

To: Corporate Policy Overview & Scrutiny Committee –12th  
November 2010

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By: Paul Carter, Leader  
Alex King, Deputy Leader  
John Simmonds, Cabinet Member for Finance  
Roger Gough, Cabinet Member for Corporate Support Services  
& Performance Management  
Alan Marsh, Cabinet Member for Public Health & Innovation  
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**Subject: BUDGET 2011/12 AND MEDIUM TERM FINANCIAL PLAN  
2011/12 TO 2012/13**

Classification: Unrestricted

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### **Summary:**

This report identifies the proposed strategy for determining next year's budget and the financial plans for the following years. This includes an initial analysis of Spending Review 2010, the likely impact on the overall funding for KCC, the indicative cash limits for the Chief Executive's Department and Financing Items budgets within the Corporate Services portfolios and the latest indications of likely pressures facing these portfolios.

### **Recommendation:**

Members are asked to review and comment on the pressures outlined for the Chief Executive's Department and Financing Items Portfolios and to identify their priorities in order to meet the indicative cash limits.

### **FOR COMMENT**

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#### **1. Introduction**

- 1.1 The Autumn Budget Statement is due to be presented to Cabinet on 29<sup>th</sup> November 2010 and will set out the proposed budget strategy following the Spending Review announcement on 20<sup>th</sup> October. Even after the Spending Review announcement we will not know the full impact on the County Council's grants until we get the provisional Local Government Finance settlement. Indications are that we will not receive this settlement information until early December.
- 1.2 The Spending Review and Local Government Finance announcements will give us the final detail but we have been planning based on a likely scenario of a 5% per annum reduction in cash terms in Government grants. This assumption was based on the Chancellor's statement in his emergency budget that unprotected spending departments should plan for a 25% reduction in real terms from the forthcoming spending review.

- 1.3 The overall position for the County Council was that we estimated the combination of reduced grant allocations and demands for budget pressures would amount to a gap of £340m over the next four years. The gap for the next two years was estimated at £136m.

## **2. Background**

- 2.1 Provisional cash limits for 2011/12 and 2012/13 were approved by the County Council on 18<sup>th</sup> February 2010 in the Medium Term Plan (MTP) for 2009/12. The approved MTP for the Chief Executive's Department and Financing Items portfolios are included as appendix 1. These provisional cash limits will be updated for known changes such as transfers of activities or staff between portfolios and identified as base budget adjustments in monitoring reports.
- 2.2 We are proposing that the provisional cash limits are updated for unavoidable pressures. These may be new pressures, changes to pressures identified in the existing published MTP, or resisting previously identified pressures. In all cases the amounts included as budget pressures have been thoroughly scrutinised to ensure only legitimate unavoidable pressures have been included in cash limits. Any pressures arising from individual portfolio proposals which are not unavoidable will have to be met within existing cash limits through corresponding savings elsewhere in the portfolio.
- 2.3 Portfolios have been set targets for budget savings via the indicative cash limits on a priority-led basis to target savings according to highest relative spend and KCC priorities for services as outlined in the consultative document "Bold Steps for Kent". In setting these targets we have been clear that we need to drive out as much as possible from efficiency savings. These indicative cash limits are intended to give members and officers an indication of the magnitude of the savings needed in order to close the £136m gap and will be revised before the draft budget is published to take account of the specific proposals contained therein.
- 2.4 The revised indicative cash limits for the Chief Executive's Department and Financing Items portfolios are summarised in table 1 below.

Table 1	2011/12 £000's	2012/13 £000's	Total £000's
<b>Public Health &amp; Innovation Portfolio</b>			
Existing Approved MTP			
Base	561	480	561
Base Adjustments	0	0	0
Pressures	0	0	0
Grants	0	0	0
Savings & Income	0	0	0
Total Existing MTP	561	480	
New Base Adjustments	0	0	0
New & Changed Pressures	0	0	0
Savings Target	-81	-134	-215
Proposed Cash Limit	480	346	346
<b>Localism &amp; Partnerships Portfolio</b>			
Existing Approved MTP			
Base	7,367	7,804	7,367
Base Adjustments	8	0	8
Pressures	0	0	0
Grants	0	0	0
Savings & Income	-192	-156	-348
Total Existing MTP	7,183	7,648	
New Base Adjustments	419	0	419
New & Changed Pressures	319	0	319
Savings Target	-118	-83	-200
Proposed Cash Limit	7,804	7,565	7,565
<b>Corporate Support Services &amp; Performance Management Portfolio</b>			
Existing Approved MTP			
Base	11,111	9,705	11,111
Base Adjustments	-107	-4	-111
Pressures	3,088	557	3,645
Grants	0	0	0
Savings & Income	-743	-684	-1,427
Total Existing MTP	13,349	9,574	
New Base Adjustments	-700	0	-700
New & Changed Pressures	250	337	587
Savings Target	-3,194	-5,928	-9,122
Proposed Cash Limit	9,705	3,983	3,983

Table 1	2011/12 £000's	2012/13 £000's	Total £000's
<b>Finance Portfolio</b>			
Existing Approved MTP			
Base	121,032	127,548	121,032
Base Adjustments	652	7	659
Pressures	20,471	24,288	44,759
Grants	1,500	0	1,500
Savings & Income	3,015	0	3,015
Total Existing MTP	146,670	151,843	
New Base Adjustments	-350	0	-350
New & Changed Pressures	-12,190	-15,000	-27,190
Savings Target	-6,582	-4,840	-11,422
Proposed Cash Limit	127,548	132,003	132,003

2.5 These indicative cash limits reflect pressures and savings targets before revisions to delegated budgets. Final budgets and plans will need to reflect delegations to service portfolios.

### 3. Latest Developments: National Context

3.1 The outcome of the Spending Review 2010 was announced on 20th October and set out the Government's **national spending plans** for 2011/15. The Spending Review gives us an overall indication of the Government's spending priorities by department but does not give us detailed grant settlements. We are anticipating provisional grant settlements in early December.

3.2 The overall spending plans are in line with the reductions outlined in the emergency budget in June and the spending review just gives us a clearer indication which departments are to be protected and when reductions will start to bite for different Government departments. The announcements on Formula Grant for local authorities show that the reductions are front loaded with the biggest reductions in 2011/12.

3.3 Other than Formula Grant (which now includes the transfer of Area Based and specific grants into the Formula Grant) we do not have any information on the scale of reductions in other government grants or when the reductions might hit. At this stage we are assuming these reductions will be in line with ministerial statements on the average reduction although the actual reductions could be greater and there is still the potential that these too could be front loaded.

