

| Review of Corporate Budgets             |                |                  |                 |                 |               |                 |                           |  |
|---|----------------|------------------|-----------------|-----------------|---------------|-----------------|---------------------------|--|
|   | Expenditure    |                  |                 | Income          |               |                 | 2008/09<br>Base<br>Budget |  |
|   | Employees      | Running<br>Costs | Total           | Internal        | External      | Total           |                           | Cost Driver / Unit Cost / Main Activities i.e. justification of spend  |
| <b>Public Health</b>                    | <b>121.5</b>   | <b>835.5</b>     | <b>957.0</b>    |                 |               | <b>0.0</b>      | <b>957.0</b>              | £121.5k is the salary cost associated with the department. The department currently hosts the LINKs Budget (£492k), of which £472k is in the process of being transferred to E&R directorate who are responsible for monitoring the contract with the host organisation. £300k is the Kent Health Watch budget leaving £43.5k as the budget for all other running costs of the department. This breakdown does not include £250k, formerly with CFE for the T2010 Target 50 campaign which transferred recently.   |
| <b>Personnel &amp; Development</b>      |                |                  |                 |                 |               |                 |                           |  |
| Schools Personnel Service               | 2,214.3        | 209.8            | 2,424.1         | -1,862.6        | -75.0         | -1,937.6        | 486.5                     | Provide personnel administration and consultancy to schools purchasing the service. Undertake a range of services on behalf of the LEA on a commercial contract basis. The net budget provides for CRB checks for schools and delivery of specialist training and workshops to schools and other educational establishments. Base budget has subsequently been transferred to CFE.   |
| Communities, E&R, CED Personnel Service | 716.7          | 24.4             | 741.1           | -129.2          |               | -129.2          | 611.9                     | Manage organisational change and provide professional, expert advice and support to managers on all staff matters. Provided to Communities, Environment & Regeneration and Chief Executive's Department. Largely organised on casework basis, for example grievance, disciplinary and restructuring. Areas of specialism developed and applied across all directorates e.g. sickness management. To ensure engagement, development and retention of staff and excellent people management practices. Minimise risk to KCC from Employment Tribunals arising from inappropriate management activity. Unit cost = £122 per head  |
| Employee Relations Unit                 | 194.9          | 29.6             | 224.5           | 0.0             |               | 0.0             | 224.5                     | Development of employment policy and practice. Specialist advice and training in employment law. Formal and informal consultation and negotiation with Trades Unions. Management of redeployment forum. All delivered on behalf of whole authority.  |
| Pay and Rewards team                    | 265.9          | 17.0             | 282.9           | -34.2           |               | -34.2           | 248.7                     | Deliver a Reward strategy which underpins KCC's goals to recruit and retain a highly skilled and motivated workforce. Continually improve approaches to pay management and employees benefits and ensure KCC meets its obligations in respect of Equal Pay. Development and implementation of all reward projects, policy and practice. Management of Total Contribution Pay process. Research on pay trends and specialist advice on market position to ensure pay is competitive and fair, including the appropriate use of market supplements. Management of Job Evaluation and ongoing development of pay structures for KCC. Input to annual pay bargaining process. Ongoing development, management and enhancement of staff benefits for KCC employees and introduction of Total Reward approach. Administration of Staff Club and Help Fund. Unit cost = £9 per head (including schools) |
| Employee Services                       | 1,992.4        | 191.2            | 2,183.6         | -173.4          | -78.0         | -251.4          | 1,932.2                   | Provide advice and guidance to support the delivery of an integrated service for appointment, ongoing employment, transfer and leaving protocols. Manage, verify, deliver and reconcile the timely and accurate payment of all non-schools KCC staff and Members including all related statutory returns in accordance with HMRC's requirements. Facilitate rapid and compliant recruitment and selection for all posts required by the authority in line with legislation and KCC's policies and procedures. Provide advice and support on CRB practice and operate a processing service for checks ensuring full compliance. Manage the relationship/contract arrangements with KCC's recruitment advertising agency. Processing, validating and payment of all employee expenses in line with the appropriate legislative requirements. Unit cost = £121 per assignment.                      |
| Personnel & Information Services        | 405.7          | 8.6              | 414.3           | 0.0             |               | 0.0             | 414.3                     | Meet KCC's workforce information requirements for external, statutory, corporate and directorate purposes. Develop systems to ensure maximum functionality from Oracle HR. Unit cost = £21 per assignment  |
