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Date: 11 November 2009

Dear Member

REGENERATION AND ECONOMIC DEVELOPMENT POLICY OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 12 NOVEMBER 2009

I am now able to enclose, for consideration at tomorrow's meeting of the Regeneration and Economic Development Policy Overview and Scrutiny Committee, the following reports which were unavailable when the agenda was printed.

Agenda No	Item
4.	**Quarterly Budget Monitoring Report 2009/10** (Pages 1 - 2)
5.	**Autumn Budget Statement and Draft Medium Term Plan 2010/11 to 2012/13** (Pages 3 - 22)

Yours sincerely

Peter Sass
Head of Democratic Services & Local Leadership

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BY:	Kevin Lynes, Cabinet Member for Regeneration and Economic Development David Cockburn, Executive Director Strategy, Economic Development & ICT
TO:	Regeneration and Economic Development Policy Overview and Scrutiny Committee – 12th November 2009
SUBJECT:	Financial Monitoring 2009/10
Classification:	Unrestricted

Summary:

Members of the POSC are asked to note the impact of the latest budget monitoring report for 2009/10 for the portfolio reported to Cabinet on 12th October 2009.

FOR INFORMATION

1. Introduction

1.1 This is a regular report to this Committee on the forecast outturn for Regeneration and Economic Development as reported within Chief Executives Department budget.

2. Forecast Outturn

2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POSCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report.

2.2 The first quarter's monitoring report for 2009/10 was presented to Cabinet on 14th September (as reported to this POSC on 24th September). An exception report was presented to Cabinet on 12th October and the second quarter's report is not due to be presented until 30th November.

2.3 There were no additional variations reported on either the revenue budget or the capital budget in the October exception report for Regeneration and Economic Development.

3 Recommendations

3.1 Members of the POSC are asked to note the projected outturn for Regeneration and Economic Development for 2009/10 has not changed from the first quarter's monitoring report to Cabinet reported to the POC on 24th September 2009.

Background Documents:

1) Cabinet 12th October 2009 – Revenue and Capital Budget Monitoring Exception Report

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To: **Regeneration and Economic Development Policy Overview and Scrutiny Committee – 12th November 2009**

By: **Kevin Lynes, Cabinet Member for Regeneration and Economic Development**
David Cockburn, Executive Director Strategy, Economic Development & ICT

Subject: **BUDGET 2010/11 AND MEDIUM TERM FINANCIAL PLAN 2010/11 TO 2012/13**

Classification: Unrestricted

Summary: This report identifies the proposed strategy for determining next year's budget and the financial plans for the following two years. This includes the latest indications of likely pressures facing the Regeneration portfolio, suggested areas for service improvements and the savings that may be needed in order to set a realistic three year budget plan.

Recommendation: Members are asked to review and comment on the overall strategy, the pressures identified for the Regeneration portfolio and to identify their priorities for savings if each portfolio had to deliver a 10% saving on gross expenditure over the next three years.

FOR COMMENT

1. Introduction

1.1 The Autumn Budget Statement to Cabinet on 12th October 2009 suggested that we are entering into more uncertain times for local government finance than has been the case for many years. Whilst we have been assured that the Government will honour the third and final year (2010/11) of the current three-year Local Government Finance settlement there remain uncertainties on the level of efficiency savings that will be required for the year, the allocation of specific grants and the level of council tax capping.

1.2 Beyond 2010/11 the future is even more uncertain with the next three-year Comprehensive Spending Review (CSR) deferred until after the next general election, the general state of the UK economy continuing to be weak, and a big hole in public finances. The most likely scenario is that we will be heading into a period of spending restraint compared to the relative prosperity of recent years.

2. Background

2.1 Indicative cash limits for 2010/11 and 2011/12 were approved by the County Council on 19th February 2009 in the Medium Term Plan (MTP) for 2009/12. These have been updated for known changes such as transfers of activities or staff between portfolios following the announcement of the new Cabinet responsibilities in May.

2.2 We are proposing a minor restructuring of the presentation of the MTP so that we can more clearly distinguish between unavoidable pressures (such as the impact of inflationary pressures on pay and prices, demographic pressures due to changes in Kent's population, and legislative pressures from Government) and pressures arising from local decisions on service levels and policy led improvements. The indicative cash limits have been updated for the latest forecast of these pressures.