3.4 The Spending Review announcement includes a confusing comparison of cash reductions in Government Department spending (referred to Department Expenditure Limits) and quoted real terms reductions in grants. Ministers have stated that councils will face an average loss of grant of 7.25% in real terms in each of the next 4 years, although we are

concerned that the front loading of reductions in Formula Grant will mean that this average could disguise in year differences. The impact of distributional changes as Area Based and specific grants are transferred into the formula (as well as changes to the formula methodology) are also likely to result in further variations from this average for individual authorities.

3.5 As outlined in paragraph 3.2 we do know the cash reductions in Formula Grant. This shows a reduction of £4.1bn over the next two years (14.4%) and £5.6bn over the four years (19.6%). These reductions **include** the extra £1bn for personal social services and the £0.7bn Council Tax Freeze Grant.

3.6 In summary the Spending Review has confirmed the following changes to the national funding arrangements for local government:

- The overall reduction in grants to councils of an average of 7.25% in real terms in each of the next 4 years.
- Reduction in the baseline Formula Grant of £7.2bn reduction in cash terms over the next four years but with savings front loaded into 2011/12. This equates to a 29.2% reduction in cash terms (35.6% real terms) over four years with 22.4% cash reduction (25.6% real terms) in the first 2 years
- Transfer of £3.4bn of Area Based and Specific Grants into Formula grant. These transferred grants are subject to differential increases or reductions over the two/four year period which marginally change the overall reductions
- The allocation of a new £1bn grant for Social Services within the Formula Grant (with a further £1bn to be administered as a specific grant from Department of Health)
- The allocation of a new £0.7bn grant to honour the pledge to support councils in freezing Council tax increases for 2011/12. This grant provides funding for the four year period and thus earlier fears that a freeze would not be sustainable have been alleviated for this spending review period.

3.7 Over the last 2 years inflation initially declined in the wake of the recession in autumn 2008/winter spring 2009 but has been rising since autumn 2009 and has only recently started to marginally decline. Throughout the period other than for a brief period in summer 2009 inflation has exceeded the Government's 2% target for CPI. Inflation remains as one of the most significant pressures on our budgets and resisting inflationary pressures through negotiating with suppliers remains a key strategy to balance the budget

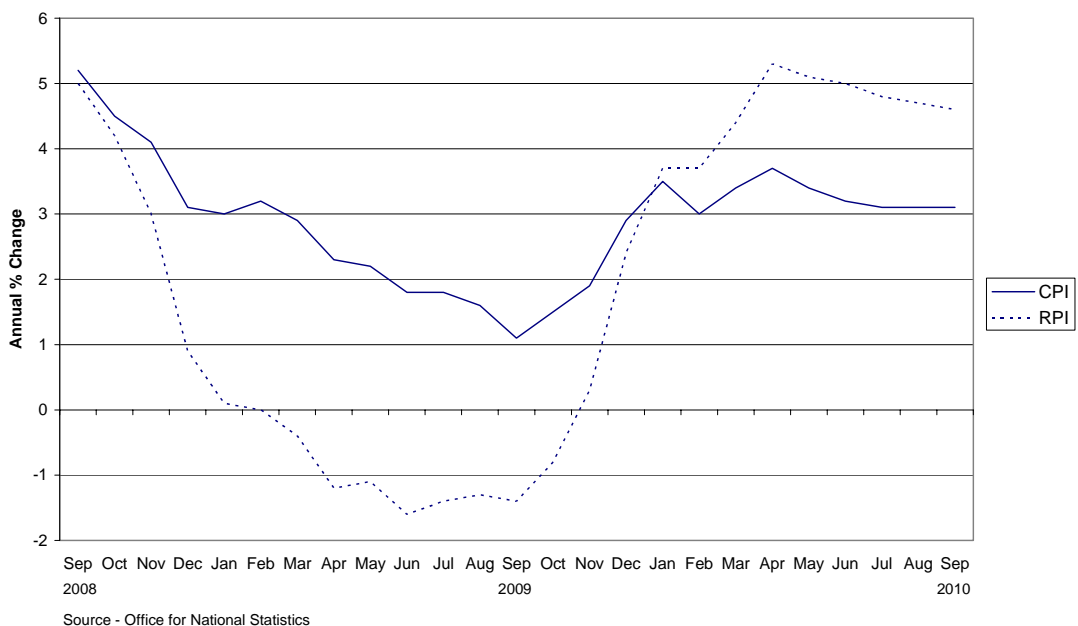
3.8 There are different indices used to measure inflation which enable an annual rate of underlying inflation to be calculated:

Retail Price Index (RPI) – This is the traditionally accepted measure for inflation and has been calculated continuously since June 1947. In the past it is used by the government to update pensions, benefits and index-linked gilts. However, in his Emergency Budget the Chancellor announced that in future all benefits, tax credits and public sector would be updated by CPI rather than RPI (with a guaranteed increase of at least 2.5% for state pensions). RPI is still commonly used to update contracts, and is often taken into account in wage bargaining

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.

Beneath the headline figures for RPI and CPI there are detailed indices for individual areas of spending such as energy, housing, food, etc. We use projections of the detailed indices in determining inflationary pressures rather than the general all items index (for some contracts we use specific indices where these are written into the contract terms).

3.9 The chart below shows the changes in the all items indices of inflation over the last 2 years.



#### **4. Revenue Budget Strategy**

- 4.1 Following the Spending Review announcement we have reviewed our assumptions about the overall gap. We remain confident at this stage that our overall strategy for a gap of £340m over four years is still realistic. However, in light of the front loading of the reductions in Formula Grant we are now estimating that the magnitude of savings needed to balance estimated grant reductions and pressures for 2011/12 and 2012/13 is £153m. At this stage this revision to the targets for the first two years has not been reflected in the indicative cash limits subject to confirmation of provisional grant settlements in early December.
- 4.2 We have identified any unavoidable pressures (mainly due to impact of inflation) and any service improvements to meet the Authority's corporate policy objectives. Those pressures affecting Directorate support activities will need to be added to delegated budgets
- 4.3 In determining possible areas for efficiency savings we have looked at spending on both support and corporate functions and identified targets for those areas with the highest relative spend compared to performance. Portfolio holders and Directors are charged with identifying options to meet these targets. In the case of support activity budgets which are delegated, savings options will need to be discussed and agreed with Directorates and the savings reflected in Service portfolios via reduced charges from CED.
- 4.4 In addition to efficiency savings on support functions we have also allocated a target to reflect the downsizing of support in line with the downsizing of the Authority. As with efficiency savings these will need to be agreed with Service portfolios and Directorates.
- 4.5 Within Financing Items our strategy includes covering the base budget implications of the reversal of one-off savings in 2010/11 as well as covering the cost of financing the capital programme.
- 4.6 Attached as Appendix 1 is the current published medium term financial plan.