| Equalities team                         | 182.4          | 50.1             | 232.5           | 0.0             |               | 0.0             | 232.5                     | Provide advice on increasing access to employment for diversity groups, work to eliminate discrimination in the workplace and support the diversity staff groups. Unit cost = £19 per diversity.   |
| Staff Care Services                     | 550.0          | 366.4            | 916.4           | -405.7          | -28.1         | -433.8          | 482.6                     | As the corporate client ensure the provision of occupational health, counselling, workplace mediation and coaching services provided by Commercial Services. Unit cost = £40 per head  |
| Wellbeing Healthchecks                  | 0.0            | 75.0             | 75.0            | 0.0             |               | 0.0             | 75.0                      | 3 year programme of voluntary health checks for employees to check for early warning signs of underlying health problems and the provision of advice on healthy living. Provided by an external contractor with some internal support with the communication and marketing.  |
| P&D Management                          | 353.2          | 108.5            | 461.7           | 0.0             |               | 0.0             | 461.7                     | The director or P&D, senior managers and the PA team for the unit. Additional costs for the running of the unit eg supplies and services.  |
| Learning & Development                  | 774.1          | 630.8            | 1,404.9         | -903.7          | -20.0         | -923.7          | 481.2                     | Design, commission and procure learning and development solutions to meet the needs of the business, individuals and external customers. Operates as a business unit, generating income from service receivers. Deliver a coaching service across KCC and take the professional lead on Organisational Development for KCC. Unit cost = £40 per head (corporate activity)  |
| Health & Safety                         | 190.6          | 34.4             | 225.0           | 0.0             |               | 0.0             | 225.0                     | Provide the professional lead, advice, development and training across KCC to ensure that all directorates maintain the safety and welfare of staff, clients and the public. Through this approach, ensure risk to KCC is minimised and all statutory requirements are met. Provide specific H&S advice within the Chief Executive's Department.   |
| Strategy 4 Staff                        | 158.6          | 208.3            | 366.9           | 0.0             |               | 0.0             | 366.9                     | All development and delivery to ensure the implementation of KCC's Strategy for Staff. These are key projects such as the Staff Survey, benchmarking activity and developing strategies to build the organisation's people capacity and lead on delivering KCC's Strategic Workforce Plan. Deliver a range of communication initiatives to maximise employee engagement. Costs include management and support costs. Unit cost = £11 per head. In addition, specific funding provision is made for the Senior Managers Development Programme and Investors in People.  |
| Rewards Strategy                        | 0.0            | 107.0            | 107.0           | 0.0             |               | 0.0             | 107.0                     | Annual stage payment to external provider for the development and management of the Kent Rewards site.   |
|   | <b>7,998.8</b> | <b>2,061.1</b>   | <b>10,059.9</b> | <b>-3,508.8</b> | <b>-201.1</b> | <b>-3,709.9</b> | <b>6,350.0</b>            |  |

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|---|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|---------------------------|---|
|   | Expenditure     |                  |                 | Income          |                 |                 | 2008/09<br>Base<br>Budget | Cost Driver / Unit Cost / Main Activities i.e. justification of spend   |
|   | Employees       | Running<br>Costs | Total           | Internal        | External        | Total           |                           |   |
| <b>Information Systems</b>                      |                 |                  |                 |                 |                 |                 |                           |   |
| Non-service catalogue                           | 5,104.0         | 1,141.0          | 6,245.0         | -5,042.0        | -1,100.0        | -6,142.0        | 103.0                     | Services provided under individual agreements E.g. EIS and schools.   |
| Desktop   | 3,964.2         | 120.8            | 4,085.0         |                 |                 | 0.0             | 4,085.0                   | Unit cost = £283. Provision of email, antivirus, electronic filing, print, desktop computers, protection from threats, manage software agreements.  |
| Network - data                                  | 869.9           | 4,002.1          | 4,872.0         |                 |                 | 0.0             | 4,872.0                   | Unit cost = £360. Provision of WAN and LAN services to 400+ sites. Manage monitor, protect & maintain data network.   |
| Network - voice                                 | 225.5           | 478.5            | 704.0           |                 |                 | 0.0             | 704.0                     | Unit costs = £47. Managing & maintaining the voice networks across KCC.   |
| Data centre                                     | 54.0            | 929.0            | 983.0           |                 |                 | 0.0             | 983.0                     | Unit costs = £36. Source & maintain machine space hosting infrastructure for application and desktop servers and storage.   |
