.7 | -36.0 | 124,662.3 | |
| 12 | 124,041.9 | TOTAL | 7,800.0 | 134,051.0 | 141,851.0 | 0.0 | -17,152.7 | -36.0 | 124,662.3 | |

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|---|--|--------------------|--------------------------|--------------------------|
| 14-24 Year Olds | Children's Services - Education and Personal | EYP | 48 | 135 |
| Adaptive & Assistive Technology | Adults and Older People - Other Services for Adults and Older People | SCH&W | 45 | 102 |
| Adoption | Children's Services - Other Children's Services | SCH&W | 50 | 144 |
| Adult Learning (Community Learning & Skills) | Community Services | EYP | 51 | 152 |
| Adults Social Care Commissioning & Performance Management | Support to Frontline Services | SCH&W | 64 | 243-244 |
| Adverse Weather | Highways - Highways Maintenance | GET | 54 | 165 |
| Alcohol Services | Public Health | SCH&W | 57 | 184 |
| Archives (now part of Libraries, Registration and Archives) | Community Services | GET | 52 | 157 |
| Arts & Culture Development | Community Services | GET | 50 | 151 |
| Assessment & Support of Children with Special Educational Needs | Assessment Services | EYP | 63 | 236 |
| Asylum Seekers | Children's Services - Other Children's Services | SCH&W | 50 | 145-148 |
| Attendance & Behaviour (in school) | Children's Services - Education and Personal | EYP | 48 | 136 |
| Births, Deaths and Marriages (now part of Libraries, Registration & Archives service) | Community Services | GET | 52 | 157 |
| Bridges & Other Structures | Highways - Highways Maintenance | GET | 54 | 166 |
| Business Services Centre | Support to Frontline Services | S&CS | 64 | 245 |
| Business Strategy | Support to Frontline Services | S&CS | 64 | 246 |

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| Care Leavers | Children's Services - Other Children's Services | SCH&W | 50 | 149 |
| Carers Support | Other Services for Adults & Older People - Social Support | SCH&W | 47 | 121-122 |
| Children's Centres | Children's Services - Early Help | EYP | 48 | 133 |
| Children's Public Health Programmes | Public Health | SCH&W | 56-57 | 182-183 |
| Children's Social Care Commissioning | Support to Frontline Services | SCH&W | 64 | 247 |
| Children's Social Care Performance Monitoring | Support to Frontline Services | SCH&W | 64 | 248 |
| Closed Landfill Sites | Waste Management | GET | 62 | 218 |
| Coastal Protection | Environment - Environmental Management (incl. Coastal Protection) | GET | 54 | 163 |
| Communications, Consultations & Engagement | Support to Frontline Services | S&CS | 65 | 176 & 249-250 |
| Community Learning & Skills | Community Services | EYP | 51 | 152 |
| Community Safety | Public Protection | GET | 58 | 191 |
| Community Support Services for Mental Health | Adults and Older People - Other Services for Adults and Older People | SCH&W | 46 | 103-104 |
| Community Wardens | Public Protection - Community Services | GET | 58 | 191 |
| Concessionary transport | Transport Services | GET | 61 | 208 |
| Contact Centre & Digital Web Services | Community Services | S&CS | 51 | 153-154 |
| Coroners | Public Protection | GET | 59 | 192 |
| Country Parks & Countryside Access | Environment | GET | 53 | 162 |
| County Council Elections | Local Democracy | S&CS | 55 | 177 |
| Day Care (for Adults) | Adults and Older People - Other Services for Adults and Older People | SCH&W | 46 | 105-109 |

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| Democratic Services | Support to Frontline Services | S&CS | 65 | 251 |
| Direct Payments to Adults and Older People | Adults and Older People | SCH&W | 43 | 77-80 |
| Domiciliary Care | Adults and Older People | SCH&W | 43-44 | 81-85 |
| Drug Services | Public Health | SCH&W | 57 | 184 |
| Early Intervention and Prevention | Children's Services - Early Help | EYP | 48 | 134 |
| Early Years and Childcare | Children's Services - Education and Personal | EYP | 48 | 137 |
| Early Years education (free entitlement) | Children's Services - Education and Personal | EYP | 49 | 138 |
| Economic Development Projects | Regeneration & Economic Development | GET | 59 | 195 |
| Education Psychology Service | Children's Services - Education and Personal | EYP | 49 | 139 |
| Education Staff Pension Costs | Schools Services | EYP | 60 | 204 |
| Elections (County Council) | Local Democracy | S&CS | 55 | 177 |
| Emergency Response and Resilience | Public Protection | GET | 59 | 193 |
| Environmental Management | Environment | GET | 54 | 163 |
| Exclusion Service | Schools & High Needs Education Budgets | EYP | 60 | 196 |
| Family Support Services | Children's Services - Children in Need | SCH&W | 48 | 132 |
| Finance & Procurement | Support to Frontline Services | S&CS | 65 | 252-253 |
| Financing Items | Financing Items | FI | 63 | 224-234 |
| Footpaths | Environment - Public Rights of Way | GET | 54 | 164 |
| Fostering | Children's Services - Children in Care (Looked After) | SCH&W | 47 | 126-127 |
| Gateways | Community Services | S&CS | 51 | 155 |

