

## Appendix A(ii) - Detailed 2019-20 Revenue Budget by Directorate

## Appendix 8

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>2018-19 Base</b>	Approved budget by County Council on 20th February 2018	418,670.8	183,889.0	169,105.2	71,394.6	115,428.3	0.0	958,487.9	
<b>Base Adjustments (internal)</b>	Changes to budgets which have nil overall affect on net budget requirement	-1,626.0	2,574.7	62.3	3,555.2	-4,566.2		0.0	
<b>Revised 2018-19 Base</b>		<b>417,044.8</b>	<b>186,463.7</b>	<b>169,167.5</b>	<b>74,949.8</b>	<b>110,862.1</b>	<b>0.0</b>	<b>958,487.9</b>	<b>958,487.9</b>
<b>Additional Spending Pressures</b>									
<b>Net Budget Realignment</b>	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>								
Adult Social Care Sustainability	Removal of one-off funding	-339.2						-339.2	6,697.0
Coroners	Realign post mortem, toxicology and pathology budgets, as well as new Body Removal contract (full cost recovery)			962.0				962.0	
Community Wardens	Removal of undelivered 2018-19 saving			190.0				190.0	
Library, Registration & Archives service	Loss of income following the end of the Nationality checking pilot			100.0				100.0	
Trading Standards	Realign for increased Crown Court prosecutions and whereby costs cannot be recovered by Proceeds of Crime Act (PoCA)			60.0				60.0	
Waste	Part year impact of anticipated increased costs of operating our household waste recycling centres, realignment for reduced recycling income, offset by current tonnage levels being lower than budgeted			998.0				998.0	
Foster Payments	Correction to prices uplift provided in the 2018-20 MTFP in line with DfE fostering related rates	-12.6	-298.3					-310.9	
The Education People	Removal of temporary funding in The Education People Company		-979.2					-979.2	
Disabled Children's Services	To fund underlying pressures arising from 2017-18 outturn and 2018-19 monitoring relating to both placements and staffing	987.0						987.0	
Adults - Transformation	Removal of undelivered 2018-19 saving	250.0						250.0	
Asset Utilisation	Re-phasing of asset rationalisation plans				650.0			650.0	
Infrastructure	Realignment of budget for legal fees, disposal costs and empty properties transferring into the corporate estate				600.0			600.0	
Coroners - Medical Examiner Service	This service is not being hosted by KCC, resulting in the funding already included in the base budget no longer being required			-300.0				-300.0	
Subsidised Bus Routes	Removal of undelivered 2018-19 saving			243.0				243.0	
Kent Resilience Forum	KCC contribution to Brexit co-ordinator post & increase in core funding contribution for Kent Resilience Team			41.0				41.0	

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Public Protection	Realignment of income levels			85.0				85.0	
Country Parks	Realignment of income levels			20.0				20.0	
Education Basic Need	Mobile classrooms required to fulfil Education Basic Need		783.0					783.0	
Home to School Transport	Realignment of budget to reflect current activity levels including a reduction to mainstream transport and an increase to SEN transport		741.8					741.8	
Looked After Children	Realignment of budget to reflect current activity levels		815.5					815.5	
Other Base Budget pressures	Provision for future budget realignment based on 2018-19 monitoring for the remainder of the year					1,100.0		1,100.0	
<b>Replace use of one-offs</b>	Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2018-19	6,315.3		300.0		6,243.3		12,858.6	12,858.6
<b>Reduction In Grant Income</b>	Impact of Reduction in Public Health Grant				1,785.0			1,785.0	1,785.0
<b>Pay and Prices</b>									
<b>Pay</b>									
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. This contribution together with the savings from staff turnover will equate to a pay pot of around 2.8%					4,146.2		4,146.2	4,695.0
Reform of pay grades	Revision of the lower Kent Scheme pay scales (KR2 and KR3) to meet the long standing commitment to match the Foundation Living Wage, which will be achieved by April 2019; ensuring at least a £1,200 differential between the top of each other pay range, and lifting the bottom of all other ranges by 0.5%					448.8		448.8	
Annual Leave entitlement	Changes to annual leave entitlement for lower graded staff					100.0		100.0	