| Applications - KSSIP                            | 1,029.5         | 446.5            | 1,476.0         |                 |                 | 0.0             | 1,476.0                   | Unit costs = £903. Manage, monitor & maintain enterprise wide finance, personnel & payroll systems.   |
| Applications - Others                           | 2,503.6         | 360.4            | 2,864.0         |                 |                 | 0.0             | 2,864.0                   | Unit costs = £240. Maintain integrity for service directorate IT and individual unit (business systems) & web-based applications.   |
| Targeted Savings                                |                 |                  | 0.0             | -853.0          |                 | -853.0          | -853.0                    |   |
| Contribution to IT Asset<br>Maintenance Reserve | 4,880.0         |                  | 4,880.0         | -2,456.0        |                 | -2,456.0        | 2,424.0                   |   |
|   | <b>18,630.7</b> | <b>7,478.3</b>   | <b>26,109.0</b> | <b>-8,351.0</b> | <b>-1,100.0</b> | <b>-9,451.0</b> | <b>16,658.0</b>           |   |
| <b>Business Solutions &amp; Policy</b>          |                 |                  |                 |                 |                 |                 |                           |   |
| BS&P Core team                                  | 715.8           | 487.7            | 1,203.5         |                 |                 | 0.0             | 1,203.5                   | Provides cross-cutting support, planning and monitoring/benchmarking functions. Also includes training, agency/temporary staff, financing items, as well as technical test/development and proof of concept activity to take forward KCC's technical innovation ambitions.  |
| Kent Partnership                                | 381.6           | 74.8             | 456.4           |                 |                 | 0.0             | 456.4                     | Main focus is to initiate and guide joint action by the public, private and voluntary and community sectors on the key issues facing Kent in order to deliver the countywide community strategy, the Vision for Kent.   |
| Central Policy                                  | 835.6           | -11.5            | 824.1           | -340.2          |                 | -340.2          | 483.9                     | Supports the development of corporate policy through forward thinking, research and joint working with partners to drive change and improvement within the organisation.  |
| Performance Management                          | 359.7           | -103.9           | 255.8           |                 |                 | 0.0             | 255.8                     | Ensures that the authority strives for continuous improvement in its performance by providing a focus for improvement; ensuring systems are in place to provide quality data, challenging submissions to ensure robustness and keeping everyone informed of KCC's corporate performance.  |
| European Affairs Group                          | 361.8           | 99.6             | 461.4           |                 | -113.2          | -113.2          | 348.2                     | Provide a corporate voice for KCC and Kent in Europe. Seeking to maximise the benefits of being the 'gateway to Europe' by promoting Kent's interests, facilitating the participation of KCC Directorates in European programmes and projects and strengthening the EU dimension within wider KCC policy formulation.   |
| Kent Works                                      | 850.0           |                  | 850.0           |                 | -850.0          | -850.0          | 0.0                       |   |
|   | <b>3,504.5</b>  | <b>546.7</b>     | <b>4,051.2</b>  | <b>-340.2</b>   | <b>-963.2</b>   | <b>-1,303.4</b> | <b>2,747.8</b>            |   |
| <b>Legal</b>                                    |                 |                  |                 |                 |                 |                 |                           |   |
| Commercial Team                                 | 1,534.0         | 48.4             | 1,582.4         | -467.8          | -1,490.8        | -1,958.6        | -376.2                    | 34.4fte's - responsible for all property and commercial legal matters, including sales, purchases and leases; PFI; planning law advice including pre-application advice, breaches of planning and environmental law, planning Inquiries and planning prosecutions; advice on highways law including public rights of way and village greens; right to buy; company, trust and charity law; partnerships with outside bodies; planning agreements, community infrastructure and planning blight procedures; building and engineering contracts; tenders and contracts for the provision of goods and services; compulsory purchase orders, advice on common land matters; legal charges; land compensation claims; etc. Surplus generated through external and third party funded          |
| Community Team                                  | 2,102.1         | 143.0            | 2,245.1         | -261.7          | -2,499.1        | -2,760.8        | -515.7                    | 47.5 fte's - responsible for advice and pre-court preparation on litigation cases at all levels up to the House of Lords, including advocacy in the Magistrates' and County Courts, employment tribunals; specialist advice in the areas of housing possession, disrepair, debt recovery, employment, judicial review, and licensing. Also specialist advice in the areas of child protection, fostering and adoption, residential and community care, mental health, asylum and criminal injuries compensation. Surplus generated through external probation and litigation work.  |