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| Grass cutting | Highways - Highways Management - Tree Maintenance, Grass Cutting and Weed Control | GET | 55 | 175 |
| Gypsies and Travellers | Community Services | GET | 51 | 156 |
| Haulage and Transfer Stations | Waste Management - Waste Processing - Operation of Waste Facilities | GET | 62 | 220 |
| Hedge cutting | Highways - Highways Management - Tree Maintenance, Grass Cutting and Weed Control | GET | 55 | 175 |
| High Needs Pupils (in FE colleges) | Schools & High Needs Education Budgets | EYP | 60 | 197 |
| High Needs Pupils (in Independent Sector providers) | Schools & High Needs Education Budgets | EYP | 60 | 187 |
| High Needs Pupils (in Independent Special Schools) | Schools & High Needs Education Budgets | EYP | 60 | 199 |
| High Needs Pupils Recoupment | Schools Services | EYP | 60 | 200 |
| Home to School transport (Mainstream) | Transport Services | EYP | 61 | 210 |
| Home to School/College transport (Special Needs) | Transport Services | EYP | 61 | 209 |
| Household Waste Recycling Centres (HWRC) | Waste Management - Waste Processing - Operation of Waste Facilities | GET | 62 | 220 |
| Housing Related Support for Vulnerable People (Supporting People) | Other Services for Adults & Older People - Social Support | SCH&W | 46 | 110-117 |
| Human Resources | Support to Frontline Services | S&CS | 65 | 254-255 |
| ICT | Support to Frontline Services | S&CS | 66 | 257-259 |

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| Individual Learner Support | Children's Services - Education and Personal | EYP | 49 | 140 |
| Information Governance | Support to Frontline Services | S&CS | 66 | 261 |
| Infrastructure (Property and ICT) | Support to Frontline Services | S&CS | 66 | 256-260 |
| Kent 16+ Travel Card | Transport Services | EYP | 61 | 211 |
| Kent Karrier | Transport Services - Subsidised Bus routes | GET | 61 | 212 |
| Kent Scientific Services | Public Protection - Trading Standards | GET | 59 | 194 |
| Landfill Tax | Waste Management - Waste Processing | GET | 62 | 219 |
| Legal Charges | Adults and Older People - Other Services for Adults and Older People | SCH&W | 46 | 118 |
| Legal Charges (Children's Social Services) | Children's Services - Children in Care (Looked After) | SCH&W | 47 | 128 |
| Legal Services | Support to Frontline Services | S&CS | 66 | 261 |
| Libraries (now part of Libraries, Registration and Archives) | Community Services | GET | 52 | 157 |
| Libraries, Registration and Archives Services | Community Services | GET | 52 | 157 |
| Local Healthwatch and NHS Complaints Advocacy | Community Services | SCH&W | 52 | 158 |
| Local Member Grants | Local Democracy | S&CS | 55 | 178 |
| Management & Support | Directorate Management & Support | All | 64 | 238-241 |
| Member Grants | Local Democracy | S&CS | 55 | 178 |
| Member Services | Support to Frontline Services | S&CS | 65 | |
| Non Residential Charging Income | Adults and Older People | SCH&W | 44 | 86-88 |
| Nursing Care for Adults | Adults and Older People | SCH&W | 44-45 | 89-94 |
| Obesity and Physical Activity | Public Health | SCH&W | 57 | 185 |

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| Occupational Therapy - Adults | Adults and Older People - Other Services for Adults and Older People | SCH&W | 45 | 102 |
| Other Adult Services | Adults and Older People - Other Services for Adults and Older People | SCH&W | 46 | 119 |
| Other Schools' Services | Schools Services | EYP & GET | 60 | 205 |
| Partnership & Waste Development | Waste Management | GET | 62 | 217 |
| Partnership arrangements with District Councils | Local Democracy | S&CS | 56 | 179 |
| Payments to Waste Collection Authorities (District Councils) | Waste Management - Waste Processing | GET | 62 | 221 |
| PFI Schools Schemes | Schools & High Needs Education Budgets | EYP | 60 | 201 |
| Planning & Transport policy | Planning and Transport Strategy | GET | 56 | 180 |
| Planning applications | Planning and Transport Strategy | GET | 56 | 181 |
| Property | Support to Frontline Services | S&CS | 66 | 256 & 258 & 260 |
| Public Health - Administration | Public Health | SCH&W | 57 | 187 |
| Public Health - Mental Health Adults | Public Health | SCH&W | 57 | 186 |
| Public Rights of Way | Environment | GET | 54 | 164 |
| Pupil Referral Units (Delegated Budgets) | Schools & High Needs Education Budgets | EYP | 60 | 202 |
| Recycling Contracts & Composting | Waste Management - Waste Processing | GET | 62 | 222 |
| Redundancy Costs | Schools Services | EYP | 60 | 206 |
| Regeneration Projects | Regeneration & Economic Development | GET | 59 | 195 |