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<u>Inflation</u>									20,393.6
KCC Estate Energy	Anticipated price increases on energy contracts for the KCC estate as estimated by Commercial Services				338.7			338.7	
Streetlight Energy	Provision for price inflation related to Streetlight energy as estimated by Commercial Services			260.5				260.5	
Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments. Contracted services already allow for separate uplifts for National Living Wage/National Minimum Wage and Consumer Prices elements through formulaic approach	11,279.2						11,279.2	
Children's Social Care	Provision for price negotiations with external providers and uplift to in-house foster carers in line with DFE guidance	400.1	1,314.7					1,714.8	
Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport and the 16+ travel card		1,138.7					1,138.7	
Young Person's Travel Pass	Provision for price inflation related to the Young Person's Travel Pass which is recovered through uplifting the charge for the pass			588.6				588.6	
Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices)			2,516.9				2,516.9	
ICT contracts	Provision for price inflation on Third Party ICT related contracts				121.4			121.4	
Levies	Estimated increase in Environment Agency Levy					20.0		20.0	
The Education People (TEP) contract	Provision for price inflation on the statutory services provided by TEP		213.1					213.1	
Facilities Management	Price uplift for the two year extension to the Facilities Management contract				210.9			210.9	
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses		94.2	26.5	250.1	1,620.0		1,990.8	

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<b>Demography</b>	<i>Additional spending associated with increasing population and demographic make-up of the population</i>								
Older People & Physical Disability	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	5,314.6						5,314.6	19,157.5
Adults with a Learning Disability (age 18+)	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	5,297.7						5,297.7	
Mental Health	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	828.2						828.2	
Children's Social Care	Estimated impact of an increase in the population of children in Kent, leading to increased demand for children's social work and disabled children's services	750.0	1,669.0					2,419.0	
Home to School transport - SEN	Estimated impact of rising pupil population on SEN Home to School and College Transport		1,250.0	55.0				1,305.0	
Home to School transport - Mainstream	Estimated impact of rising pupil population on Mainstream Home to School transport		234.0					234.0	
Young Person's Travel Pass	Estimated impact of changes in activity across usage of Young Person's Travel Pass based on school roll data			200.0				200.0	
Waste tonnage	Estimated impact of changes in waste tonnage as a result of population and housing growth			790.2				790.2	
Education Psychology Service	Estimated impact from growth in Statutory Assessments requiring an Education Psychology Service		750.0					750.0	
SEN	Estimated impact from growth in Education, Health & Care Plan assessments		1,726.0					1,726.0	
Coroners Service	Estimated impact of increased coroner investigations and post mortems and associated body storage costs			262.0				262.0	
Public Rights of Way	Adoption of new routes			8.0				8.0	
Streetlight energy & maintenance	Adoption of new streetlights at new housing developments			22.8				22.8	

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<b>Government &amp; Legislative</b>									
Adult Social Care Spring Budget 2017 Allocation	Planned reduction in specific adult social care allocation via the iBCF	-8,796.6						-8,796.6	-1,806.7
Coroners Service	New responsibilities and services as a result of legislative reform, including the net new burdens impact of the Medical Examiner Service & increased responsibilities in relation to Duty Officer Scheme			319.0				319.0	
Children's Social Care - New Burdens	Shortfall in government funding for new burdens to cover the extended duty for Care Leavers up to age of 25		1,203.0					1,203.0	
General Data Protection Regulation (GDPR)	Increase capacity to meet GDPR requirements				172.0			172.0	
Deprivation of Liberty Safeguards (DOLS)	Removal of one-off funding in 2018-19 for Additional DOLS assessments following the Cheshire Judgment 2014	-1,540.0						-1,540.0	
Public Rights of Way	Impact of introduction of the Deregulation Act 2015			40.0				40.0	
Trading Standards	Estimated impact of increased pressure on border controls following BREXIT decision			144.0				144.0	
Condition surveys & resultant works	Condition surveys and resultant works for the Corporate estate to meet the Hackett Review and statutory requirements				400.0			400.0	
Adult Social Care Winter pressures	Spending plans in line with the Adult Social Care Winter pressures funding announced in Chancellor's Autumn 2018 budget to help alleviate pressures on the NHS through the winter months, ensuring that people can leave hospital when they are ready, into a care setting that best meets their needs	6,164.4						6,164.4	
BREXIT	Additional operational costs associated with BREXIT which are to be funded by Government grant funding, to be held centrally pending claims from individual services					87.5		87.5	