#### **5. The current budget and medium term priorities**

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

	Gross spend £'000	Income £'000	Net spend £'000
Localism & Partnerships	8,362	-86	8,276
Finance (inc. Fin. Items)	139,880	-14,089	125,791
Corporate Support Services & Performance Management (inc. Fin. Items)	55,680	-45,413	10,267
Public Health & Innovation	944	-377	567
Total	204,866	-59,965	144,901

Since the start of the year the cash limits used for budget monitoring vary for the allocation of rollover from 2009/10 (these only affect the in-year budget and not the base) and there have been some transfers between portfolios of base budgets to reflect changes in responsibility e.g. transfer in of staffing budgets to reflect the Staff Officer restructure.

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

- Support to service directorates in delivering front-line services
- Public access services including Gateways and Contact Centre.
- Corporate and democratic core costs
- Financing of the capital programme
- Commercial trading arm of KCC

Further detail of all the services/activities within CED budgets is outlined in the table in Appendix 2.

5.3 As reported in the quarterly monitoring reports there are currently no pressures which are not covered by an equal amount of additional income

Further detail is outlined in Appendix 3.

5.4 As outlined in the proposed cash limits we are proposing to provide total additional funding of £11.938m for 2011/12 (of which £8.306m is Financing Items) and £10.182m for 2012/13 (of which £9.288m is Financing Items) to cover unavoidable pressures including the following:

- Price increases on contracts of £195k for 2011/12 and £203k for 2012/13
- Gateways £550k 2011/12 and £300k 2012/13
- Revenue contribution to extend asset maintenance reserve to server environment supporting business systems £1,853k 2011/12
- CED prudential borrowing costs of £782k 2011/12

Further detail of the proposed additional pressures are outlined in Appendix 4.

## **6. Recommendation**

### 6.1 Members are asked to

- (i) note the latest information arising from the Spending Review 2010
- (ii) comment on the proposed additional funding for pressures included in the indicative cash limits and outlined in paragraph 5.4
- (iii) identify priorities for delivering the indicative cash limits

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## Appendix 1 – Existing published 2010/13 Medium Term Plan and 2010/11 published Revenue Budget

### Medium Term Plan

<b>Public Health &amp; Innovation Portfolio Revenue Budget</b>				
	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>		<b>680</b>	<b>561</b>	<b>561</b>
<b>Base Budget Adjustments- External</b>		1	0	0
<b>Revised Base Budget</b>		<b>681</b>	<b>561</b>	<b>561</b>
<b><u>PRESSURES:</u></b>				
<b>Total Pressures</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b><u>SAVINGS AND INCOME:</u></b>				
<b>Savings and Mitigations:</b>				
Pub Health	Efficiencies on Public Health Campaigns	-18	0	0
Pub Health	Reduce funding for Health Watch	-100	0	0
Pub Health	Purchasing	-2	0	0
<b>Total Savings and Mitigations</b>		<b>-120</b>	<b>0</b>	<b>0</b>
<b>Total Savings and Income</b>		<b>-120</b>	<b>0</b>	<b>0</b>
<b>Budget controlled by this portfolio</b>		<b>561</b>	<b>561</b>	<b>561</b>

## Corporate Support Services & Performance Management Portfolio

	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>		<b>9,396</b>	<b>11,111</b>	<b>13,349</b>
<b>Base Budget Adjustments - Internal</b>		-674	-107	-4
<b>Revised Base Budget</b>		<b>8,722</b>	<b>11,004</b>	<b>13,345</b>
<b><u>PRESSURES:</u></b>				
<b>Prices:</b>				
All	Gas & Electricity	-48	135	203
All	Rent	15	60	0
		<b>-33</b>	<b>195</b>	<b>203</b>
<b>Unavoidable Government/Legislative Pressures:</b>				
Property	Change of accounting treatment for some of the staff of Corporate Property Unit	20	30	0
<b>Total Unavoidable Government/Legislative Pressures</b>		<b>20</b>	<b>30</b>	<b>0</b>
<b>Demand/Demographic Led:</b>				
Property	Dilapidations	925	79	-88
<b>Total Demand/Demographic Led</b>		<b>925</b>	<b>79</b>	<b>-88</b>
<b>Service Strategies &amp; Improvements:</b>				
SDU	Gateways	300	300	0
CMB	Tapering of PFI Grant	25	24	23
Contact Centre	Replacement of previous one-off funding used to cover additional accommodation in Brenchley House due to establishment of Contact Centre	154	0	0
ICT	Increase contribution to IT/Asset Maintenance Reserve	75	0	0
P&D	Support, testing & implementation for Oracle Release 12	0	-50	0
P&D	Health & Safety training	-10	0	0
P&D	KCC Staff Survey	25	-25	0
ICT	Revenue contribution to extend asset maintenance reserve to server environment supporting business systems	-147	1,853	0
All	Prudential borrowing costs for CS&PM Capital Programme	1008	782	419
Property	Better Workplaces - new running costs	501	0	0
Policy	Kent Agreement 3 - need for detailed analysis of performance data	50	0	0
ICT	ISG base budget pressure from directorates	600	0	0
ICT	Improved eMail resilience	250	0	0

## Corporate Support Services & Performance Management Portfolio

		Staffing	2010-11	2011-12	2012-13
		FTE	£'000	£'000	£'000
P&D	Self-service functionality		0	200	0
P&D	Change to TCP system		300	-300	0
<b>Total Service Strategies &amp; Improvements</b>			<b>3,131</b>	<b>2,784</b>	<b>442</b>
<b>Total Pressures</b>		<b>0.0</b>	<b>4,043</b>	<b>3,088</b>	<b>557</b>
<b><u>SAVINGS AND INCOME:</u></b>					
<b>Income Generation:</b>					
Comm Servs	Increased dividend from Commercial Services		-500	0	0
<b>Total Income Generation</b>			<b>-500</b>	<b>0</b>	<b>0</b>
<b>Savings and Mitigations:</b>					
P&D	Staff efficiency savings & income generation	-22.0	-305	-194	-233
Strategy & ICT	Staff restructure & downsizing unit in line with Directorate savings	-14.0	-56	-435	0
Legal	Efficiency from increased external income at no detriment to Directorate support		-83	-83	0
Corp Comms	Regradings of posts & increased advertising income		-15	-16	0
Audit & Proc	Staff reduction	-1.0	-20	-20	0
SDU	Savings on Graduate Programme & recruitment	-2.0	-144	0	0
SDU	End of Kent TV Pilot		-400	0	0
Contact Centre	Efficiency savings from integrating call centres & income generation		-54	-249	-24
Chief Executive	Review of support functions	-2.0	-61	-25	0
Property	Staff restructuring	-6.0	-129	-129	0
All	Purchasing gross saving		-131	-81	-146
All	Further review of communications spend		-250	0	0
All	Better targeting of spend on Property Maintenance		-114	0	0
<b>CED Delegated</b>					
Directorates	Share of savings delegated to Directorates		608	329	83
Target reduction in net spend			0	160	-364
<b>Total Savings and Mitigations</b>			<b>-1154</b>	<b>-743</b>	<b>-684</b>
<b>Total Savings and Income</b>		<b>-47.0</b>	<b>-1,654</b>	<b>-743</b>	<b>-684</b>
<b>Budget controlled by this portfolio</b>		<b>-47.0</b>	<b>11,111</b>	<b>13,349</b>	<b>13,218</b>