| Disbursements                                   |                 | 1,000.0          | 1,000.0         | -1,000.0        |                 | -1,000.0        | 0.0                       | Case Expenses paid on behalf of clients and recouped at cost. 82% external Counsel Fees, mainly relating to children in Care.   |
| Administration                                  | 399.3           | 98.8             | 498.1           |                 | -6.5            | -6.5            | 491.6                     | 9.6 fte's - The Head of the Legal & Democratic Services Unit is the Director of Law & Governance who is also Monitoring Officer for KCC and the Kent & Medway Fire and Rescue Authority. An Office Manager + 5.6fte's supports the work of the Unit, with responsibility for managing quality assurance and the support functions, including Legal Records. 2 fte's Finance support including support to Democratic Services  |
|   | <b>4,035.4</b>  | <b>1,290.2</b>   | <b>5,325.6</b>  | <b>-1,729.5</b> | <b>-3,996.4</b> | <b>-5,725.9</b> | <b>-400.3</b>             |   |
| <b>Democratic Services</b>                      |                 |                  |                 |                 |                 |                 |                           |   |
| Secretariat                                     | 1,317.1         | 163.3            | 1,480.4         |                 | -18.3           | -18.3           | 1,462.1                   | 32fte's - responsible for organising and clerking Council, Cabinet, Committee, Local Board and other Member meetings; maintaining the master copy of the Constitution; advising on meeting and decision-taking procedures; producing the KCC diary; processing decisions by Cabinet Members; keeping the official record of all Council, Cabinet, Committee and Cabinet Member decisions; compiling and publishing the Forward Plan of Key Decisions; undertaking Topic Reviews for Select Committees; processing all applications for Member Community Grants, Small Community Capital Grants and Local Schemes Grants; arranging the appointment of Members to serve on outside bodies; organising school admission and transport appeals and Social Services Complaints Review Panels. |
| Member Services                                 | 125.1           | 2,258.9          | 2,384.0         |                 |                 | 0.0             | 2,384.0                   | 3fte's - The Head of Democratic Services & Local Leadership is responsible for Members' Code of Conduct; register of Members' interests; secretarial services; advice and information; allowances and expenses; chauffeurs and transport arrangements; conference attendance and training; staff support to Lord Lieutenant, Chairman of the Council and minority group leaders.  |

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|-----------------------------------|----------------|----------------|----------------|--------------|--------------|--------------|---------------------|--|
|                                   | Expenditure    |                |                | Income       |              |              | 2008/09 Base Budget |  |
|                                   | Employees      | Running Costs  | Total          | Internal     | External     | Total        |                     | Cost Driver / Unit Cost / Main Activities i.e. justification of spend  |
| Data Protection                   | 77.7           | 12.6           | 90.3           |              |              | 0.0          | 90.3                | 2fte's - The Corporate Access to Information Co-ordinator is responsible for ensuring that KCC complies with the legislation that gives people a right of access to publicly-held information; including the Freedom of Information Act 2000, the Data Protection Act 1998, the Environmental Information Regulations 2004 and the Re-use of Public Sector Information Regulations 2005. Other responsibilities include Corporate Policy and co-ordination; Data Protection registration and notification; Freedom of Information Publication Scheme & Asset Register, and liaison with the Information Commissioner's Office. The Co-ordinator also manages the handling of corporate complaints made to the Chief Executive.   |
| Local Boards                      | 588.7          | 105.0          | 693.7          |              |              | 0.0          | 693.7               | 32fte's - responsible for organising and clerking Council, Cabinet, Committee, Local Board and other Member meetings; maintaining the master copy of the Constitution; advising on meeting and decision-taking procedures; producing the KCC diary; processing decisions by Cabinet Members; keeping the official record of all Council, Cabinet, Committee and Cabinet Member decisions; compiling and publishing the Forward Plan of Key Decisions; undertaking Topic Reviews for Select Committees; processing all applications for Member Community Grants, Small Community Capital Grants and Local Schemes Grants; arranging the appointment of Members to serve on outside bodies; organising school admission and transport appeals and Social Services Complaints Review Panels.  |
|                                   | <b>2,108.6</b> | <b>2,539.8</b> | <b>4,648.4</b> | <b>0.0</b>   | <b>-18.3</b> | <b>-18.3</b> | <b>4,630.1</b>      |  |
| <b>Strategic Development Unit</b> |                |                |                |              |              |              |                     |  |
| Chief Executives Initiative       |                | 127.4          | 127.4          |              |              | 0.0          | 127.4               | To provide one-off funding to allow investigation of new initiatives etc   |