2.3 We are also proposing a minor re-presentation of savings and income sections to more closely match the strands set out in the budget strategy below. Managing Directors have been set targets to make efficiency savings on staff overheads and procured services. In setting these targets we have been clear that we need to drive out as much as possible from efficiency savings before we look at any other savings.

2.4 We are setting POSCs the challenge to identify their priorities for areas for savings if we had to make a 10% reduction on gross expenditure over the next 3 years. At this stage in the process this is a scoping exercise to inform policy development over the medium term (and we have no intention to take such a blunt salami slicing approach to policy development) rather than to bring forward specific proposals. However, POSCs will have the opportunity to identify any areas where they think savings can be achieved from policy changes affecting the 2010/11 budget.

3. Budget Strategy

3.1 In light of the national situation outlined in this report we are proposing a budget strategy based on the following assumptions:

- A £9m increase in formula grant for 2010/11 from £267m to £276m. Thereafter we are estimating a 3% per annum reduction in cash terms.
- A reduction in the growth in the council tax base due to additional households from 0.8% in 2009/10 to 0.5% pa for the period of the next MTP
- As low an increase in council tax as possible

3.2 Based on these assumptions this would see a small increase in the council's net spending of £822m in 2009/10 (excl. Area Based Grant) and thereafter standstill or reduced net spending. This represents a substantial shift over the previous three-year period which saw net spending rise from £710m in 2006/07 to £742m in 2007/08 to £796m in 2008/09.

3.3 In order to deliver a change of this magnitude we have calculated we would need to reduce spending in real terms by nearly £200m over the period of the next MTP. We are proposing this would be achieved through a combination of resisting budget pressures and making savings through efficiencies/income generation (i.e. delivering the same or similar level of service at lower cost) and policy led changes (i.e. delivering a different level of service).

3.4 In the normal course of events we could have anticipated budget pressures of circa £190m over the period of the next MTP. This assumes inflation running within the government target of 2.5% pa, demographic changes arising from an increasingly elderly and needy population, and legislative changes adding additional burdens on local authority services. Under the budget strategy we propose to resist 1/3 of these pressures through taking a robust stance in negotiating pay and price increases and responding to demographic and legislative pressures through innovative cost effective approaches.

3.5 Even after resisting some pressures this would still leave the authority needing to find around £130m of cashable savings to deliver a balanced budget within the overall strategic assumptions outlined in paragraph 3.1. This equates to the 10% that we are asking each POSC to consider (assuming schools spending/grants continue to be outside of KCC's direct influence). To put savings of this magnitude into context over the preceding three-year period from April 2007 to March 2010 we will have delivered over £110m of efficiency savings/income generation as part of delivering each year's budget.

3.6 Chief Officers have signed up to identifying £10m of efficiency savings in 2010/11 from reducing staff overheads through a review of support functions. Chief Officers have also agreed to identify £6m of savings on procured services in 2010/11 through driving out efficiencies between the authority and contractors. POSCs can consider and comment on these proposals as part of their deliberations on identifying the scope for 10% savings on the total portfolio spend.

4. Latest Developments: National Context

4.1 There are a number of national factors to take into account.

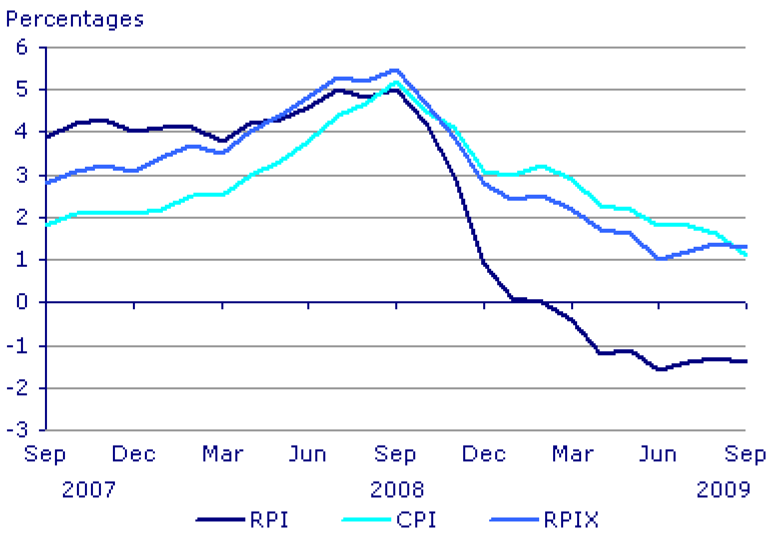
4.2 The Government's Comprehensive Spending Review 2007, published on 9 October 2007, set out national spending plans for 2008/11. The overall state of public finances and direction of the UK and world economy has significantly deteriorated since these plans were published. Nonetheless, the Government has assured local authorities that they will honour the third and final year of the current plan and that Formula Grant settlements will be as previously announced. For Kent this represents an increase of around £9m on the £267m grant for 2009/10. The final figure will vary slightly for changes in the data used for the formula and the Government is due to issue revised indicative figures in late November/early December and we should get final settlements in late January/early February.