## Finance Portfolio Revenue Budget

	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>		<b>103,453</b>	<b>121,032</b>	<b>111,988</b>
<b>Base Budget Adjustments - Internal</b>		1,763	911	7
<b>Base Budget adjustments- External</b>		-2,455	-259	0
<b>Total Base Adjustments</b>		<b>-692</b>	<b>652</b>	<b>7</b>
<b>Revised Base Budget</b>		<b>102,761</b>	<b>121,684</b>	<b>111,995</b>
<b><u>PRESSURES:</u></b>				
<b>Unavoidable Government/Legislative Pressures:</b>				
Fin.Items	Employers NI 1% increase	0	2,800	0
<b>Total Unavoidable Government/Legislative Pressures</b>		<b>0</b>	<b>2,800</b>	<b>0</b>
<b>Demand/Demographic Led:</b>				
Fin.Items	Increase in Employer's Pension Contribution	0	4,000	0
Insurance	Increase in Insurance claims	500	0	0
<b>Total Demand/Demographic Led</b>		<b>500</b>	<b>4,000</b>	<b>0</b>
<b>Service Strategies &amp; Improvements:</b>				
Fin.Items	Fall-out of PRG Income committed to other portfolio spend	1,977	0	0
Fin. Grp	Support, testing & implementation for Oracle Release 12	0	-25	0
Fin.Items	Borrowing costs of PEF2	128	36	252
Fin.Items	Modernisation of the Council	2,500	0	-500
Fin.Items	Financing the Capital Programme	8,121	4,762	9,788
Fin.Items	Drawdown from Prudential Equalisation Reserve	-128	-36	-252
Fin.Items	Reduction in Environment Agency Levy	-15	0	0
Fin.Items	Contribution to Reserves	1,603	-1,166	0
Fin.Items	Full year impact of revised treasury policy and changes in interest rates	500	-500	0
<b>Total Service Strategies &amp; Improvements</b>		<b>14,686</b>	<b>3,071</b>	<b>9,288</b>
<b>Emerging Pressures</b>		<b>0</b>	<b>10,600</b>	<b>15,000</b>
<b>Total Pressures</b>	<b>0.0</b>	<b>15,186</b>	<b>20,471</b>	<b>24,288</b>

## Finance Portfolio Revenue Budget

	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b><u>SAVINGS AND INCOME:</u></b>				
<b>Grant Increases:</b>				
Fin.Items	Final expected PRG	-1,500	1,500	0
<b>Total Grant Increases</b>		<b>-1,500</b>	<b>1,500</b>	<b>0</b>
<b>Savings and Mitigations:</b>				
Fin.Items	Fall-out of debt rephasing saving	2,700	0	0
Fin.Items	Fall-out of one-off saving from Insurance review	-500	1,500	0
Fin. Grp	Restructure of teams and rationalisation of "units" to deliver efficiencies	-5.0	-176	-42
Fin.Items	Roll-forward of 2009/10 underspend on Financing	-1,570	1,570	0
Fin. Grp	Reduction in specialist fees	0	-50	0
Fin.Items	Fall-out of one year savings from use of 2008/09 underspend	4,069	0	0
<b>CED Delegated</b>				
	Share of savings delegated to directorates	62	37	25
<b>Target reduction in net spend</b>			<b>-34,682</b>	<b>-38,651</b>
<b>Total Savings and Mitigations</b>		<b>4,585</b>	<b>-31,667</b>	<b>-38,651</b>
<b>Total Savings and Income</b>		<b>-5.0</b>	<b>3,085</b>	<b>-30,167</b>
<b>Budget controlled by this portfolio</b>		<b>-5.0</b>	<b>121,032</b>	<b>111,988</b>
			<b>97,632</b>	

## Localism & Partnerships Portfolio Revenue Budget

	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Base budget</b>		<b>7,458</b>	<b>7,367</b>	<b>7,183</b>
<b>Base Budget Adjustments - Internal</b>		-5	8	0
<b>Revised Base Budget</b>		<b>7,453</b>	<b>7,375</b>	<b>7,183</b>
<b><u>PRESSURES:</u></b>				
<b>Service Strategies &amp; Improvements:</b>				
Dem. Serv. Members Allowances		110	0	0
		<b>110</b>	<b>0</b>	<b>0</b>
<b>Total Service Strategies &amp; Improvements</b>		<b>110</b>	<b>0</b>	<b>0</b>
<b>Total Pressures</b>	<b>0.0</b>	<b>110</b>	<b>0</b>	<b>0</b>
<b><u>SAVINGS AND INCOME:</u></b>				
<b>Savings and Mitigations:</b>				
Partner-ships Re-focus core activity in light of review of county-wide delivery	-2.0	-39	-41	0
Dem. Serv. Re-tender Webcasting Service		-20	-1	-6
Dem. Serv. Review of staff officers, business support, and delivery of core democratic support	-3.0	-137	0	0
Dem. Serv. Target reduction in net spend		0	-150	-150
<b>Total Savings and Mitigations</b>		<b>-196</b>	<b>-192</b>	<b>-156</b>
<b>Total Savings and Income</b>	<b>-5.0</b>	<b>-196</b>	<b>-192</b>	<b>-156</b>
<b>Budget controlled by this portfolio</b>	<b>-5.0</b>	<b>7,367</b>	<b>7,183</b>	<b>7,027</b>