| Strategic Development Unit        | 1,007.9        | 1,209.4        | 2,217.3        | -14.0        |              | -14.0        | 2,203.3             | Running costs of the Gateway roll-out (£723k); Kent Graduate Programme provides 12 graduates posted throughout KCC (£340k); Kent TV (£600k); Kent Film Office promoting the use of Kent as a location for filming etc; Also includes Chief Executive's support team of 4 fte's (£125k).  |
|                                   | <b>1,007.9</b> | <b>1,336.8</b> | <b>2,344.7</b> | <b>-14.0</b> | <b>0.0</b>   | <b>-14.0</b> | <b>2,330.7</b>      |  |
| <b>Corporate Communications</b>   |                |                |                |              |              |              |                     |  |
| Corporate Communications          | 771.3          | 155.5          | 926.8          | -36.0        | -2.0         | -38.0        | 888.8               | The Corporate Communications Unit increases awareness, understanding and support for Kent County Council, its objectives, policies and services among Kent residents and key decision-makers. They ensure KCC employees understand KCC's aims and their contribution towards them by promoting effective, quality internal communication.  |
| CC Kent County Show               | 0.0            | 91.8           | 91.8           | -56.2        | 0.0          | -56.2        | 35.6                | KCC's presence at the County Show.   |
| CC Around Kent                    |                | 288.8          | 288.8          | 0.0          | 0.0          | 0.0          | 288.8               | This is a quarterly magazine, 620,000 copies distributed to all households in Kent as well as to Libraries, Tourist Information centres etc.   |
|                                   | <b>771.3</b>   | <b>536.1</b>   | <b>1,307.4</b> | <b>-92.2</b> | <b>-2.0</b>  | <b>-94.2</b> | <b>1,213.2</b>      |  |
| PFI Grant                         |                |                |                |              | -656.0       | -656.0       | -656.0              | Specific Grant on PFI schemes  |
| Dedicated Schools Grant           |                |                |                |              | -2,789.0     | -2,789.0     | -2,789.0            | Share of Grant to cover overheads  |
| <b>Finance Group</b>              |                |                |                |              |              |              |                     |  |
| County Finance                    | 1,040.2        | 312.4          | 1,352.6        | -54.0        | -159.6       | -213.6       | 1,139.0             | £687.5k of the Salaries budget funds the 9.14fte Corporate Finance management team and support staff. Management team is made up of 4 ftes - Dir of Finance, Head of Financial Serv, Head of Financial Management and contracted Head of Audit. Management support has 3.14 fte and 2.0 ftes are CIPFA trainees, funded by directortes, as shown on internal income line £54k. The remainder of the salaries budget (£353k) funds the on-going impact of previous years staff redundancies and early retirements. Savings are about to accrue as some of these come to an end, and this will fund some of our strategic finance initiatives. The external funding includes the contribution from the Pension Fund for one of the Management Team posts. The main elements in the running costs budget include Kent Benefits Partnership (£150k) and the cost of annual asset valuation (£80k) and a small allocation to buy-in external specialist advice as and when required on issues vital to the current or future financial health |
| Internal Audit & Risk             | 1,193.9        | 102.3          | 1,296.2        | -24.6        | -658.8       | -683.4       | 612.8               | <b>Internal Audit Team of 15.9 ftes</b> provide delivery of the Audit plan - 2230 audit days; Maintain database of controls/risks linked to the business objectives of the council; Provide annual Audit Opinion to support Annual governance Statement; Provide 500 days of advice/information on risks & controls to all; Investigate financial irregularities; Lead on the strategy and facilitation of risk management across the Council; Raise External income by providing services to Kent County Fire Services. <b>The Insurance section of 15.6 ftes</b> - provide Insurance arrangements to cover the Council's assets and risks and advice on insurance and risk management issues; The team deals with 4500 claims a year. It is funded from the KCC's Insurance Fund.  |
| Pensions/Treasury/Investments     | 1,799.3        | 555.1          | 2,354.4        | -93.5        | -2,373.3     | -2,466.8     | -112.4              | <b>Pensions team of 53 ftes</b> , funded from KCC's Superannuation fund and <b>Treasury Investments of 5 ftes</b> . These teams manage the investment strategy, asset allocation and investment manager monitoring for the £2.5bn Kent Pensions Fund; Undertake cash investments (£350m) and long term borrowing (£900m); Pensions administration for the 220 employers participating in the Kent Pensions Fund, covering 40,000 scheme members and 50,000 pensions (and deferreds). Administer the Police and Firefighters pensions schemes.  |
| Exchequer Services                | 1,052.7        | -33.6          | 1,019.1        |              | -39.6        | -39.6        | 979.5               | <b>35 Ftes</b> process and pay 400,000 invoices through Accounts Payable and iProcurement; Manage the Council's debt management system, accounts receivable and control debt recovery processes; Bank, allocate and reconcile income to the Council  |
| Procurement                       | 212.2          | 34.5           | 246.7          | -100.0       |              | -100.0       | 146.7               | Develop and maintain the Council's Procurement Strategy and the associated rules and regulations for the procurement; Develop the Council's eProcurement strategy.   |