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<b>Service Strategies &amp; Improvements</b>									
Home to School transport - Mainstream	Impact of Grammar School Select Committee transport recommendations to provide a subsidy to low income families to help with the cost of school transport to selective schools		100.0					100.0	9,088.6
Capital Programme	Additional debt costs to fund the capital programme					3,955.6		3,955.6	
Adult Technology Enabled Change (TEC)	Reduction in temporary funding for training, maintenance and licence costs leading up to the implementation of the new Adults performance system (MOSAIC)	-430.9			33.1			-397.8	
Highway Maintenance	Removal of one-off funding provided in 2018-19 for potholes and drainage approved at County Council in February 2018.			-2,400.0				-2,400.0	
Pothole Fund	Removal of one-off funding provided in 2018-19 approved at County Council in May 2018 and included within the £958m published budget. The additional funding approved at County Council in July 2018 is not included in the £958m published budget (hence it is not included in this budget realignment), and was one-off in nature.			-2,000.0				-2,000.0	
Waste	Part year effect of lease cost for the provision of a new household waste recycling centre at the Allington site			100.0				100.0	
Young Person's Travel Pass	Additional costs of administering a flexible payment scheme for the Young Person's Travel Pass			200.0				200.0	
Pothole Fund	To establish a base KCC funded contribution for annual Pothole Blitz campaign			3,000.0				3,000.0	
Non cashable element of workforce productivity	Additional staff capacity as a result of sickness management etc from the workforce productivity programme						500.0	500.0	
Disabled Children's Services	Increase in staffing required as a result of increasing caseloads	405.1						405.1	
Adult Social Care Sustainability Provision	Provision to enable the Corporate Director for Adult Social Care to comply with requirement under the Care Act 2014 to facilitate a diverse and sustainable market for high quality care and support. Transfers from this unallocated budget to the social care budget will need to be agreed by the Section 151 officer					5,223.0		5,223.0	
Other	Other minor service improvements	45.0	9.0	359.0	-10.3			402.7	
<b>Total Additional Spending Demands</b>		<b>26,917.3</b>	<b>10,764.5</b>	<b>7,191.5</b>	<b>4,550.9</b>	<b>22,944.4</b>	<b>500.0</b>	<b>72,868.6</b>	<b>72,868.6</b>

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<b>Savings and Income</b>									
<b>Transformation Savings</b>									
Adults Older People / Physical Disability - Phase 2	Final stage of roll out of Phase 2 transformation including initiatives aimed at promoting better integration with health services and a better range of support services for clients leaving hospital back to home	-394.8						-394.8	-3,094.8
Adults - Transformation	Implementation of core operating model for Adult Social Care	-2,700.0						-2,700.0	
Conversion of Streetlight assets to LED technology	Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system			-497.0		-19.0		-516.0	-2,266.0
Service Integration within CYPE directorate	Moving to different service delivery model following integration of Children's Services across the Children, Young People and Education Directorate		-1,250.0					-1,250.0	
Other	Other minor savings to be achieved through transformation					-500.0		-500.0	
<b>Income</b>									
Trading	Increased income from traded services with schools, academies, other local authorities and public bodies		-464.1					-464.1	-3,338.4
Review of Charges for Service Users - existing service income streams & inflationary increases	Uplift in social care client contributions in line with estimated benefit and other personal income uplifts for 2018-19, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams	-1,544.9		-245.6				-1,790.5	
Young Persons Travel Pass	Travel pass price realignment to offset bus operator inflationary fare increases			-588.6				-588.6	
Economic Development	One-off dividend from joint venture with East Kent Opportunities			-300.0				-300.0	
Cantium Business Solutions	Estimated increase in dividend					-195.2		-195.2	
<b>Increases in Grants &amp; Contributions</b>									
Adult Social Care Winter pressures funding announced in Chancellor's Autumn 2018 budget	A continuation for 2019-20 of the additional Section 31 grant provided by Government in 2018-19 to help alleviate winter pressures on the NHS	-6,164.4						-6,164.4	-6,251.9
BREXIT grant	Grant funding from Government to help fund the additional costs associated with BREXIT					-87.5		-87.5	

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<b>Efficiency Savings</b>									
<u>Staffing</u>									
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff and staff related costs			-7.0	-202.3			-209.3	-2,459.3
Workforce Productivity Programme	Cashable and non-cashable savings to be achieved across all directorates from reviewing the use of consultants, agency staff, increased use of technology solutions, and managing staff sickness to enable the council to improve workforce productivity					-1,750.0	-500.0	-2,250.0	
<u>Infrastructure</u>									
Established Programmes	Existing savings plans arising from phase 2 of the rationalisation of the office estate				-80.0			-80.0	-80.0
<u>Contracts &amp; Procurement</u>									
SEN Home to School transport	SEN transport re-tendering & school led management		-125.0					-125.0	-3,940.1
Public Health	Review of Commissioned services				-1,448.5			-1,448.5	
Housing Related Support - Learning Disability & Mental Health	Transition of Housing Related Support services into Supporting Independence Service	-1,500.0						-1,500.0	
Kent Public Services Network (KPSN)	Changes to the KPSN contract including extending the customer base				-30.0			-30.0	
Waste	Implementation of South West Kent Waste Partnership			-406.0				-406.0	
Early Help & Preventative Services	Review of Early Help & Preventative Children's Services including Children's Centres, matching reduction in funding transfer from Public Health		-200.0					-200.0	
Adult Social Care	Review of Adult Social Care contracts, matching reduction in funding transfer from Public Health	-136.5						-136.5	
Other	Other minor contracts and procurement savings			-94.1				-94.1	
<u>Other</u>									
Council Tax Support	Planned reduction in costs associated with counter fraud as data now available through the National Fraud Initiative					-156.0		-156.0	-1,176.0
Adult Social Care Projects	Review of project activity within adult social care	-520.0						-520.0	
Children, Young People & Education contracts & projects	One-off review of contract and project spend within Children, Young People and Education services		-400.0					-400.0	
Other	Other minor efficiency savings	-18.8	-18.7	-43.8	-18.7			-100.0	