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| Registration of Births, Deaths and Marriages (now part of the Libraries, Registration and Archives Service) | Community Services | GET | 52 | 157 |
| Residential Care for Adults | Adults and Older People | SCH&W | 44-45 | 89-94 |
| Residential Care for Children | Children's Services - Children in Care (Looked After) | SCH&W | 47 | 129-130 |
| Road Crossing Patrols | Schools Services - Other Schools' Services | GET | 60 | 205 |
| Road safety | Highways - Highways Management | GET | 55 | 172 |
| Road/Highway Development Planning | Highways - Highways Management | GET | 55 | 170 |
| Road/Highway drainage | Highways - Highways Maintenance | GET | 55 | 168 |
| Road/Highway improvements | Highways - Highways Management | GET | 55 | 171 |
| Road/Highway maintenance & emergency response | Highways - Highways Maintenance | GET | 55 | 167 |
| Road/Highway Traffic Management | Highways - Highways Management | GET | 55 | 174 |
| Rural buses | Transport Services - Subsidised Bus routes | GET | 61 | 212 |
| Safeguarding - Adults | Adults and Older People - Other Services for Adults and Older People | SCH&W | 46 | 120 |
| Safeguarding - Children | Children's Services - Other Children's Services | SCH&W & EYP | 50 | 150 |
| Salting of Roads | Highways - Highways Maintenance - Adverse Weather | GET | 54 | 165 |
| School Buses | Transport Services - Home to School Transport | EYP | 61 | 209-210 |
| School Improvement | Schools Services | EYP | 60 | 207 |

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| Schools (Delegated Budgets) | Schools & High Needs Education Budgets | EYP | 60 | 202 |
| Sensory Disability | Adults and Older People - Other Services for Adults and Older People | SCH&W | 45 | 102 |
| Sexual Health Services | Public Health | SCH&W | 58 | 188 |
| Snow clearance | Highways - Highways Maintenance - Adverse Weather | GET | 54 | 165 |
| Social Care Information & Early Intervention | Other Services for Adults & Older People - Social Support | SCH&W | 47 | 123 |
| Social Care Staffing (Adult's) | Assessment Services | SCH&W | 63 | 235 |
| Social Care Staffing (Children's) | Assessment Services | SCH&W | 63 | 237 |
| Social Isolation | Other Services for Adults & Older People - Social Support | SCH&W | 47 | 124 |
| Social Support for Adults | Adults and Older People - Other Services for Adults and Older People | SCH&W | 47 | 121-124 |
| Sports Development | Community Services | GET | 52 | 159 |
| Statemented Pupils | Children's Services - Education and Personal | EYP | 49 | 141 |
| Streetlight energy | Highways - Highways Management | GET | 55 | 173 |
| Streetlight maintenance | Highways - Highways Maintenance | GET | 55 | 169 |
| Subsidised Bus Routes | Transport Services | GET | 61 | 212 |
| Support and Assistance Service (a.k.a. Social Fund) | Adults and Older People - Other Services for Adults and Older People | SCH&W | 47 | 125 |
| Support Services to Frontline Directorates | Support Services to Frontline Directorates | SCH&W & S&CS | 64-66 | 243-262 |
| Supported Living | Adults and Older People | SCH&W | 45 | 95-101 |

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| Supporting Employment | Community Services | EYP | 53 | 160 |
| Targeting Health Inequalities | Public Health | SCH&W | 58 | 189 |
| Telecare / Telehealth | Adults and Older People - Other Services for Adults and Older People | SCH&W | 45 | 102 |
| Tobacco Control and Stop Smoking Services | Public Health | SCH&W | 58 | 190 |
| Trading Standards | Public Protection | GET | 59 | 194 |
| Transformation | Support to Frontline Services | S&CS | 66 | 262 |
| Transport Operations | Transport Services | GET | 61 | 213 |
| Transport Planning | Transport Services | GET | 61 | 214 |
| Treatment and disposal of residual waste | Waste Management - Waste Processing | GET | 62 | 223 |
| Tree cutting / maintenance | Highways - Highways Management | GET | 55 | 175 |
| Troubled Families Programme | Community Services | EYP | 53 | 161 |
| Virtual School Kent | Children's Services - Children in Care (Looked After) | SCH&W | 48 | 131 |
| Waste Commissioning | Waste Management | GET | 62 | 216 |
| Waste Compliance | Waste Management | GET | 62 | 216 |
| Waste Contract Management | Waste Management | GET | 62 | 216 |
| Young Person's Travel Pass | Transport Services | EYP | 61 | 215 |
| Youth Offending | Children's Services - Education and Personal | EYP | 49 | 143 |
| Youth Service | Children's Services - Education and Personal | EYP | 49 | 142 |

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