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|   | Employees      | Running<br>Costs | Total            | Internal      | External         | Total            |                           | Cost Driver / Unit Cost / Main Activities i.e. justification of spend   |
| <b>Accounting &amp; Budgeting</b>                 |                |                  |                  |               |                  |                  |                           |   |
| Finance Support                                   | 326.6          | 6.5              | 333.1            |               |                  | 0.0              | 333.1                     | Team of 6 provides Financial Support and advice to all CED budget managers; Undertake MTFP, budget build and closing of accounts activities. Co-ordinate the development and manage the provision of professional accounting, budgeting, costing and financial management services to Senior Managers in CED and lead in the delivery of Ad hoc projects. Assist CED budget managers in the preparation of 3 year financial plans in accordance with the Authority's and Department's MTFP.   |
| MAT   | 379.3          | 42.2             | 421.5            |               | -27.1            | -27.1            | 394.4                     | Team of 9 - Prepare and produce the final accounts, ensuring that statutory deadlines are achieved. Report, advise and guide on the revenue and capital budget monitoring position of the Council to Cabinet on specified dates. Provide advice and guidance on best accounting practice and the correct treatment of VAT and tax and ensure proper financial records are maintained. The team also generates external income by providing services to Kent&Essex Sea Fisheries and Kent Fire&Rescue.   |
| FSG   | 273.3          | 42.8             | 316.1            |               |                  | 0.0              | 316.1                     | Team of 5 - Provide Medium Term Financial Planning and Budgeting for both revenue and capital budgets. This includes prioritisation of resource allocation, together with public consultation on Budgets and Council Tax proposals, and the publication of KCC's MTFPs. Provide the £2.2bn revenue budget and the £438m capital budget, and precept on district councils for Council Tax. Provide financial research, pro-actively lobby to support and enhance KCC's funding position and appraise the financial impact of major developments and initiatives. |
| Ext Funding                                       | 99.4           | 26.3             | 125.7            |               |                  | 0.0              | 125.7                     | Co-ordination of external funding activity  |
| Finance Systems                                   |                | 927.5            | 927.5            |               | -90.9            | -90.9            | 836.6                     | Annual charges for Oracle Software/maintenance and Microgen Banking Systems. Partly funded by the Superannuation and Insurance Funds.   |
|   | <b>6,376.9</b> | <b>2,016.0</b>   | <b>8,392.9</b>   | <b>-272.1</b> | <b>-3,349.3</b>  | <b>-3,621.4</b>  | <b>4,771.5</b>            |   |
| <b>Financing Items</b>                            |                |                  |                  |               |                  |                  |                           |   |
| Insurance Fund                                    |                | 3,479.0          | 3,479.0          |               |                  | 0.0              | 3,479.0                   | Self-funded insurance for KCC, with stop-losses limiting our liability  |
| County Council Elections                          |                | 255.0            | 255.0            |               |                  | 0.0              | 255.0                     | Contribution to a reserve that funds all County Council elections and by-elections  |
| Workforce Reduction                               |                | 1,500.0          | 1,500.0          |               |                  | 0.0              | 1,500.0                   | To cover redundancy costs associated with delivery of budget savings  |
| Environment Agency                                |                | 359.0            | 359.0            |               |                  | 0.0              | 359.0                     |   |
| Joint Sea Fisheries                               |                | 264.0            | 264.0            |               |                  | 0.0              | 264.0                     |   |
| Audit Fees & Subscriptions                        |                | 800.0            | 800.0            |               |                  | 0.0              | 800.0                     | External audit fees to the Audit Commission, and small provision for certain annual subscriptions   |
| Interest on Cash Balances/Debt Charges            |                |                  | 0.0              |               | -9,477.0         | -9,477.0         | -9,477.0                  | Interest received on cash holdings and investments  |
| Contribution from Commercial Services             |                |                  | 0.0              |               | -6,210.0         | -6,210.0         | -6,210.0                  | Return budgeted from Commercial services' trading activities  |
| Public Consultation                               |                | 100.0            | 100.0            |               |                  | 0.0              | 100.0                     | Various public consultation, including the annual budget consultation day with the public   |