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<b>Financing Savings</b>									
Draw-down corporate reserves	Net draw-down of corporate reserves to support the budget					-7,852.8		-7,852.8	-19,185.1
Draw-down Kings Hill Reserve	Increase the use of the Kings Hill reserve					-2,000.0		-2,000.0	
Debt repayment	Reduction in overall level of prudential borrowing as a result of assessment of government funding levels to finance the capital programme and review amounts set aside for debt repayment (MRP) based on review of asset life					-2,500.0		-2,500.0	
Draw-down Directorate reserves	Draw-down directorate reserves to smooth expenditure across years	-2,895.8	-500.0					-3,395.8	
Debt Restructuring	Saving from restructuring LOBO borrowing					-600.0		-600.0	
Draw-down from reserves of 2018-19 Business Rates Levy Account surplus	Draw-down from reserves of the 2018-19 Business Rates Levy Account surplus allocation from Government announced in the 2019-20 Local Government provisional finance settlement					-2,836.5		-2,836.5	
<b>Policy Savings</b>									
Arts	Review of Turner Contemporary funding agreement			-130.0				-130.0	-3,190.5
Library, Registration & Archives Service	Estimated saving from delivery of the Libraries Registration & Archives (LRA) Ambition, which defines the future strategy and outcomes of the service and informs where future savings opportunities will arise			-555.5				-555.5	
Highway Maintenance	Reviewing the level of spend on verge, as well as lit signs and bollards, maintenance			-100.0				-100.0	
Member Community Grants	Reduce Member Community Grants from £20k to £15k per Member for one year only				-405.0			-405.0	
Young Person's Travel Pass	Increase the charge for a full price pass to £350, and introduce a flexible payment scheme of 8 equal monthly instalments from August to March which includes an additional administration fee (amount to be finalised)			-1,000.0				-1,000.0	
Charging for waste	Estimated income from introducing charging for the disposal of soil, rubble, hardcore and plasterboard at KCC household			-1,000.0				-1,000.0	
<b>Total savings and Income</b>		-15,875.2	-2,957.8	-4,967.6	-2,184.5	-18,497.0	-500.0	-44,982.1	-44,982.1
<b>Proposed Budget</b>		428,086.9	194,270.4	171,391.4	77,316.2	115,309.5	0.0	986,374.4	986,374.4



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<b>Business Rates</b>									
Business Rate Baseline	Local share of business rates baseline based on historical average with annual uplift in line with business rate multiplier, as per final local government finance settlement							48,675.8	54,319.2
Business Rate Local Share	KCC 9% share of local tax base as notified by district councils less baseline share identified above							5,643.4	
Business Rate Collection Fund	KCC share of surpluses and deficits on business rate collection in 2018-19							149.7	149.7
<b>Local Taxation</b>									
Council Tax Base	KCC band D equivalent assuming 1.5% growth in tax base notified by district councils based on 2018-19 Council Tax							639,085.2	659,345.5
Council Tax Increase	Impact of proposed increase in Council Tax up to the 3% referendum limit							20,260.3	
Social Care Levy	Impact of proposed further 2% increase in Council Tax for Social Care Levy (total shown relates to 2016-17, 2017-18, 2018-19 and 2019-20 increases combined)							50,650.8	50,650.8
Council Tax Collection Fund	KCC share of surpluses and deficits on Council Tax collection in 2018-19							7,475.0	7,475.0
<b>Total Funding</b>								<b>986,374.4</b>	<b>986,374.4</b>

### Key:

CYPE	Children, Young People and Education
ASCH	Adult Social Care and Health
DCS	Disabled Children's Services
GET	Growth, Environment & Transport
S&CS	Strategic & Corporate Services
PH	Public Health
FI&U	Financing Items and Unallocated