4.3 Over the last 18 months inflation has initially gone up (exceeding Government targets) and subsequently reduced. There are different indices used to measure inflation, the indices enable an annual rate of underlying inflation to be calculated:

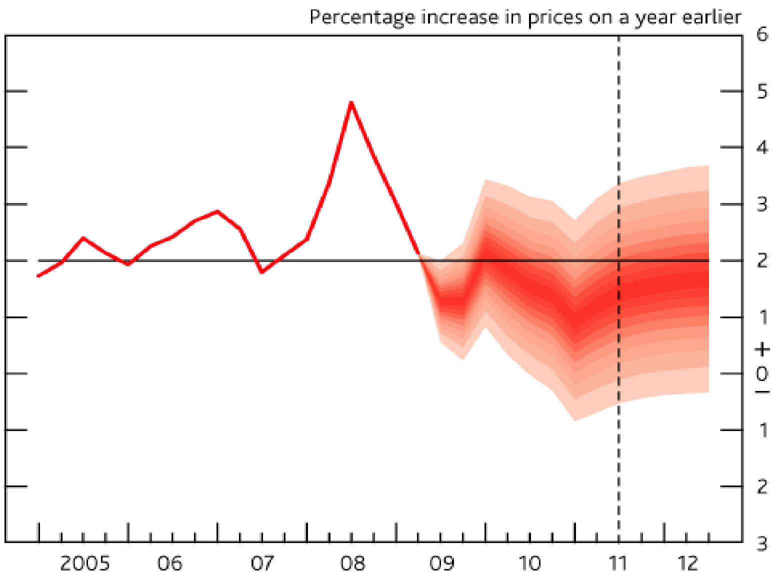
Retail Price Index (RPI) – This is the traditionally accepted measure for inflation and has been calculated continuously since June 1947. It is used by the government to update pensions, benefits and index-linked gilts. It is commonly used to uprate contracts, and is often taken into account in wage bargaining. RPIX is a variant excluding mortgage interest payments; RPIY is a further variant excluding mortgage interest and indirect taxes (e.g. VAT and council tax).

Consumer Price Index (CPI) – This is the measure now adopted by Government for targets on the economy. It is based on harmonised consumer index prices (HCIP) and enables comparison on internationally agreed standards throughout Europe. It does not include mortgage interest or indirect taxes but does include some financial services not included in RPI.

4.4 The chart below shows the changes in inflation over the last 2 years. In summer 2008 we experienced relatively high levels of inflation (CPI 5.2%, RPI 5.0% both peaked in September 2008) well above the levels assumed in the government's spending plans. At the time was attributed to rising fuel prices. Since then RPI has declined steadily dropping to 0% in January 2009 and currently stands at an annual decrease of -1.4% as at September 2009. This is mainly on the back of reduced interest rates affecting mortgage payments and reduction in VAT. CPI has declined less rapidly and currently stands at an annual increase of +1.1% as at September 2009 (down from 1.6% in August). The largest downward factor on CPI over the last year has come from housing and household services particularly energy prices which have remained largely constant following increases last September.