## Appendix 2

<b>Original Published Corporate Budgets 2010-11</b>											
Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total
			Employees	Running Costs	Total						
			£000	£000	£000	£000		£000		£000	£000
<b>Localism &amp; Partnerships</b>											
<b>Democratic Services</b>	GW										
Secretariat		21.7	941.3	95.3	1,036.6	-3.3	<b>1,033.3</b>		<b>1,033.3</b>		<b>1,033.3</b>
Member Services		3.0	84.0	2,451.9	2,535.9	0.0	<b>2,535.9</b>		<b>2,535.9</b>		<b>2,535.9</b>
Data Protection		3.0	98.4	12.6	111.0	0.0	<b>111.0</b>		<b>111.0</b>		<b>111.0</b>
Appeals		2.1	92.0	168.0	260.0	0.0	<b>260.0</b>	260.0	<b>0.0</b>		<b>0.0</b>
Local Boards		11.5	549.6	69.0	618.6	0.0	<b>618.6</b>		<b>618.6</b>		<b>618.6</b>
<b>Total Democratic Servs</b>		<b>41.3</b>	<b>1,765.3</b>	<b>2,796.8</b>	<b>4,562.1</b>	<b>-3.3</b>	<b>4,558.8</b>	<b>260.0</b>	<b>4,298.8</b>		<b>4,298.8</b>
<b>International Affairs Group</b>		7.0	395.6	176.2	571.8	-35.0	<b>536.8</b>		<b>536.8</b>		<b>536.8</b>
<b>Kent Partnership</b>	DC	5.0	282.5	131.7	414.2	-48.2	<b>366.0</b>		<b>366.0</b>		<b>366.0</b>
County Council Elections				255.0	255.0	0.0	<b>255.0</b>		<b>255.0</b>		<b>255.0</b>
Public Consultation				100.0	100.0	0.0	<b>100.0</b>		<b>100.0</b>		<b>100.0</b>
Member Community Grants				840.0	840.0	0.0	<b>840.0</b>		<b>840.0</b>		<b>840.0</b>
Local Scheme Spending				400.0	400.0	0.0	<b>400.0</b>		<b>400.0</b>		<b>400.0</b>
District Grants				570.0	570.0	0.0	<b>570.0</b>		<b>570.0</b>		<b>570.0</b>
<b>TOTAL L &amp; P</b>		<b>53.3</b>	<b>2,443.4</b>	<b>5,269.7</b>	<b>7,713.1</b>	<b>-86.5</b>	<b>7,626.6</b>	<b>260.0</b>	<b>7,366.6</b>	<b>0.0</b>	<b>7,366.6</b>

Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total
			Employees	Running Costs	Total						
			£000	£000	£000						
<b>Finance Group</b>	LM										
County Finance		7.1	884.3	324.8	1,209.1	-160.5	<b>1,048.6</b>		<b>1,048.6</b>	<b>1,048.6</b>	
Insurance & Risk		16.5	601.5	40.1	641.6	-714.8	<b>-73.2</b>		<b>-73.2</b>	<b>-73.2</b>	
Pensions\Treasury\ Investments		64.3	2,039.4	886.9	2,926.3	-3,023.9	<b>-97.6</b>		<b>-97.6</b>	<b>-97.6</b>	
Exchequer Services		28.3	779.4	101.7	881.1	-24.6	<b>856.5</b>	856.5	<b>0.0</b>	<b>0.0</b>	
Finance Support Team		5.0	207.9	6.5	214.4	-3.5	<b>210.9</b>		<b>210.9</b>	<b>210.9</b>	
Monitoring, Accounting & Taxation Team		11.4	551.7	662.6	1,214.3	-118.0	<b>1,096.3</b>	612.0	<b>484.3</b>	<b>484.3</b>	
Finance Strategy Team		5.0	252.7	43.4	296.1	0.0	<b>296.1</b>		<b>296.1</b>	<b>296.1</b>	
External Funding Team		1.0	84.1	24.6	108.7	0.0	<b>108.7</b>	108.7	<b>0.0</b>	<b>0.0</b>	
<b>Total Finance Group</b>		<b>138.6</b>	<b>5,401.0</b>	<b>2,090.6</b>	<b>7,491.6</b>	<b>-4,045.3</b>	<b>3,446.3</b>	1,577.2	<b>1,869.1</b>	<b>1,869.1</b>	
Insurance Fund									<b>3,479.0</b>	<b>3,479.0</b>	
Workforce Reduction Fund									<b>4,000.0</b>	<b>4,000.0</b>	
Environment Agency Levy									<b>344.0</b>	<b>344.0</b>	
Kent & Essex Joint Sea Fisheries levy									<b>264.0</b>	<b>264.0</b>	
Interest on Cash Balances									<b>-1,500.0</b>	<b>-1,500.0</b>	
Debt charges									<b>117,005.0</b>	<b>117,005.0</b>	
Transferred Services Pensions									<b>22.0</b>	<b>22.0</b>	
Performance Reward									<b>-1,500.0</b>	<b>-1,500.0</b>	
Contribution to/from Reserves									<b>-3,461.0</b>	<b>-3,461.0</b>	
ABG Safer Stronger Communities									<b>1,510.0</b>	<b>1,510.0</b>	
Draw down from Kings Hill reserves									<b>-1,000.0</b>	<b>-1,000.0</b>	
<b>TOTAL FINANCE</b>		<b>138.6</b>	<b>5,401.0</b>	<b>2,090.6</b>	<b>7,491.6</b>	<b>-4,045.3</b>	<b>3,446.3</b>	<b>1,577.2</b>	<b>1,869.1</b>	<b>119,163.0</b>	
										<b>121,032.1</b>	

Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total
			Employees	Running Costs	Total						
			£000	£000	£000						
<b>Corporate Support Services &amp; Performance Management</b>											
<b>Personnel &amp; Development</b> AB											
Schools Personnel Service		72.3	2,680.3	445.1	3,125.4	-3,239.2	-113.8		-113.8		-113.8
Communities, E&R, CED Personnel Service		17.0	747.7	23.8	771.5	-136.0	635.5	635.5	0.0		0.0
Employee Relations Unit		3.1	110.9	21.1	132.0	0.0	132.0		132.0		132.0
Pay and Rewards team		5.9	299.6	57.0	356.6	-103.4	253.2	253.2	0.0		0.0
Employee Services		81.0	2,285.2	116.2	2,401.4	-574.4	1,827.0	1,827.0	0.0		0.0
Kent Reward Scheme		2.0	49.0	251.0	300.0	0.0	300.0		300.0		
Personnel & Information Services		11.8	479.1	-71.4	407.7	0.0	407.7	407.7	0.0		0.0
Corporate Diversity Team		0.8	70.2	29.3	99.5	0.0	99.5	99.5	0.0		0.0
Employee Wellbeing				20.0	20.0	0.0	20.0	20.0	0.0		
Staff Care Services		0.0	0.0	716.5	716.5	-385.7	330.8	330.8	0.0		0.0
Wellbeing Healthchecks		0.0	0.0	75.0	75.0	0.0	75.0		75.0		75.0
P&D Management		8.0	533.9	114.3	648.2	0.0	648.2		648.2		648.2
Learning & Development		17.2	667.3	858.4	1,525.7	-1,201.5	324.2	324.2	0.0		0.0
Health & Safety		4.0	208.6	21.8	230.4	0.0	230.4		230.4		230.4
Strategy 4 Staff		0.0	31.3	245.6	276.9	0.0	276.9	110.6	166.3		166.3
Rewards Strategy		0.0	0.0	46.0	46.0	0.0	46.0		46.0		46.0
<b>Total P&amp;D</b>		<b>223.1</b>	<b>8,163.1</b>	<b>2,969.7</b>	<b>11,132.8</b>	<b>-5,640.2</b>	<b>5,492.6</b>	<b>4,008.5</b>	<b>1,484.1</b>		<b>1,484.1</b>
<b>Information Services</b> DC											
Non-service catalogue & projects			5,795.0	2,815.4	8,610.4	-6,645.2	1,965.2	664.5	1,300.7		1,300.7
Desktop			4,434.9	1,062.9	5,497.8	-1,597.7	3,900.1	3,770.4	129.7		129.7
Network - data			1,031.6	3,974.1	5,005.7	-250.2	4,755.5	4,702.8	52.7		52.7
Network - voice			282.3	253.3	535.6	0.0	535.6	535.6	0.0		0.0
Data centre			313.3	292.3	605.6	-45.0	560.6	560.6	0.0		0.0

Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total						
			Employees	Running Costs	Total							£000	£000	£000	£000	£000	£000
			£000	£000	£000							£000	£000	£000	£000	£000	
Applications - KSSiP			1,913.9	134.3	2,048.2	-225.0	1,823.2	1,823.2	0.0		0.0						
Applications - Others			2,018.0	1,079.0	3,097.0	0.0	3,097.0	3,072.3	24.7		24.7						
BS&P Core Team			476.5	131.7	608.2	0.0	608.2		608.2		608.2						
<b>Total ISG</b>		<b>334.1</b>	<b>16,265.5</b>	<b>9,743.0</b>	<b>26,008.5</b>	<b>-8,763.1</b>	<b>17,245.4</b>	<b>15,129.4</b>	<b>2,116.0</b>		<b>2,116.0</b>						
<b>Central Policy</b>	DC	11.3	703.5	33.3	736.8	-80.9	655.9		655.9		655.9						
<b>Performance Improvement &amp; Engagement</b>	DC	11.0	742.6	-51.5	691.1	0.0	691.1		691.1		691.1						
<b>Property Group</b>	DL																
Brussels Office		1.0	37.0	131.6	168.6	-168.6	0.0		0.0		0.0						
Meeting Room Lettings		4.1	102.7	265.4	368.1	-368.1	0.0		0.0		0.0						
Disposals			209.6	-209.6	0.0	0.0	0.0		0.0		0.0						
Estates Team		15.3	554.1	24.8	578.9	-105.0	473.9	473.9	0.0		0.0						
Landlord Maintenance		0.0		187.5	187.5	0.0	187.5	187.5	0.0		0.0						
County Wide Offices		1.5	58.7	6,564.7	6,623.4	-1,680.1	4,943.3	4,943.3	0.0		0.0						
BWP Savings Lyons		0.0		-67.5	-67.5	0.0	-67.5	-67.5	0.0		0.0						
BWP Savings Camb		0.0		-54.0	-54.0	0.0	-54.0	-54.0	0.0		0.0						
BWP Savings Castle		0.0		-40.0	-40.0	0.0	-40.0	-40.0	0.0		0.0						
Maintenance & Minor Work		8.0	349.6	13.0	362.6	-362.6	0.0		0.0		0.0						
Contract Performance & Financial Monitoring		8.0	213.5	1.2	214.7	-214.7	0.0		0.0		0.0						
Capital Projects		30.6	1,288.2	69.9	1,358.1	-1,358.1	0.0		0.0		0.0						
Betterwork Places		1.0	65.0	230.4	295.4	0.0	295.4		295.4		295.4						
Resources		6.6	259.7	167.2	426.9	0.0	426.9		426.9		426.9						
Terrier Team		3.5	146.3	5.9	152.2	0.0	152.2		152.2		152.2						
Legionella & Statutory Testing		0.0		77.0	77.0	0.0	77.0		77.0		77.0						
Director, Policy & Strategy		4.5	420.9	86.7	507.6	-136.0	371.6		371.6		371.6						
<b>Total Property Group</b>		<b>84.1</b>	<b>3,705.3</b>	<b>7,454.2</b>	<b>11,159.5</b>	<b>-4,393.2</b>	<b>6,766.3</b>	<b>5,443.2</b>	<b>1,323.1</b>		<b>1,323.1</b>						

Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total						
			Employees	Running Costs	Total							£000	£000	£000	£000	£000	£000
			£000	£000	£000							£000	£000	£000	£000	£000	
<b>Legal</b>	GW																
Commercial Team		40.0	1,894.9	80.9	1,975.8	-2,696.9	-721.1		-721.1	-721.1							
Community Team		59.1	2,658.1	151.4	2,809.5	-3,560.4	-750.9		-750.9	-750.9							
Disbursements		0.0		1,500.0	1,500.0	-1,500.0	0.0		0.0	0.0							
Administration		11.4	442.1	76.1	518.2	-6.5	511.7		511.7	511.7							
<b>Total Legal</b>		<b>110.5</b>	<b>4,995.1</b>	<b>1,808.4</b>	<b>6,803.5</b>	<b>-7,763.8</b>	<b>-960.3</b>	<b>0.0</b>	<b>-960.3</b>	<b>-960.3</b>							
<b>Corporate Communications</b>	JC																
Corporate		23.0	1,075.7	-38.2	1,037.5	-77.5	960.0		960.0	960.0							
Kent County Show			0.0	108.0	108.0	-56.2	51.8		51.8	51.8							
Around Kent				236.6	236.6	-83.8	152.8		152.8	152.8							
<b>Total Corporate Comms</b>		<b>23.0</b>	<b>1,075.7</b>	<b>306.4</b>	<b>1,382.1</b>	<b>-217.5</b>	<b>1,164.6</b>	<b>0.0</b>	<b>1,164.6</b>	<b>1,164.6</b>							
<b>Strategic Development Unit</b>	TO																
Strategic Development		7.0	372.5	48.2	420.7	-40.0	380.7		380.7	380.7							
Gateways		10.5	270.0	1,722.2	1,992.2	-716.0	1,276.2		1,276.2	1,276.2							
Kent TV		0.0		300.0	300.0	-38.9	261.1		261.1	261.1							
Kent Graduate Programme		8.0	294.5	51.4	345.9	-17.0	328.9		328.9	328.9							
Contact Centre		132.8	3,133.3	735.7	3,869.0	-752.0	3,117.0		3,117.0	3,117.0							
Consumer Direct		42.1	1,210.6	285.4	1,496.0	-1,496.0	0.0		0.0	0.0							
<b>Total SDU</b>		<b>200.4</b>	<b>5,280.9</b>	<b>3,142.9</b>	<b>8,423.8</b>	<b>-3,059.9</b>	<b>5,363.9</b>	<b>0.0</b>	<b>5,363.9</b>	<b>5,363.9</b>							
<b>Finance</b>	LM																
Internal Audit		13.1	559.8	208.7	768.5	-34.0	734.5	734.5	0.0	0.0							
Procurement		5.0	256.4	29.6	286.0	0.0	286.0		286.0	286.0							
<b>Total Finance</b>		<b>18.1</b>	<b>816.2</b>	<b>238.3</b>	<b>1,054.5</b>	<b>-34.0</b>	<b>1,020.5</b>	<b>734.5</b>	<b>286.0</b>	<b>286.0</b>							
<b>Strategic Management</b>	PG	9.0	590.3	13.1	603.4	0.0	603.4		603.4	603.4							
<b>Kent Works</b>	PG				0.0	0.0	0.0		0.0	0.0							