| Member Community Grants                           |                | 840.0            | 840.0            |               |                  | 0.0              | 840.0                     | £10k allocation to each of the County Council's Members   |
| Debt Charges                                      |                | 105,478.0        | 105,478.0        |               |                  | 0.0              | 105,478.0                 | Debt repayments relating to current and previous years borrowing needed to fund the capital programme   |
| Local Scheme spending recommended by Local Boards |                | 893.0            | 893.0            |               |                  | 0.0              | 893.0                     | £400k is allocated to Local Boards for local priorities. The remainder is direct grants to District Councils from money raised from 'second homes'  |
| Transferred Services Pensions                     |                | 22.0             | 22.0             |               |                  | 0.0              | 22.0                      |   |
| PRG   |                |                  | 0.0              |               | -1,726.0         | -1,726.0         | -1,726.0                  | Amount of PRG required to fund spending plans within directorates   |
| Contribution from Reserves                        |                |                  | 0.0              |               | -2,400.0         | -2,400.0         | -2,400.0                  | One-off use of reserves that were no longer necessary   |
| Income from Kings Hill                            |                |                  | 0.0              |               | -1,000.0         | -1,000.0         | -1,000.0                  | Revenue streams go into the King's Hill reserve, for annual allocation into support to the revenue budget   |
| ABG Safer Stronger Communities                    |                | 1,384.0          | 1,384.0          |               |                  | 0.0              | 1,384.0                   | Budget held for allocation to District partners   |
| LABGI income                                      |                |                  | 0.0              |               | -3,200.0         | -3,200.0         | -3,200.0                  | No longer budgeted for from 2009/10 as current scheme comes to an end   |
|   | <b>0.0</b>     | <b>115,374.0</b> | <b>115,374.0</b> | <b>0.0</b>    | <b>-24,013.0</b> | <b>-24,013.0</b> | <b>91,361.0</b>           |   |
| <b>Property</b>                                   |                |                  |                  |               |                  |                  |                           |   |
| FM Contracts                                      | 110.1          | 14.9             | 125.0            | -50.1         | -24.0            | -74.1            | 50.9                      | Income from non-Strategic buildings. Base budget is £50k not £50.9k   |
| SHQ Offices & FM Staff                            | 399.4          | 1,062.6          | 1,462.0          | -9.6          | -32.0            | -41.6            | 1,420.4                   | Budget to deliver services specified, cleaning, catering, reception, portering etc.   |
| Brussels Office                                   | 26.0           | 112.6            | 138.6            | -50.0         | -88.6            | -138.6           | 0.0                       | Costs of Brussels Office - netted off by external income re tenants   |
| FM Maintenance                                    |                | 255.8            | 255.8            |               |                  | 0.0              | 255.8                     | Income which is divided across all Strategic buildings for Planned maintenance, resultant and responsive work.  |
| Landlord Maintenance                              |                | 454.1            | 454.1            |               |                  | 0.0              | 454.1                     | Maintenance costs of plant etc. at KCC Offices  |
| Kingshill   | 163.1          | 121.5            | 284.6            |               |                  | 0.0              | 284.6                     | Budget to deliver services specified, cleaning, catering, reception, portering etc.   |
| Clover House                                      | 76.5           | 59.1             | 135.6            |               |                  | 0.0              | 135.6                     | Budget to deliver services specified, cleaning, catering, reception, portering etc.   |
| Post & Dispatch                                   | 185.8          | 27.9             | 213.7            |               |                  | 0.0              | 213.7                     | Cost to run postrooms and maintain machinery, franking charges are cross charged to Directorates  |
| Kroner House                                      | 134.5          | 128.4            | 262.9            |               |                  | 0.0              | 262.9                     | Budget to deliver services specified, cleaning, catering, reception, portering etc.   |
| Meeting Room Lettings                             | 60.1           | 284.3            | 344.4            | -330.2        | -14.2            | -344.4           | 0.0                       | Costs associated with provision of meeting facilities - recharged accordingly   |
| Oakwood   | 134.9          | 1,473.6          | 1,608.5          | -803.5        | -1,246.7         | -2,050.2         | -441.7                    | Key conference facility - income generating. Net income covers overheads. This is being put onto a formal trading account basis.  |
| Disposals   | 233.7          | 49.5             | 283.2            | -283.2        |                  | -283.2           | 0.0                       | Disposal costs netted off receipt   |