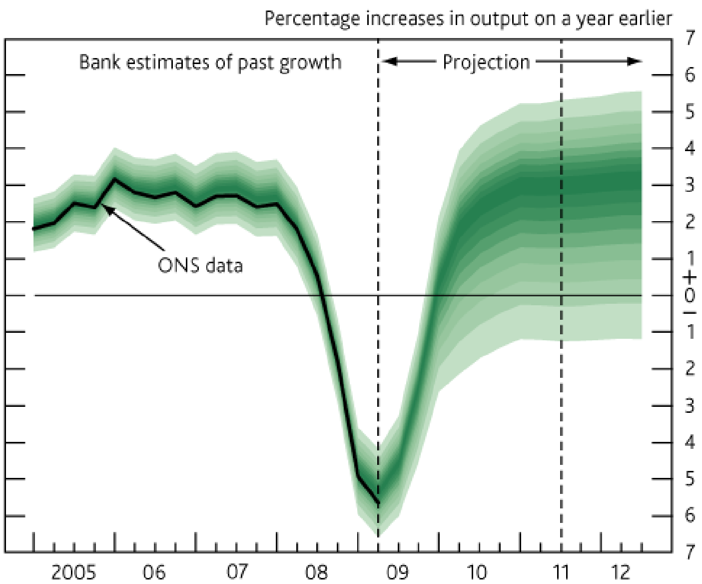
4.5 The Bank of England Monetary Policy Committee (MPC) produces monthly "fan charts" with forecasts for inflation (CPI) and economic growth (Gross Domestic Product – GDP). The idea of the fan chart is that it provides a range for predictions with the spread increasing with the further into the future it goes, to allow for greater uncertainty. The latest fan chart for inflation is reproduced below.



4.6 As can be seen from the fan chart the MPC is forecasting a rise in inflation (as measured by CPI) to around 2% by the end of the year with a steady decline throughout 2010 (down to around 1%) and thereafter a small but steady rise up to around 1.8% by the end of 2011. On the presumption that interest rates will remain low for the foreseeable future it seems likely that RPI will continue to be below CPI although the gap should close as the reductions in interest rates last year no longer have a negative impact on the annual underlying rate of inflation (when interest rates eventually rise this is likely to impact as an increase in RPI taking it above CPI).

4.7 We have dwelt on inflation in more depth than previous POC reports as it is an essential component of our budget strategy that the current low levels be reflected in our pay and price pressures and negotiations. In particular RPI on which many of our contracts and wage bargaining is based is currently negative (and likely to remain so or at least negligible increase while interest rates remain low).

4.8 The other major economic factor which we have to take into account is that the UK economy has been in recession since Autumn 2008. The MPC is currently forecasting that we reached the bottom of the trough earlier in the year and the economy is slowly improving. The fan graph for GDP suggests the economy could be back into modest growth by the end of the year. Should the forecasts prove to be inaccurate and the recession continue longer than expected this could have significant impact on the demographic forecasts within the MTP as there is much evidence that in a time of prolonged recession people's attitudes, behaviours and demands for public services change.



5. The current budget

5.1 The current budget for the portfolio under the oversight of this POSC is as follows:

	Gross spend £'000	Income £'000	Net spend £'000
Portfolio controllable	10,081	2,273	7,808

Further detail is outlined in Appendix 1.

5.2 In very brief summary this budget provides for the following outcomes, outputs and/or service improvements:

Team of 65.2fte officers in the Regeneration and Economic Development unit (29.3fte externally funded) delivering Kent's Regeneration Framework including:

- £1.947m of external income from a variety of partners including EU funding through INTERREG programme, SEEDA, Homes and Communities Agency (HCA), District Councils, etc.
- £1.3m support to Locate in Kent (LiK) and Visit Kent (VK)
- A range of other projects, campaigns and initiatives to deliver to objectives in the Regeneration Framework e.g. Produced in Kent, Empty Homes initiative, Backing Kent Business, etc.
- Strategic co-ordination of Local Development Frameworks and developer contributions to support infrastructure investment

Team of 18.1fte officers providing research and intelligence analysis and information for the whole county including population statistics and trends, land use, employment, retailing, etc.

5.3 As reported in the quarterly monitoring reports there is currently forecast a small reduction in income from SEEDA for the "Skills for the Economy Task Force" project. This has been offset by drawing down funding from carried forward reserves. The new Director for Regeneration is re-evaluating all budgets to enable the unit to better deliver the aspirations of the Regeneration Framework whilst also meeting the MTP requirements for efficiency savings and to cover the projected loss of Local Authority Business Growth Incentive (LABGI) scheme income in 2011/12.

Further detail is outlined in Appendix 2.