Portfolio, Unit and Activity	Director/ Manager	FTE	Expenditure			Income Total	Net Total CED	LESS Delegated to Directorates	NET Core CED	Financing Items	Total
			Employees	Running Costs	Total						
			£000	£000	£000						
Centrally Managed Budgets		0.0		7,304.9	7,304.9	-183.5	7,121.4	7,121.4		7,121.4	
PFI Grant						-605.0	-605.0	-605.0		-605.0	
Dedicated Schools Grant						-4,289.0	-4,289.0	-4,289.0		-4,289.0	
Contribution from Commercial Services									-6,960.0	-6,960.0	
Contribution to/from IT asset maintenance reserve									2,352.0	2,352.0	
Audit Fees & Subscriptions									764.0	764.0	
<b>TOTAL CSS &amp; PM</b>		<b>1,024.6</b>	<b>42,338.2</b>	<b>32,962.7</b>	<b>75,300.9</b>	<b>-35,030.1</b>	<b>40,270.8</b>	<b>25,315.6</b>	<b>14,955.2</b>	<b>-3,844.0</b>	<b>11,111.2</b>
<b>Public Health &amp; Innovation</b>											
<b>Public Health Unit</b>	MP										
Towards 2010 Target 50				150.0	150.0	0.0	150.0	150.0		150.0	
Healthwatch			50.0	150.0	200.0	0.0	200.0	200.0		200.0	
Public Health Team		5.0	212.5	125.3	337.8	-126.8	211.0	211.0		211.0	
<b>Public Health</b>		<b>5.0</b>	<b>262.5</b>	<b>425.3</b>	<b>687.8</b>	<b>-126.8</b>	<b>561.0</b>	<b>0.0</b>	<b>561.0</b>	<b>0.0</b>	<b>561.0</b>
<b>Total CED Portfolios</b>		<b>1,221.6</b>	<b>50,445.1</b>	<b>40,748.3</b>	<b>91,193.4</b>	<b>-39,288.7</b>	<b>51,904.7</b>	<b>27,152.8</b>	<b>24,751.9</b>	<b>115,319.0</b>	<b>140,070.9</b>

### Appendix 3 – Current budget monitoring details

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Localism &amp; Partnerships portfolio</b>							
Democratic Services:						0	
- core service	4,892	-3	4,889	5	-5	0	
- support to directorates	260	-260	0	0	0	0	
<b>TOTAL Democratic Services</b>	<b>5,152</b>	<b>-263</b>	<b>4,889</b>	<b>5</b>	<b>-5</b>	<b>0</b>	
International Affairs Group	572	-35	537	13	-13	0	
Kent Partnerships	414	-48	366	-1	1	0	
County Council Elections	255		255	0	0	0	
Public Consultation	100		100	0	0	0	
Provision for Member Community Grants	853		853	0	0	0	
Local Scheme Spending recommended by Local Boards	468		468	0	0	0	
District Grants for Local Priorities	808		808	0	0	0	
Budget Managed by this portfolio	8,622	-346	8,276	17	-17	0	
<b>Less Support Costs delegated to Service Directorates</b>	<b>-260</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total L&amp;P portfolio</b>	<b>8,362</b>	<b>-86</b>	<b>8,276</b>	<b>17</b>	<b>-17</b>	<b>0</b>	
<b>Corporate Support &amp; Performance Management portfolio</b>							
Personnel & Development:						0	
- core service & PAYG activity	6,912	-5,254	1,658	83	-83	0	
- support to directorates	3,679	-3,679	0	0	0	0	
<b>TOTAL P&amp;D</b>	<b>10,591</b>	<b>-8,933</b>	<b>1,658</b>	<b>83</b>	<b>-83</b>	<b>0</b>	
Business Solutions & Policy:							
- ISG core service & PAYG activity	14,857	-12,741	2,116	664	-664	0	IT project contractors funded by income
- ISG support to directorates	15,130	-15,130	0	0	0	0	
- Central Policy	656	0	656	0	0	0	
- Performance, Improvement & Engagement	691		691	17	-17	0	
<b>TOTAL Business Solutions</b>	<b>31,334</b>	<b>-27,871</b>	<b>3,463</b>	<b>681</b>	<b>-681</b>	<b>0</b>	
Finance Group:						0	
- Procurement & Audit	320	-34	286	2	-4	-2	
- Audit support to directorates	735	-735	0	0	0	0	
<b>TOTAL Audit &amp; Procurement</b>	<b>1,055</b>	<b>-769</b>	<b>286</b>	<b>2</b>	<b>-4</b>	<b>-2</b>	
Property Group:							
- core service	5,870	-4,430	1,440	87	-87	0	Saving on 17 KHA rent offset by costs for redeployments
- support to directorates	5,443	-5,443	0	0	0	0	
<b>TOTAL Property Group</b>	<b>11,313</b>	<b>-9,873</b>	<b>1,440</b>	<b>87</b>	<b>-87</b>	<b>0</b>	
Legal Services	6,789	-7,764	-975	579	-797	-218	£390k disbursements costs & income; addt costs & income from trading activities
Strategic Management Unit	430		430	0	0	0	
Kent Works	0	0	0	6	1	7	
Corporate Communications	1,423	-217	1,206	-83	83	0	
Strategic Development Unit	2,804	-687	2,117	-21	21	0	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Contact Kent	5,517	-2,248	3,269	-144	144	0	Consumer Direct vacancies off-set by reduced income
Centrally Managed Budgets	2,201	-184	2,017	20	-22	-2	
Support Services purchased from CED	4,094		4,094	0	0	0	
PFI Grant		-605	-605	0	0	0	
Dedicated Schools Grant		-4,289	-4,289	0	0	0	
Budget Managed by this portfolio	77,551	-63,440	14,111	1,208	-1,421	-213	
<b>Less</b> Support Costs delegated to Service Directorates	-24,987	24,987	0	0	0	0	
<b>Total CS&amp;PM</b>	<b>52,564</b>	<b>-38,453</b>	<b>14,111</b>	<b>1,208</b>	<b>-1,421</b>	<b>-213</b>	
<b>Finance Portfolio</b>							
Finance Group:							
- core service	6,015	-4,046	1,969	-280	280	0	Vacancies held & reduced drawdown from Funds
- support to directorates	1,577	-1,577	0	0	0	0	
<b>TOTAL Finance Group</b>	<b>7,592</b>	<b>-5,623</b>	<b>1,969</b>	<b>-280</b>	<b>280</b>	<b>0</b>	
<b>Less</b> Support Costs delegated to Service Directorates	-1,577	1,577	0	0	0	0	
<b>Total Finance portfolio</b>	<b>6,015</b>	<b>-4,046</b>	<b>1,969</b>	<b>-280</b>	<b>280</b>	<b>0</b>	
<b>TOTAL CORPORATE POC</b>	<b>66,941</b>	<b>-42,585</b>	<b>24,356</b>	<b>945</b>	<b>-1,158</b>	<b>-213</b>	
<b>Public Health &amp; Innovation portfolio</b>							
Kent Department of Public Health	944	-377	567	31	-31	0	
<b>Total Public Health &amp; Innovation portfolio</b>	<b>944</b>	<b>-377</b>	<b>567</b>	<b>31</b>	<b>-31</b>	<b>0</b>	
<b>Total Directorate Controllable</b>	<b>67,885</b>	<b>-42,962</b>	<b>24,923</b>	<b>976</b>	<b>-1,189</b>	<b>-213</b>	