| Mouchel Estates Contract                          |                | 884.0            | 884.0            | -254.0        |                  | -254.0           | 630.0                     | external fees in relation to outsourced estates management operations   |

| Review of Corporate Budgets                 |                 |                  |                  |                  |                  |                  |                  |   |
|---|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|---|
|   | Expenditure     |                  |                  | Income           |                  |                  | 2008/09          |   |
|   | Employees       | Running Costs    | Total            | Internal         | External         | Total            | Base Budget      | Cost Driver / Unit Cost / Main Activities i.e. justification of spend   |
| Estates Team                                | 430.9           | 19.5             | 450.4            | -101.4           |                  | -101.4           | 349.0            | staff costs related to in-house advice & support and management of outsourced supply chain  |
| County Wide Offices                         | 57.0            | 5,804.0          | 5,861.0          | -989.9           | -130.0           | -1,119.9         | 4,741.1          | rent payments in relation to County Office estate   |
| Maintenance & Minor Work                    | 359.5           | 126.1            | 485.6            | -485.6           |                  | -485.6           | 0.0              | Provision and management of building maintenance activity across the estate - staff costs   |
| Maintenance Contract                        |                 | 589.6            | 589.6            | -104.3           |                  | -104.3           | 485.3            | external fees in relation to outsourced maintenance operations  |
| Environmental Consultancy                   |                 | 329.1            | 329.1            | 0.0              |                  | 0.0              | 329.1            | external fees in relation to outsourced environmental operations  |
| Classcare                                   |                 |                  | 0.0              | 0.0              |                  | 0.0              | 0.0              | Indemnity scheme run for schools - funded by schools  |
| Contract Performance & Financial Monitoring | 231.0           | 1.2              | 232.2            | -232.2           |                  | -232.2           | 0.0              | payment and monitoring of spend for operational activity - funded by directorates   |
| Capital Projects                            | 1,182.8         | 42.2             | 1,225.0          | -1,225.0         |                  | -1,225.0         | 0.0              | staff costs directly related to delivery of capital programme - funded by directorates  |
| Office Transformation                       | 61.3            | 138.7            | 200.0            | -200.0           |                  | -200.0           | 0.0              | staff and ancillary costs related to delivery of Better Workplaces programme  |
| Resources                                   | 414.4           | 96.0             | 510.4            | -186.5           |                  | -186.5           | 323.9            | staff and ancillary costs related to delivery of Enterprise database, SLA negotiations and management of key asset information                          |
| PEF receipts income                         |                 |                  | 0.0              |                  | -700.0           | -700.0           | -700.0           | Second stage of the 'one-off' contribution to the revenue budget.   |
| Director of Property                        | 600.8           | 67.6             | 668.4            | -228.3           | -38.9            | -267.2           | 401.2            | Strategic management of property function   |
|   | <b>4,861.8</b>  | <b>12,142.3</b>  | <b>17,004.1</b>  | <b>-5,533.8</b>  | <b>-2,274.4</b>  | <b>-7,808.2</b>  | <b>9,195.9</b>   |   |
| <b>Strategic Management</b>                 |                 |                  |                  |                  |                  |                  |                  |   |
| Chief Officers                              | 296.4           | 168.4            | 464.8            |                  |                  | 0.0              | 464.8            | Chief Executive's salary and running costs, including subscription fee to Local Government Association (£135k)  |
| Pensions                                    | 959.7           | 0.0              | 959.7            |                  | -112.6           | -112.6           | 847.1            | Costs associated with Pensions of Pre local government review in 1998 And the income is the proportion recharge to Medway                               |
| Staff Club                                  | 90.3            | 15.0             | 105.3            |                  | -71.0            | -71.0            | 34.3             | Administration of the Virtual staff club and subsidising events for all KCC staff. The income is contribution made by staff towards the various events. |
|   | <b>1,346.4</b>  | <b>183.4</b>     | <b>1,529.8</b>   | <b>0.0</b>       | <b>-183.6</b>    | <b>-183.6</b>    | <b>1,346.2</b>   |   |
|   |                 |                  |                  |                  |                  |                  | 0.0              |   |
| <b>TOTAL</b>                                | <b>50,763.8</b> | <b>146,340.2</b> | <b>197,104.0</b> | <b>-19,841.6</b> | <b>-39,546.3</b> | <b>-59,387.9</b> | <b>137,716.1</b> |   |