5.4 The Regeneration Fund has both revenue and capital streams. Both are funded from income derived from the Kings Hill Business Park rather than directly from KCC. In 2008/09 the revenue fund has been supplemented by one-off income from the allocation by central government from the Local Authority Business Growth Initiative contingency fund[1]. A summary of expenditure and income through the revenue fund is summarised in table below.

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[1] LABGI ran from 2005/06 to 2007/08. As per above there was a one-off allocation from the contingency fund in 2008/09. We are expecting that a revised LABGI scheme will operate in 2009/10 and 2010/11 but thereafter it is unclear. The anticipated income for 2009/10 and 2010/11 is included in the Regeneration and Economic Development revenue budget.

	2008/09 £000s	2009/10 £000s
Bal B/fwd	427.7	1,214.4
Income from Kings Hill Business Park	1,000.0	1,000.0
LABGI Contingency Fund	753.0	
Total Funds Available	2,180.7	2,241.4
Applications Approved	966.3	
Bal C/fwd	1,214.4	

5.5 We have established a Regeneration Board which will approve applications to the fund in future. The board will be looking to support the delivery of the objectives and priorities within the Regeneration Framework including:

- Pump priming to secure investment from other agencies and sectors
- Invest in key catalytic project
- Unblock progress on key projects
- Develop innovative new ways to implement strategic priorities
- Promote Kent as a destination for inward investment

5.6 The Regeneration Fund does not have any direct bearing on the revenue budget for the portfolio which covers ongoing costs, but is a key tool to support one-off and time-limited projects which cannot be accommodated within existing revenue budget.

6. Regeneration & Economic Development Priorities for the Medium Term Plan

6.1 The overall direction for the Regeneration & Economic Development portfolio is now well established including agreement on Kent's new Regeneration Framework, and enclosed with this report at Appendix 3 is a draft statement of the Medium Term Service Priorities for Regeneration & Economic Development which will shape our contribution to Section 3 of the Medium Term Plan.

6.2 Members will appreciate, from the information in section 4 above, that the financial framework for the medium term will be very tough for all portfolios and comes at a time when demand for services has never been higher, both because more people need services and because of greater public expectations particularly at times of recession.

6.3 Whilst the units under the remit of this portfolio are implementing modernisation changes that will increase efficiency and effectiveness, this will not avoid altogether the need for some difficult decisions over the medium term.

6.4 Areas of spending priority for which significant additional funding is proposed are as follows:

Pay

There is no provision currently included in cash limits for an annual pay award for Kent Scheme staff in 2010/11 as no proposal has been made. Thereafter cash limits include a provision consistent with the underlying rates of inflation throughout 2009 and the Monetary Policy Committee forecasts for the next two years. Settlements continue to be the subject of local pay bargaining with recognised trade unions on an annual basis.

The majority of staff in the Kent Scheme benefit from incremental progression under the performance progression arrangements. On average incremental progression equates to a 2.7% increase in pay. No funding is provided within the overall cash limit for incremental progression on the grounds that the cost is offset by the effect of staff turnover. Staff turnover levels have marginally declined in the current recession and we now have an average turnover level of around 12% of staff. This will continue to be closely monitored.

In addition to staff turnover, vacancy management continues to be used to both deliver existing budgets and wherever possible to mitigate the impact of restructuring and any necessary downsizing for other employed staff.

Service Strategies & Improvement

An additional £150k is proposed to be added to the budget to maintain the funding for the Kent Film office. This was previously funded from a range of one-off measures and we need to make on-going provision to fund the 2fte posts and associated running costs so that the unit can continue to attract major productions into the county.

An additional £400k is proposed to be added to the budget to undertake statutory local economic assessments and establish an Economic Prosperity Board, as proposed in the Local Democracy, Economic Development and Construction Bill currently going through Parliament.

6.5 We are proposing to include an additional £500k income from LABGI in 2010/11 budget. This will increase the budget from £250k to £750k, this is consistent with the amount of LABGI received in 2009/10. 2010/11 is the final year of the current LAGBI programme and we are anticipating it will not be replaced (although as yet we have had no formal announcement). The cash limit for 2011/12 has been increased by £250k to compensate for the loss of the base budget but the unit will need to prepare for efficiency savings through a fundamental restructuring of the overall budget to compensate for the potential loss of the remaining £500k.

6.6 The Executive Director and Cabinet Member consider there is scope for efficiency savings of £259k in 2010/11 from an initial restructuring of the overall budget. In the attached draft MTP (appendix 4) we have indicated a presumed split between staff savings and savings on procured services but the final split will be subject to proposals yet to be put forward by the new Director of Economic Development.