	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Assumed Management Action:</b>							
- L&P portfolio						0	
- CS&PM portfolio						0	
- Finance portfolio						0	
- PH&I portfolio						0	
<b>Forecast after Mgmt Action</b>				<b>976</b>	<b>-1,189</b>	<b>-213</b>	

## Financing Items

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Corporate Support &amp; Performance Management portfolio</b>							
Contribution to IT Asset Maintenance Reserve	2,352		2,352			0	
Audit Fees & Subscriptions	764		764			0	
Contribution from Commercial Services		-6,960	-6,960			0	
<b>Total Corporate Support &amp; PM</b>	<b>3,116</b>	<b>-6,960</b>	<b>-3,844</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Finance Portfolio</b>							
Insurance Fund	3,479		3,479			0	
Modernisation of the Council	3,928		3,928			0	
Environment Agency Levy	344		344			0	
Joint Sea Fisheries	264		264			0	
Interest on Cash Balances / Debt Charges	126,290	-10,043	116,247	-1,016		-1,016	2010-11 write down of discount saving from 2008-09 debt restructuring
Transferred Services Pensions	22		22			0	
PRG	-1,500	0	-1,500			0	
Contribution to/from Reserves	1,948		1,948	1,016		1,016	transfer of 10-11 write down of discount saving from 08-09 debt restructuring to reserves
Drawdown from Kings Hill reserve	-1,000		-1,000			0	
ABG Centrally Held Allocations	90		90			0	
<b>Total Finance</b>	<b>133,865</b>	<b>-10,043</b>	<b>123,822</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Controllable</b>	<b>136,981</b>	<b>-17,003</b>	<b>119,978</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Appendix 4 – Current mtfp pressure details

### DETAILS OF CED TOTAL PRESSURES

Public Health & Innovation Portfolio Revenue Budget				
	Staffing FTE	2011-12 £'000	2012-13 £'000	2013-14 £'000
<b>Total Pressures</b>		0	0	0

Corporate Support Services & Performance Management Portfolio Revenue Budget				
	Staffing FTE	2011-12 £'000	2012-13 £'000	2013-14 £'000
<b>Prices:</b>				
All	Gas & Electricity	135	203	
All	Rent	60		0
		<b>195</b>	<b>203</b>	<b>0</b>
<b>Unavoidable Government/Legislative Pressures:</b>				
Property	Change of accounting treatment for some of the staff of Corporate Property Unit	30		0
<b>Total Unavoidable Government/Legislative Pressures</b>		<b>30</b>	<b>0</b>	<b>0</b>
<b>Demand/Demographic Led:</b>				
Property	Dilapidations	79	-88	0
<b>Total Demand/Demographic Led</b>		<b>79</b>	<b>-88</b>	<b>0</b>
<b>Service Strategies &amp; Improvements:</b>				
SDU	Gateways	550	300	
CMB	Tapering of PFI Grant	24	23	
P&D	Support & testing for Oracle Release 12	-50		
P&D	KCC Staff Survey	-25		
ICT	Revenue contribution to extend asset maintenance reserve to server environment supporting business systems	1,853		
All	Prudential borrowing costs for Portfolio Capital Programmes	775	415	179
ICT	Prudential borrowing costs for Connecting Kent	7	41	
P&D	Self-service functionality	200		
P&D	Change to TCP system	-300		
		<b>3,034</b>	<b>779</b>	<b>179</b>
<b>Total Pressures</b>	<b>0.0</b>	<b>3,338</b>	<b>894</b>	<b>179</b>

<b>Finance Portfolio Revenue Budget</b>				
	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Unavoidable Government/Legislative Pressures:</b>				
Fin.Items	Employers NI 1% increase	900		
<b>Total Unavoidable Government/Legislative Pressures</b>		<b>900</b>	<b>0</b>	<b>0</b>
<b>Demand/Demographic Led</b>				
Fin.Items	Increase in Employer's Pension Contribution	4,000		
<b>Total Demand/Demographic Led</b>		<b>4,000</b>	<b>0</b>	<b>0</b>
<b>Service Strategies &amp; Improvements:</b>				
Fin.Items	Borrowing costs of PEF2	36	252	
Fin.Items	Modernisation of the Council		-500	
Fin.Items	Financing the existing Capital Programme	5,109	9,788	
Fin.Items	Financing for new capital programme			8000
Fin.Items	Drawdown from Prudential Equalisation Reserve	-36	-252	
Fin.Items	Contribution to Reserves	-1,203		
Fin.Items	Full year impact of revised treasury policy and changes in interest rates	-500		
Fin Grp	Support & testing for Oracle Release 12	-25		
<b>Total Service Strategies &amp; Improvements</b>		<b>3,381</b>	<b>9,288</b>	<b>8,000</b>
<b>Total Pressures</b>		<b>8,281</b>	<b>9,288</b>	<b>8,000</b>

<b>Localism &amp; Partnerships Portfolio Revenue Budget</b>				
	Staffing FTE	2010-11 £'000	2011-12 £'000	2012-13 £'000
<b>Demand/Demographic Led</b>				
Dem Serv	Democratic Services Staffing	175		
Dem Serv	Additional CLM's	144		
<b>Total Demand/Demographic Led</b>		<b>319</b>	<b>0</b>	<b>0</b>
<b>Total Pressures</b>		<b>319</b>	<b>0</b>	<b>0</b>