6.7 The position can be summarised as follows:

	2010/11 £'000	2011/12 £'000	2012/13 £'000
Existing pressures in published MTP 2009/12			
Pay	107	109	
Prices	9	10	
Service Improvements	-250		
	-------	-------	
	-134	119	
New pressures/savings			
Pay	-107	-30	93
Prices	-1	-	10
Service Improvements	550		
Income Generation	-500	750	
Efficiency Savings	-259		
	-------	-------	-------
	-317	720	103

More detail is set out in the attached draft Medium Term Plan Financial Appendix 4. For reference, the previous published MTP for 2009/12 is reproduced in Appendix 5 (albeit this represents the old Regeneration portfolio prior to the re-alignment following the County Council elections in June).

6.8 As previously indicated the POSC is asked to consider the gross spend within the portfolio and identify its priorities should the authority have to make a 10% reduction in spend over the period of the next MTP. For this purpose the POSC can ignore the expenditure which supports the £2.273m of external income and focus on the £7.928m of spending funded by KCC and service charges. In making its recommendations the POSCs should consider the balance between efficiency savings in front line, procured and support functions, and policy savings influencing the level and scope of front line services to the public.

7. Recommendation

7.1 Members are asked to

(i) note and comment on the above proposals

(ii) identify and express their relative priorities for services in Regeneration and Economic Development giving broad indications of areas or types of savings and efficiencies that they consider could be realistically be achieved.

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Background documents:

2009/10 CED Business Plans
2009/12 Medium Term Plan and 2009/10 Budget Book

Appendix 1 – Existing 2009-10 budgets (as recast to reflect new portfolio responsibilities)

Portfolio Service Budget

	Gross Exp. £'000	Income £'000	Net Exp. £'000	
Economic Development including regeneration projects	8,044	-2,067	5,977	Stimulation of new investment & supporting the business sector and working to deliver high quality urban and rural regeneration.
Analysis and Information	1,306	-206	1,100	Provide and facilitate excellence in intelligence, research, analysis and data management on behalf of KCC and its partners.
Strategic Management, Resources & Support Services	731		731	Director of Economic Development and support services
Budget Controlled by this Portfolio	**10,081**	**-2,273**	**7,808**	

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Appendix 2 – Current budget monitoring details

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
Regeneration & Economic Development portfolio	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Economic Development incl Regeneration Projects	8,229	-2,067	6,162	-25	25	0	Reduced SEEDA income covered by drawdown from reserves
Analysis & Information	1,465	-206	1,259	0	0	0	
Strategic Management, Resources & Support services	640	0	640	0	0	0	
TOTAL Regen & ED	**10,334**	**-2,273**	**8,061**	**-25**	**25**	**0**	

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Appendix 3 - Draft for Section 3 of the Medium Term Plan

1. Overall Objectives of the Portfolio

The overarching objective of the portfolio is to make Kent a better place to live, work and enjoy leisure time. Our core aim is to set a vision and strategy to support and maintain dynamic and sustainable local economy, to attract growth and investment for the benefit of Kent's residential and business communities and maintain a high quality environment. Fundamental to achieving success will be the fostering of good relations with our partners including the district councils and wider public, private and voluntary sectors.

2. Medium Term Service Priorities

- Position Kent for the post recession economy by capitalising on existing opportunities and potential areas for growth.
- Ensure KCC is prepared for new responsibilities post Sub National Review and in anticipation of the Local Democracy, Economic Development and Construction Bill.
- Speak up for Kent.

We will achieve these priorities by:

- Establishing and supporting KCC's corporate delivery on its Regeneration Framework 'Unlocking Kent's Potential'.
- Developing KCC policy position statements/strategic frameworks on a variety of regeneration and economic development issues and then demonstrate our community leadership role in these areas.
- Reasserting and rebuilding our relationships with partners.
- Co-ordinate development and delivery of KCC's 'Backing Kent Business' and 'Backing Kent People' campaigns.
- Work with partners to bring forward key employment sites and regeneration projects
- Supporting key and emerging sectors of the Kent economy

3. Risk Assessment

The Service Units continue to develop and manage risk management plans and these are aligned and connected to the Business Plan and Medium Term Plan. The key risks identified by Service Units are:

- Reduced ability to secure Government and private sector funding (including Section 106 contributions) to deliver infrastructure and other projects due to the property and financial downturns. Consequent inability to deliver essential infrastructure to support growth when it occurs.
- Reduced ability of private sector to generate finance to deliver on key regeneration projects in Kent.
- Failure/ delay of key legislative proposals causing further uncertainties in the planning and deliver of economic development and regenerations.
- Challenge of delivering job creation targets due to weak financial markets and uncertainty deterring inward investment and indigenous growth of Kent's businesses.

- Reduced visitor spend in Kent due to general economic climate and lower levels of personal discretionary spend.
- Delivering complex programmes involving many partners each experiencing financial pressures.

Appendix 4 – Draft of MTP financial appendices for Regeneration & Economic Development Portfolio

		2010-11 £'000	2011-12 £'000	2012-13 £'000
Base budget		**8,346**	**7,176**	**8,015**
Base Budget Adjustments - Internal:				
	Transfer of Planning & Development Group to EH&W	-701	0	0
	Transfer of Planning Applications Group to EH&W	-709	0	0
	Transfer of Strategic Management from EH&W	158		
	Transfer of Resources from EH&W	323		
	Transfer of Support Services form EH&W	250		
	Transfer 1fte from Film Office to CS&EA	-40		
Total Base Adjustments		**-719**	**0**	**0**
Revised Base Budget		**7,627**	**7,176**	**8,015**
<u>PRESSURES:</u>				
Pay:				
All	Kent Scheme	0	79	93
Total Pay		**0**	**79**	**93**
Prices:				
R&E	Prices	8	10	10
Total Prices		**8**	**10**	**10**
Service Strategies & Improvements:				
Commitments From Previous MTP:				
R&E	Credit Union from PRG	-250	0	0
Film Office	Replace current funding stream for Kent Film Office	150	0	0
		-100	**0**	**0**
New Proposals:				
R&E	Economic Prosperity Board	300	0	0
R&E	Local Economic Assessment	100	0	0
		400	**0**	**0**
Total Service Strategies & Improvements		**300**	**0**	**0**
Total Pressures		**308**	**89**	**103**

		2010-11 £'000	2011-12 £'000	2012-13 £'000
SAVINGS AND INCOME:				
Income Generation:				
R&E	LABGI	-500	750	0
Total Income Generation		**-500**	**750**	**0**
Overheads/Staff Efficiency:				
All	Restructuring	-224		0
Total Overhead/Staff Efficiency Savings		**-224**	**0**	**0**
Procurement:				
R&E	Procurement savings	-35		
Total Procurement Savings		**-35**	**0**	**0**
Total Savings and Income		**-759**	**750**	**0**
Budget controlled by this portfolio		**7,176**	**8,015**	**8,118**

Appendix 5 – Existing 2008-11 MTP

		2009-10 £'000	2010-11 £'000	2011-12 £'000
Base Budget		**8,381**	**8,346**	**7,067**
Base Budget Adjustments				
	Other virements	635	0	0
	LABGI Income	-250	0	250
	Supporting Independence transfer to Communities	-1,388	0	0
		-1,003	**0**	**250**
Revised base budget after corporate adjustments		**7,378**	**8,346**	**7,317**
Pay:				
All	Cost of Living	53	107	109
		53	**107**	**109**
Prices:				
All	Prices	8	9	10
		8	**9**	**10**
Delivery of Towards 2010 Targets:				
S&P	Kent Apprenticeship	100	0	0
S&P	Kent Community Programme	100	0	0
		200	**0**	**0**
Service Strategies & Improvements:				
Planning	Integrated transport strategy	140	0	0
R&E	Supporting Kent business	125	0	0
R&E	Supporting community events	500	0	0
S&P	Portfolio activity funded by PRG	20	-156	0
R&E	Set up costs associated with Credit Union	250	-250	0
		1,035	**-406**	**0**
Savings and Mitigations:				
R&E	Review and capitalisation of regeneration activity	-250	0	0
All	Vacancy management	-37	0	0
R&E	Corporate services - cross-cutting savings	-3	0	0
All	General efficiency savings	-38	0	0
All	Targeted reduction in net spend	0	-989	-394
		-328	**-989**	**-394**
Budget controlled by this portfolio		**8,346**	**7,067**	**7,042**